



**Steve Bullock**  
Governor of Montana  
Chair

**Larry Hogan**  
Governor of Maryland  
Vice Chair

**Scott D. Pattison**  
Executive Director and CEO

August 20, 2018

Allicyn Tasaka  
Executive Director  
Workforce Development Council  
830 Punchbowl Street, Room 417  
Honolulu, Hawaii 96813

Dear Allicyn:

I am pleased to inform you that Hawaii is one of seven states selected to participate in the NGA Center for Best Practices *State Collaborative Consortium to Understand and Support the On-Demand Workforce*. Your proposal clearly demonstrated your governor's commitment to engaging in research and policy development to expand economic opportunity in your state.

#### **Press Release**

NGA will be communicating selection of states to the press and posting information on our website in the coming days. **Until then, please hold off on sending out any announcement of your own.** We will notify you when the announcement has been made public on our website.

#### **Memorandum of Agreement**

Participating states will provide in-kind support for their participation in the project through contributed staff and research and by covering project-attributed expenses for travel, teleconferences, etc. Sample language for a Memorandum of Agreement will be emailed soon. It will be important that you have your contract office review and respond to the designated NGA grants contact with any proposed changes as soon as possible.

#### **Introductory Webinar with Selected States**

The NGA Center will hold a conference call with team leads from the seven selected states on **Wednesday, August 29 at 3:00 PM Eastern**. The purpose of the call will be to introduce the selected states to each other and discuss activities that will take place during the first few months of the project. To receive dial-in instructions, **please register [HERE](#)**.



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**First In-Person Meeting**

The first in-person meeting will occur **September 27-28 in Denver, Colorado**. We ask that you and your travelling team of 3-6 individuals hold this time, and we will be in touch with further travel and logistical information in the coming days.

Again, congratulations on your selection into the NGA Center's *State Collaborative Consortium to Understand and Support the On-Demand Workforce*. We look forward to working closely with you to understand and define the changing nature of work in your state and take action to assist both youth and adults in engaging with meaningful work opportunities.

Sincerely,

Martin Simon  
Interim Director  
Economic Opportunity

**HAWAII STATE  
STATE COLLABORATIVE CONSORTIUM  
TO UNDERSTAND AND SUPPORT THE ON-DEMAND WORKFORCE  
APPLICATION PACKET**

**TEAM LEADER:**

**Allicyn Tasaka**

Executive Director, Workforce Development Council  
830 Punchbowl Street, Room 417  
Honolulu, Hawaii 96813  
Phone: (808) 586-9169  
E-mail: Allicyn.H.Tasaka@hawaii.gov

**PRIMARY CONTACT PERSON:**

**Wayne Liou, Ph.D.**

Employment Analyst, Workforce Development Council  
830 Punchbowl Street, Room 417  
Honolulu, Hawaii 96813  
Phone: (808) 586-9284  
E-mail: Wayne.C.Liou@hawaii.gov



EXECUTIVE CHAMBERS  
HONOLULU

DAVID Y. IGE  
GOVERNOR

August 15, 2018

Mike Bartlett  
Senior Policy Analyst  
NGA Center for Best Practices  
444 North Capitol Street, NW, Suite 267  
Washington, DC 20001

Dear Mr. Bartlett:

The National Governor's Association (NGA) presents a wonderful opportunity for states to better understand and analyze the on-demand economy. I am in full support of the State Collaboration Consortium to Understand and Support the On-Demand Workforce efforts. Additionally, I am committed to supporting the project through staff timing and necessary funding and to work collaboratively with NGA to achieve the desired objectives of the project.

On-demand work plays a critical role in Hawai'i's economy. Two of Hawai'i's largest industries, tourism and construction, rely on on-demand workers, and many workers with a traditional job take a second job in the gig economy to help pay for the state's high cost of living. A shift from traditional employment may mean more workers without benefits, and without coverage by labor benefit laws. Supporting the on-demand workforce is essential to understanding and supporting the state's economy and our people.

Due to the size of the Island's on-demand and overall economy, Hawai'i is in a unique position to assess the evolution of the on-demand economy and consider policies to support the on-demand workforce.

Hawai'i's strong commitment to supporting the project and its economic conditions give me no doubts that we will provide valuable input on how to support economic opportunity for on-demand workers.

I designate the Hawai'i Workforce Development Council (WDC) as the lead agency for the State of Hawai'i's efforts in this project. Executive Director Allicyn Tasaka will be the project manager.

With warmest regards,

David Y. Ige  
Governor, State of Hawai'i

c: Hawai'i Workforce Development Council

## **Cross-Agency Leadership Team**

The cross-agency leadership team will be made up of the following members:

### **State workforce system**

Allicyn Tasaka  
Executive Director  
Workforce Development Council  
Department of Labor and Industrial Relations  
830 Punchbowl Street, Room 417  
Honolulu, HI 96813  
Phone: 808-586-9169  
E-mail: allicyn.h.tasaka@hawaii.gov

Phyllis Dayao  
Research and Statistics Officer  
Research and Statistics Office  
Department of Labor and Industrial Relations  
830 Punchbowl Street, Room 304  
Honolulu, HI 96813  
Phone: 808-586-8996  
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### **State economic development agency**

Yang-Seon Kim, Ph.D.  
Research and Statistics Officer  
Research and Economic Analysis Division  
Department of Business, Economic Development, and Tourism  
250 S. Hotel Street, 5<sup>th</sup> Floor  
Honolulu, HI 96813  
Phone: 808-586-5830  
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### **State labor market information system**

Jean Osumi, Ph.D.  
Project Director, Hawaii Data Exchange Project  
Hawaii P-20 Partnerships for Education  
2800 Woodlawn Drive, ste 280  
Honolulu, HI 96822  
Phone: 808-956-7101  
E-mail: josumi@hawaii.edu

### **Postsecondary education**

Scott Murakami  
Director of Workforce Development  
Office of the Vice President for Community Colleges  
University of Hawaii Community Colleges  
2327 Dole Street  
Honolulu, HI 96822  
Phone: 808-956-9709  
E-mail: smurakam@hawaii.edu

The governor has designated Allicyn Tasaka as the state lead person to direct the leadership team's overall activities.

Wayne Liou, an employment analyst for the Workforce Development Council, is responsible for managing the day-to-day activities of the state's participation in the State Consortium.

There will be sufficient staff to support the proposed project activities. The Department of Labor and Industrial Relations' staff members, particularly within the Workforce Development Council, have made this consortium one of its priorities; one of the Research and Statistics Office's responsibilities is to provide support to the Workforce Development Council, and is also committed to working on this project. The Department of Business, Economic Development, and Tourism is one of the largest departments in the state, and can provide assistance and expertise throughout the project. The Hawaii Data Exchange Partnership has a strong interest in the project's ability to help improve its data system, and its staff members anticipate providing regular feedback during the research phase of the project. Most importantly, all agencies have the capacity to involve more staff as the project progresses and research activities and policy strategies develop.

The Governor's Office will be engaged on an ongoing basis through regular cabinet meetings – the Directors of the Department of Business, Economic Development, and Tourism and Department of Labor and Industrial Relations will be updated regularly by the cross-agency team, and the Directors can keep the Governor informed on the progress of the project. The cross-agency team also plans to meet quarterly with the Governor. Periodic reports that outline the progress of the consortium state meetings and the cross-agency meetings are also planned.

DAVID Y. IGE  
GOVERNOR

DOUGLAS S. CHIN  
LIEUTENANT GOVERNOR



LEONARD HOSHIJO  
DIRECTOR

LOIS IYOMASA  
DEPUTY DIRECTOR

STATE OF HAWAII  
DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS  
830 PUNCHBOWL STREET, ROOM 321  
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[www.labor.hawaii.gov](http://www.labor.hawaii.gov)  
Phone: (808) 586-8844 / Fax: (808) 586-9099  
Email: [dlir.director@hawaii.gov](mailto:dlir.director@hawaii.gov)

August 9, 2018

Mike Bartlett  
Senior Policy Analyst  
NGA Center for Best Practices  
444 North Capitol Street, NW, Suite 267  
Washington, DC 20001

Dear Mr. Bartlett,

The Hawaii Department of Labor and Industrial Relations (DLIR) administers programs designed to increase the economic security, physical and economic well-being, and productivity of workers in the State.

The DLIR has a strong interest in participating in the State Collaborative Consortium to Understand and Support the On-Demand Workforce. Collaborating with other states on this topic will improve the Department's abilities to evaluate the socioeconomic welfare of on-demand workers and provide improved services and programs to the on-demand workforce.

The DLIR will offer a labor supply perspective and is supporting the collaborative consortium through its two agencies, the Research and Statistics Office (R&S) and the Workforce Development Council (WDC). R&S provides labor market information, including job opening forecasts for stakeholders and the public, and has experts in Bureau of Labor Statistics data. The WDC is the State Workforce Investment Board for purposes of the Workforce Innovation and Opportunity Act of 2014 (WIOA) and prepares and oversees the Governor's comprehensive unified state plan. The WDC has 41 members, comprised of both public and private-sector representatives, all of whom have a stake in the development of Hawaii's workforce. With the support from these two agencies, the DLIR will be able to contribute to collaborations in both research and policy phases of the consortium.

The R&S will be represented by its administrator, Phyllis Dayao. She has over 35 years of experience in managing labor market and career information research and analysis programs and projects. She also currently oversees the State's federal-state cooperative program with the Bureau of Labor Statistics and supervises the State's career information delivery system.

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The WDC will be represented by its executive director, Allicyn Tasaka. She has been instrumental in leading the state's transition to WIOA since 2015 and has developed strong relationships with the members of the council, the local workforce development boards, and the American Job Centers. These relationships will allow interaction and collaboration among workers, employers, and workforce development agencies to develop programs and policies to improve labor market outcomes for on-demand workers.

DLIR looks forward to working together to improve Hawaii's on-demand economy through national collaboration.

Sincerely,

A handwritten signature in black ink, appearing to read "Leonard Hoshijo".

Leonard Hoshijo  
Director

C: Research & Statistics Office, DLIR  
Workforce Development Council, DLIR





## DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

No. 1 Capitol District Building, 250 South Hotel Street, 5th Floor, Honolulu, Hawaii 96813  
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DAVID Y. IGE  
GOVERNOR

LUIS P. SALAVERIA  
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MARY ALICE EVANS  
DEPUTY DIRECTOR

Telephone: (808) 586-2355  
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August 13, 2018

Mr. Mike Bartlett  
Senior Policy Analyst  
NGA Center for Best Practices  
444 North Capitol Street, NW, Suite 267  
Washington, D.C. 20001

Dear Mr. Bartlett:

Part of the Department of Business, Economic Development & Tourism's (DBEDT) mission is to achieve an economy that provides economic opportunities for all of Hawaii's citizens. As the economy experiences a rise in workers working on an on-demand basis, it is essential for DBEDT to have a better understanding of the on-demand workforce and be able to develop an institutional framework for supporting these workers. DBEDT looks forward to collaborating with other agencies in the State consortium to enhance its ability to assess the on-demand economy and the increase in on-demand workers.

Due to the size and role the on-demand workforce may have in the Hawaii economy, DBEDT believes it is in the State's best interest to understand the on-demand workforce and implement strategies to enhance economic mobility, security and equity for on-demand workers.

The Department of Business, Economic Development & Tourism serves as the State's economic development agency and has several divisions that are responsible for promoting industry and economic development and diversification. Among them, is the Research and Economic Analysis Division, which assesses economic data and produces economic reports.

DBEDT will continue to be represented on Hawaii's cross-agency leadership team and we look forward to the continued collaboration and positive outcomes this effort will have in understanding changes in our State's economy.

Sincerely,



Luis P. Salaveria



August 9, 2018

Mike Bartlett  
Senior Policy Analyst  
National Governors Association  
444 North Capitol Street, NW Ste 267  
Washington, DC 20001

Dear Mr. Bartlett:

Hawai'i P-20 Partnerships for Education (Hawai'i P-20) is a statewide collaboration between the Executive Office on Early Learning, the Department of Education (DOE) and the University of Hawai'i (UH). We measure student progress from early education through Hawai'i's workforce and promote evidence-based policies and programs that prepare students to achieve their college and career goals. Hawai'i P-20 manages Hawai'i's cross-sector data collaboration, the Hawai'i Data eXchange Partnership (DXP), which includes five state agencies: DOE, UH, the Department of Labor and Industrial Relations, Department of Health and the Department of Human Services. Under Hawai'i P-20's leadership, DXP developed and implemented a statewide longitudinal data system (SLDS) that links public K12, postsecondary, and workforce. Our strength lies in analyzing longitudinal outcomes from education to workforce, engaging stakeholders around the use of cross-sector data, and using data to inform policy- and decision-making (see <http://hawaiidxp.org/research/index> and <http://hawaiidxp.org/data/work>).

Under our current strategic plan for the SLDS, Hawai'i P-20 has focused on collaborating with core partners involved with the Workforce Innovation Opportunity Act (WIOA) to augment workforce data sources. We are very pleased to support Hawai'i's participation in the State Collaborative Consortium to Understand and Support the On-Demand Workforce project. Our workforce analyses have shown a steady loss of our university graduates from Hawai'i's unemployment insurance wage database. This project has the potential to generate a better understanding of the migration of our state's human capital. Furthermore, it will provide the state with the opportunity to consider new ideas and potential sources of data by working with other states on workforce policy and reporting.

Hawai'i P-20's representative to Hawai'i's leadership team will be Dr. Jean Osumi, Project Director for the DXP. She is well-versed in Hawai'i's education and workforce data sources, understands agencies' capacities and where data gaps exist. She has strong working relationships with members of the leadership team. Dr. Osumi has also worked on data sharing agreements as well as privacy and confidentiality issues related to data sharing and reporting. She serves as our lead for Hawai'i P-20's reporting.

Sincerely,

Stephen Schatz  
Executive Director

**Hawai'i P-20**

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UNIVERSITY  
of HAWAII  
SYSTEM

University of Hawaii's Community Colleges  
Academic Affairs

August 8, 2018

Mr. Mike Bartlett  
Senior Policy Analyst  
NGA Center for Best Practices  
444 North Capitol Street, NW ste 267  
Washington DC 20001

Dear Mr. Bartlett,

I'm writing in support of the State of Hawaii Workforce Development Council's submission for participation in the National Governors Association State Collaborative Consortium to Understand and Support the On-Demand Workforce. The University of Hawaii has a vested interest in better understanding the dynamics of Hawaii's changing labor market. This serves the best interest of our graduates some of which will join Hawaii's on-demand workforce in their search for opportunities that allow them to work and reside in our island home.

This project offers our state the unique opportunity to join in a national conversation and to listen and learn from other states that are also interested in effectively measuring and supporting through policy, the on-demand workforce. We are particularly interested in applying alternative, existing data sources as well as learning how states are gaining access to new data that can better measure Hawaii's on-demand workers.

In support of this project, the University will be represented by the University of Hawaii Community Colleges Director of Workforce Development, Mr. Scott Murakami. Mr. Murakami is the University's representative to the State of Hawaii Workforce Development Council, Chair of the Committee on Data Management and Technology and a member of the Executive Council. This will allow the Data Management and Technology Committee to serve as a conduit disseminating the findings of this project to both the full governance body of the Workforce Development Council and the University of Hawaii community.

Thank you very much for your consideration of Hawaii's request to participate in this exciting project.

Best Regards,

A handwritten signature in black ink, appearing to read "Peter Quigley", written over a circular stamp or seal.

Dr. Peter Quigley  
Associate Vice President for Academic Affairs

2327 Dale Street  
Honolulu, Hawaii 96822  
Telephone: (808) 956-7471  
Fax: (808) 956-3261

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## **Application Narrative for the State of Hawaii**

Hawaii's economy relies heavily on on-demand workers. Tourism and construction are the first and fourth largest private industries in the State, respectively, with both industries relying on on-demand workers who have irregular or seasonal work schedules. Due to the high costs of living and low unemployment rate (Hawaii is lowest in the country at 2.1% unemployment rate), many workers supplement their incomes with peer-to-peer services, primarily in the transportation industry (Uber, Lyft) and lodging industry (Airbnb). Unfortunately, Hawaii has limited data to assess the size, scope, demographic conditions, or working conditions of the on-demand workforce. It is important for the state to develop the ability to thoroughly assess the role of on-demand workers in the economy and their economic welfare, because producing policies and programs that support workers that we broadly understand to be a significant component of the workforce will have positive implications on the rest of the economy. Hawaii needs to move beyond abstract statements that the on-demand workforce plays a large role in its economy towards pinpointing just how large of a role it plays and determining appropriate policies to support on-demand workers.

With that being said, there are a variety of possible data sources for the state to analyze. Because construction is such a major component of the state's economy, and is done in the formal sector, the state has a potentially rich source of data on this type of on-demand worker. Public use microdata from national surveys can be analyzed more carefully, and there is some work looking at the construction industry done by Hawaii agencies and organizations. Training and apprenticeships for construction is a focus in a variety of workforce development programs in Hawaii, as evidenced by these opportunities being highlighted on the Department of Labor and Industrial Relations' website and the websites for numerous University of Hawaii System community colleges. This provides opportunities to assess training and workforce development outcomes.

In a similar vein, the tourism sector on-demand workers can be analyzed through public use microdata through its identification of workers in food services, accommodations, and hospitality. The state has robust studies on the tourism sector, though these studies typically focus on the visitor aspect, as opposed to workers in the tourism industry. Disentangling service industry workers who are susceptible to seasonal fluctuations in work or have inconsistent day-to-day or week-to-week scheduling from service industry workers who work more traditional schedules will require careful consideration, but is a possible starting point to thinking about the on-demand workforce in the tourism industry.

While the informal gig economy has proven difficult to collect data, the pervasive number of Uber/Lyft drivers and Airbnb transient accommodations in the state has led to numerous pieces of legislation to make these industries more formal. In particular, registering transient accommodations and implementing the transient accommodations tax has been heavily discussed, as the state works to balance tourist and resident safety, keeping housing affordable, and economic opportunities. If this legislation passes and is properly enforced, Hawaii should have quality data on one segment of the gig economy.

Even without legislation to formalize parts of the gig economy, tax data could prove to be useful for the analysis of some areas of Hawaii's on-demand workforce. Sole proprietorships must pay the State's general excise tax; income tax data is somewhat limiting, as determining the nature of the income source can be difficult. However, designating oneself as a sole proprietor and paying general excise tax points to self-employment.

## **Visions and Goals**

As a small state that has a high proportion of on-demand workers, Hawaii is in a unique position to assess how an economy evolves with a growing population of on-demand workers and experiment with policies

to improve economic opportunities for on-demand workers. Being an island state and its size should make it easier for Hawaii to assess different roles that on-demand workers play in the economy and to experiment with data-collection and policy strategies on a meaningful, statewide scale. By participating in the State Collaborative Consortium, Hawaii hopes to take advantage of its small geographic, demographic, and economic size and its large on-demand workforce to help determine the viability of data collection of and policy implementation for on-demand workers. Hawaii will be a strong partner by being able to provide empirical results on research and policy strategies, focusing on the end goal of gaining a better understanding of the role on-demand workers have in the economy in order to ensure the workers' economic security and economic independence. More tangibly, Hawaii hopes to have produced an assessment of the on-demand workers that are more easily identifiable and measurable, such as construction workers, and begin developing education and training programs to build subject matter skills and providing resources to improve economic mobility, security, and independence.

### Research

In order to achieve this overarching goal, the first step is to identify the on-demand workers that are more easily identifiable, and evaluate their economic well-being: the construction workers, independent contractors, freelancers, and other irregularly scheduled (formal sector) workers. Not only is the data on these workers more likely to be readily available or accessible, more importantly, these workers are probably more likely to take advantage of training. These workers will also be easier to track for other concerns like networking and insurance. In addition, these types of on-demand workers make up a significant portion of Hawaii's workforce. The agencies can take advantage of the relationships they have with the construction sector and the service and accommodations sector, to assess the size, scope, demographic composition, and working conditions of construction workers and workers in the tourism industry; map trends in the changing demand for these workers; analyze the required skills and knowledge and the programs where the workers may learn them; and examine the barriers and opportunities for these workers. By focusing on the on-demand workers that work in the more formal sector, it will be easier to think about policies to help the economic security and independence of these workers. In the short term, success would be analyzing readily available data for these on-demand workers to facilitate the development of ideas on what data the state needs to collect and how to collect that data. Long term success would involve implementing the appropriate procedures for data collection and storage, obtaining and analyzing preliminary data, and reporting any findings to allow stakeholders to talk more concretely about policy actions.

Outside of legislation formalizing the gig economy, Hawaii might be limited in its ability to get detailed data on the gig economy. Instead, looking at broader data on the gig economy and carefully thinking about the gig economy's role in the overall economy can help move the conversation forward; considering the opportunities and barriers, as well as the consequences of the evolving economy, can spark policy strategies, even without requiring detailed datasets. By going through this process, the small scale strategies that could be developed could be designed to allow for small scale data collection – a natural experiment or randomized control trial that provides more than anecdotal evidence without the extensive scope of evaluating a large sample of the labor force or economy. This type of study would likely take several years to develop, implement, and evaluate, and any conclusions drawn would likely come in the longer term.

Identifying further research questions will likely come from conversations with stakeholders about policy strategies. Based on questions and suggestions about policy strategies, the state will be able to determine what aspects of the on-demand workforce are still misunderstood or lacking. Hawaii expects that discussions about policy strategies will occur early in the project, as these ideas will motivate some of the ideas for what type of research questions need to be addressed.

Because Hawaii is just beginning to think about analyzing the on-demand economy, the state's approach to implementing and acting on data items is to take in as much information on what other states are doing about data collection and analysis, and determine which approaches best suit the state and implement those procedures. Hawaii wants to be adaptable, and consider as many options as possible to collect data, including having the flexibility to take advantage of small scale interventions for data.

Ideally, a strong showing with some initial analysis will serve as an impetus to get additional funding for more complex analyses of the on-demand workforce to add upon any small scale observations, such as tracking or evaluating workers in the gig economy. In this case, an indicator of success would be obtaining the funding to perform a survey of the gig economy. While some legislative action might make it easier to develop a data set with administrative data, such as with the transient accommodation registration and tax, shirking can occur, and administrative data might still have limits to the type of information the team will have access to.

There are several relevant partners that can help with data collection. The Department of Commerce and Consumer Affairs (DCCA) is the agency in charge of business registration and professional and vocational licensing. Working with DCCA to help locate certain independent contractors and freelancers will contribute to building up a data system of on-demand workers. The Department of Taxation (DOT) would be a valuable partner in determining certain economic outcomes for these contractors and freelancers. In addition, due to the general excise tax in Hawaii, sole proprietorships who do not necessarily need to have formal registration or licensing could be tracked more readily. Lastly, the Unemployment Insurance division would be helpful in locating gaps in a worker's career.

### Policy

The high cost of living in Hawaii means that the main policy concern is addressing the economic security and independence of on-demand workers. Any lapse in employment can severely impair a worker's ability to pay rent on time or afford other necessities. Likewise, Hawaii also has a large number of on-demand workers who are participating in on-demand work as a secondary source. Broadly speaking, how do we ensure on-demand workers have a consistent flow of income that is sufficient to meet basic living standards? Even with a low unemployment rate, the state needs to ensure that lapses in work are kept to a minimum by increasing job opportunities and facilitating job transitions for on-demand workers, and when lapses do occur, that there is a support system in place to minimize the effects of the lack of a job. There has been recent interest in improving the support system for nontraditional workers, as these types of workers often do not benefit from traditional unemployment insurance. The state also needs to consider how to enhance the real income for a significant portion of the population, to make it less necessary to have a supplementary on-demand job.

Focusing on specific policy questions:

- Are there ways to facilitate more consistent work opportunities for on-demand workers, or to transition on-demand workers from one job to another after the first one ends? Many on-demand workers in Hawaii have irregular work on a project-to-project basis, primarily in the construction industry. Workers in the service and accommodations sector also can face job uncertainty between heavy visitor months.
- Can unemployment, health, and disability insurance be accessible to on-demand workers who either have more inconsistent work or who work in the informal sector? This issue affects on-demand workers in two ways: (1) the state's policies and the nature of the work (hours worked per week, length of employment, etc.) means that the worker receives insufficient insurance; and (2) the high cost of living in Hawaii means that insufficient income due to irregular work leads to health insurance as one of the first things to be eliminated from the budget.
- Are there ways to reduce the need for some workers to have a second, inconsistent job, thereby removing said worker from the difficulties of the on-demand economy? According to the

National Low Income Housing Coalition, Hawaii has the highest hourly wage that a householder must earn in order to afford the fair market rent for a two-bedroom rental home (without paying more than 30% of their income), at \$35.20. According to MIT's Living Wage Calculator, Hawaii's living wage is among the highest in the nation; for 2 adults and 1 child is \$14.61 if both adults are working full time, \$19.44 if one parent is working part time, and \$28.81 if only one parent is working. The median hour wage in Hawaii is \$20, according to the Bureau of Labor Statistics.

Short term success would mean moving the conversation towards specific questions. Currently, the problems that on-demand workers face are discussed too broadly, talking about economic wellbeing in general without focusing on particular aspects of economic wellbeing that can be addressed through policy. Expanding the dialogue to include specific elements would enable policymakers to more acutely work towards supporting on-demand workers. From there, success means seeing agencies who have more flexibility in implementing strategies begin to formulate programs and policies, especially in areas of education and training, performance measurement, workplace safety, and labor market exchanges. Robust legislation that supports the on-demand workforce by improving wages and insurance coverage would be more complex to enact, and would be a longer term goal.

Just as relationships with various industries can help with research, relationships with workforce development programs will help with implementing policy strategies. With the Workforce Development Council on the cross-agency team, the local workforce development boards, American Job Centers, and their partners can be worked with directly to establish education and training programs and other resources to improve economic mobility and security. Hawaii DXP (Data Exchange Partnership) and the University of Hawaii Community Colleges have relationships with the Department of Education and the larger University of Hawaii System, allowing for partnerships and strategy implementation opportunities, while other divisions within the Department of Business, Economic Development, and Tourism and Department of Labor and Industrial Relations have numerous ways to improve resources for on-demand workers.

These partnerships across different types of organizations will allow Hawaii to identify additional policy questions. As the cross-agency team works with its partners to develop strategies, the partners' feedback during the planning and implementation process should lead to questions and suggestions on policies that the leadership team might not have considered. The cross-agency team also plans to pay close attention as bills move through the legislature, to evaluate additional concerns related to policies.



### **Commitment to Financial Support and Sustainability**

Hawaii is committed to supporting this project through its duration. The involved agencies are covering the travel costs for, at a minimum, the members of the leadership team and the primary contact person to attend the state consortium in-person launch meeting. There should also be sufficient funding for the most members to attend the culminating Policy Meeting. Because the other meetings are virtual, the agencies do not anticipate needing to provide financial support in this aspect. There is currently limited funding for data collection and maintenance and policy implementation, but the team anticipates that it can leverage the status of the project to receive funding from the state and outside grants to assist in these endeavors.

The Workforce Development Council is committed to the sustainability of the project – understanding the on-demand workforce is critical to the Council’s ability to fulfill its responsibilities. The relationship the Council has with other members of the cross-agency team, either through a member of the leadership team sitting on the council or through the agency’s responsibilities to providing support to the council, will allow the project to maintain its momentum and reinforces commitment from the cross-agency leadership team. One initial action that the state is taking to improve sustainability is to look for sources of additional funding to improve data, with the expectation that the work on collecting and analyzing data will enhance the products from the agencies and encourage agencies to stay motivated throughout the project. The state anticipates that being involved in the consortium will increase the likelihood of receiving additional funding, as it shows a strong commitment to understanding and supporting the on-demand workforce. Even without substantial funding, however, the importance of the deliverables of this project means that there should be no difficulties maintaining momentum throughout the project. All agencies involved are invested in the benefits from participating and expect regular updates to help keep the project moving forward.

Incumbent Governor David Ige won the Democratic primaries and is projected to win in the gubernatorial election in November. Accordingly, the agencies do not anticipate any changes in the leadership structure.

The Workforce Development Council is designated as the lead agency.



## **Cross Agency Leadership Team Biographies:**

### **Phyllis Dayao**

Ms. Phyllis Dayao has 36 years of experience in managing various labor market and career information research and analysis programs and projects. She oversees the State's federal-state cooperative programs with the Bureau of Labor Statistics, supervises the State's career information delivery system, and administers the State's Workforce Information Grant which provides relevant research for workforce and economic development policy makers and practitioners. Ms. Dayao led the Hawaii Green Jobs Initiative grant and the DLIR's Workforce Data Quality Initiative (WDQI) grant. She served as a member of the HireNetHawaii Development Team and the Department's IT Consolidation Committee and managed the development of numerous online systems including Hawaii's Career Information Delivery System, the Consumer Report Card System for WIA, and Hawaii Tourism Careers. Over the years, Ms. Dayao contributed to numerous initiatives including the College Access Challenge, Hawaii Career Resource Network, Incumbent Worker Training, JobHelp Stores for Immigrants, School-to-Work Opportunities System, and the Volunteer Internship Program for unemployed workers. She currently is an advisor to the State's Healthcare Workforce Advisory Group and the Legislature's Economic Data and Forecasting Group and is a member of the In-Home Care Working Group, the Native Hawaiian Health Care System Workforce Development Task Force, and the SLDS Data Access and Governance Committee.

### **Yang-Seon Kim**

Dr. Yang-Seon Kim is a research and statistics officer at the Department of Business, Economic Development, and Tourism (DBEDT) of the State of Hawaii. Her research at DBEDT has focused on Hawaii economy, tourism, econometric modeling and forecasting. Dr. Kim is DBEDT's designee on the State of Hawaii Workforce Development Council, and also represents the State of Hawaii for the Federal State Cooperative Programs with the U.S. Census Bureau for population estimates and projection. Prior to joining the DBEDT, she was a fellow at the Northeast Asia Economic Forum, and an adjunct assistant professor in the Department of Economics at the University of Hawaii. Dr. Kim received her Ph.D. in economics from Michigan State University.

### **Scott Murakami**

Mr. Scott Murakami serves as the Director of Workforce Development for the Office of the Vice President for Community Colleges at the University of Hawaii and has held a variety of leadership positions in higher education at public, private and non-profit institutions.

Mr. Murakami currently serves the state of Hawaii as a member of the State of Hawaii Workforce Development Council, chairing the Data Management and Technology Committee and is a member of the Council's Executive Committee. He serves on the Board of Directors for the Economic Development Alliance of Hawaii as well as the State Rehabilitation Council which expands employment opportunities for individuals with disabilities. Mr. Murakami also serves on the Chamber of Commerce of Hawaii Workforce Development and Education Committee and the Manufacturing in Hawaii Group.

Nationally, Mr. Murakami has served on the Board of Directors for the American Association of Community Colleges, chaired the 2012 Committee on Program Initiatives and Workforce Training and was a member of the Board's Executive Committee. He has also served on the Board of Directors for the National Coalition of Advanced Technology Centers and served as the Coalition's 2010 President. Mr. Murakami has also served on the Board of Directors for the National Asian and Pacific Island Council.

Mr. Murakami holds a Bachelor of Arts in Political Science and Sociology, a Master of Business Administration in Finance and a Master of Accounting from the University of Hawaii at Manoa.

**Jean Osumi**

Under Hawai'i P-20 Partnerships for Education (Hawai'i P-20), Dr. Jean Osumi serves as the project director for the Hawai'i Data eXchange Partnership (DXP) and oversees the state's cross-sector longitudinal data system. DXP is a collaboration of five state agencies: Hawai'i State Department of Education, University of Hawai'i, Department of Labor and Industrial Relations, Hawai'i State Department of Health, and Department of Human Services. Dr. Osumi also functions as the reporting lead for Hawai'i P-20, managing the development and use of data to promote evidence-based policies and programs that improve students' education and workforce outcomes. She has over 25 years of experience working in higher education. Prior to joining Hawai'i P-20, Dr. Osumi was the Dean of Student Services at the University of Hawai'i – West O'ahu and an academic advisor at the University of California, Davis.

**Allicyn Tasaka**

Ms. Allicyn Tasaka has been the Executive Director of the Workforce Development Council (WDC) since 2015 tasked with administering and implementing the Workforce Innovation and Opportunity Act of 2104 (WIOA).

Ms. Tasaka has over 25 years of experience managing government agencies and non-profit organizations working with a variety of leaders, constituents and community groups, establishing and meeting aggressive operational goals and delivering solutions. Ms. Tasaka managed the day-to-day internal operations of the Governor's office, managing an office budget of over \$1.4 million and a statewide staff of 54, payroll, payables, human resources, procurement, technology support, and facilities. While serving as Chief Operations Officer at the Japanese Cultural Center of Hawaii, she advocated at the Legislature and successfully received grants-in-aid totaling \$575,000. As Executive Director of Hawaii Meals on Wheels, meal routes were increased from 26 to 32 within a year, and a new program "Give Kupuna a Smile Day" was created through partnership with the Hawaii Dental Association, and a \$250,000 grant from the City and County of Honolulu. While working as Executive Director of the Hawaii State Commission on the Status of Women and the Hawaii Women's Coalition, Tasaka successfully partnered with up to 200 private and professional groups, governmental agencies and individuals interested in legislative advocacy to improve the lives of women, children and families. She led the establishment of the first Hawaii Family Economic Self-Sufficiency Standard report that calculated what a person needed to earn to be able to afford the basic necessities to live in Hawaii. This standard served as a valuable public policy tool for lawmakers and state executive departments, replacing outdated Federal Poverty Level formula.