

WORKFORCE DEVELOPMENT COUNCIL

ANNUAL REPORT



State of Hawaii
Program Year 2017
July 1, 2017 - June 30, 2018



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WORKFORCE DEVELOPMENT COUNCIL ANNUAL REPORT
FY17 – July 1, 2017 to June 30, 2018

TABLE OF CONTENTS

Overview	2
Statewide American Job Centers	2
HireNet Hawaii	3
WIOA Performance Measures	4
Hawaii’s Underserved Population	6
Laborshed Report.....	6
Labor Market Information.....	10
Eligible Training Providers List.....	14
National Reemployment and System Integration Dislocated Worker Grant.....	14
Statewide Rapid Response Services	15
National Emergency Disaster Dislocated Worker Grants.....	17
Statewide Sector Partnerships.....	18
Promising Practices, Success Stories	19
Workforce Development Council Members and Staff.....	25

WORKFORCE DEVELOPMENT COUNCIL

Overview

The Workforce Development Council (WDC)

- Governor designated agency to plan, coordinate and implement a statewide customer and employer-driven workforce development system with partner agencies for Hawaii.
- Administers and implements the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA) for Hawaii.
- Funds Workforce Development Boards on Oahu, Kauai, Maui and Hawaii Island to deliver direct career development, employment and training services to job applicants, workers and businesses in the American Job Centers.
- Manages the statewide electronic job board, case management and reports through the HireNet system which also links qualified job seekers with employers at no cost to the public.
- Coordinates statewide rapid response services to assist workers who have been laid off due to downsizing and business closure, as well as help employers with business needs.
- WDC board is comprised of 41 members, of whom the majority are private business sector members appointed by the Governor.
- WDC's WIOA core partners are the Department of Education Adult Education, Department of Human Services Division of Vocational Rehabilitation, and Wagner-Peyser (administered by the Workforce Development Division).

Statewide American Job Centers

Workforce Innovation and Opportunity Act (WIOA)-funded American Job Centers (AJCs) delivered a full range of one-stop employment services to communities at four statewide locations on Oahu, Kauai, Maui and Hawaii. Job seekers and employers posted resumes and job openings on-line with the HireNet Hawaii website. Services include program referrals and helping job seekers, particularly those with barriers to employment, access the education, training, and support services they need to obtain and advance in quality jobs and careers. Services also include helping businesses recruit and retain skilled workers needed to succeed in a global-driven economy.

In the fiscal year period ending June 30, 2018, the AJC one-stop delivery system served 826 employers and nearly 10,800 individuals accessed HireNet and/or were assisted at the AJCs during a period when the state unemployment rate was 2.1%, the lowest in the country.

HireNet Hawaii

HireNet Hawaii is a virtual one-stop system that integrates functionality for job seekers, employers, and workforce staff. The virtual one stop system offers a complete set of employment and education tools in one website and is designed to be comfortable for all computer experience levels.

HireNet Hawaii has four main functions:

- Job Board:
 - Employers are able to post job orders and job seekers are able to search for those job listings at no cost.
- Labor Market Information:
 - Employers and job seekers can research labor market information for the State by area, industry, or occupation.
- WIOA Participation Management Information System:
 - Case managers at American Job Centers statewide can record services WIOA participants receive.
- Federal Reporting:
 - The virtual one-stop system is able to generate required WIOA reports that are submitted to the U.S. Department of Labor.

HireNet Hawaii enhances its job board function by offering a multitude of services for job seekers. These services include building resumes and cover letters for current job openings, discovering what skills are required for certain jobs and finding places to train for those skills, and receiving tips for job interviews and negotiations.

For employers, HireNet Hawaii provides comprehensive tools to evaluate job seekers' qualifications and help to locate qualified workers for entry-level or highly-skilled positions. Once registered in the system, employers can search through a vast database of current job seekers' resumes and are able to create and post job orders online at no cost. Additionally, employers are able to review labor market information for the State, such as job salaries, projected growth rates, education requirements, etc. so they can be up-to-date on the latest employment trends.

For workforce staff at American Job Centers statewide, HireNet Hawaii incorporates case management, participant tracking and follow-up services. Case managers are able to assist WIOA participants with core services and track that information with the use of the system. Furthermore, case managers are able to track and share information regarding eligible WIOA participants receiving employment, education and training services. Workforce staff can also support employers with basic services related to job orders and employer accounts. HireNet Hawaii is also able to generate an assortment of reports including performance measures data so managers at the American Job Centers can track and assess their performance in real time.

WIOA Performance Measures

Hawaii's Program Year 2017 performance measures for employment rates fell short of the projected target, and well short of the national average. The performance measures for youth employment, education, or training rates were of particular concern. However, Hawaii had some strong results: all programs had high median earnings, while the Adult and Dislocated Worker programs had strong credential attainment rates.

ADULT	Hawaii, PY17	National, PY17	Hawaii, PY18 rolling 4Q	PY17 Target	PY18 Target
Employment Rate, Q2	47.1%	71.0%	80.1%	67.6%	68.6%
Employment Rate, Q4	26.4%	71.0%	72.2%	63.9%	63.9%
Median Earnings	\$9,880	\$6,045	\$7,465	\$5,350	\$5,250
Credential Rate	72.4%	58.0%	75.0%	51.0%	51.0%

DISLOCATED WORKER	Hawaii, PY17	National, PY17	Hawaii, PY18 rolling 4Q	PY17 Target	PY18 Target
Employment Rate, Q2	48.7%	71.0%	78.2%	74.0%	74.0%
Employment Rate, Q4	46.6%	72.0%	75.3%	69.2%	70.4%
Median Earnings	\$8,450	\$8,085	\$8,580	\$6,776	\$7,000
Credential Rate	89.2%	66.0%	83.3%	66.5%	66.5%

YOUTH	Hawaii, PY17	National, PY17	Hawaii, PY18 rolling 4Q	PY17 Target	PY18 Target
Employment, Education, or Training Rate, Q2	22.7%	73.0%	73.3%	59.0%	59.0%
Employment, Education, or Training Rate, Q4	18.3%	75.0%	64.8%	55.9%	55.9%
Median Earnings	\$3,853	\$3,132	\$3,511		
Credential Rate	35.1%	57.0%	69.6%	61.1%	61.1%

There are a few considerations to keep in mind with regards to the PY17 performance measures falling short of the projected target:

1. The number of participants who exited was low, so finding employment for an additional 5-10 exiters per quarter for adults and dislocated workers and an additional 15 exiters per quarter for youth would have been sufficient to reach the performance measure goals;
2. The median earnings and credential rate measures are quite high, suggesting that people are waiting for a high-quality job; and
3. Initial Program Year 2018 data exceeds the new targets, pointing to American Job Centers becoming more comfortable with their role within WIOA.

To the first point, the 47.1% and 26.4% employment rates for adults in the second quarter of exit and in the fourth quarter of exit were based on 136 and 53 exiters, respectively. In order to have

obtained the PY17 targets, 92 exiters and 34 exiters needed to be employed compared to 64 and 14, respectively. This means that if 10 additional exiters per quarter found employment (and held the job across multiple quarters), the performance measures targets would have been reached.

Conversely, caseworkers have some control over when a participant exits. One way to improve the employment rates of exiters is to reduce the number of exiters by continuing to provide services to participants until they find a high-quality job. The high median earnings suggest that people might be choosing to remain unemployed until they find a job that pays high wages. If this is the case, caseworkers need to ensure participants are still receiving services, rather than exiting the program and waiting for a high-quality job. If caseworkers had continued to work with 20-40 participants who exited and did not find jobs, the PY17 performance measure goals for adults and dislocated workers would have been obtained.

	(1) Exiters	(2) Employed	(3) Employed Needed to Reach PY17 Goal	(4) Additional Employed Needed per Quarter	(5) Maximum Exiters for Employed to be Sufficient	(6) Difference in Exiters
Adult, Q2	136	64	92	7	95	41
Adult, Q4	53	14	34	10	22	31
DW, Q2	115	56	85	7.25	76	39
DW, Q4	58	27	40	6.5	39	19
Youth, Q2	141	32	83	12.75	54	87
Youth, Q4	82	15	46	15.5	27	55

Columns (1) and (2) are the actual PY17 number of exited participants and employed workers. Column (3) represents the number of exited participants that needed to have been employed to reach the PY17 goal based on PY17 actual exits (column (1)). Column (4) takes the difference between column (2) and (3) and divides by the appropriate number of quarters to determine how many additional (cumulative) exiters needed to be employed each quarter to reach the PY17 target. Column (5) contains the maximum number of exiters that would be allowed for the number of employed workers in column (2) to equal the PY17 employment rate target. Column (6) is the difference between column (1) and (5), representing the additional number of participants that needed to receive services throughout the program year, and thus not count as an exiter, to reach the PY17 targets.

Most importantly, there are indicators that the workforce development programs at the American Job Centers are improving their ability to help job seekers. Data from four consecutive quarters ending in PY18 first quarter, exceed the PY18 targets. If the AJCs sustain these labor market outcomes, Hawaii will comfortably meet its PY18 goals.

Hawaii's Underserved Population

The Hawaii Workforce Development Council (WDC) is helping the local boards and AJCs understand their client base better through demographic, socioeconomic, and labor market information research. The WDC has completed a report on the underserved population in Hawaii that goes into further detail than the percentage of the population that is in an underserved demography – there are age, gender, and geographic breakdowns to give the local boards and AJCs better insight into the types of underserved job seekers there are in each county, and where these underserved job seekers might be. The report also included labor force participation and unemployment rates of these underserved populations, to help the local boards and AJCs determine where to focus their limited resources. The findings will be presented to each county's local boards, AJCs, WIOA partners, and WDC board.

Links:

<https://labor.hawaii.gov/wdc/files/2018/12/Hawaii-Underserved-Population-Research-7.25.18.pdf>

<https://labor.hawaii.gov/wdc/files/2018/12/PPT-Underserved-Data-from-Wayne-Liou-7.13.18.pdf>

Laborshed Report

Another ongoing research project is a laborshed report that examines the workforce flow, from residence to place of work. This information can help workforce programs in multiple ways. First, it can provide local boards and AJCs a better understanding of where to conduct outreach to its client base, whether it be outreach to workers at residences or places of work, or outreach to employers. Second, employers can use this information to make informed decisions on relocation or expansion, the latter of which is critical to providing opportunities to job seekers. Third, planners, economic developers, and policy makers can evaluate whether worker and employer needs are being met with regards to infrastructure and economic development policies.

This research uses publicly available workforce flow data from the Longitudinal Employer-Household Dynamics (LEHD), Origin-Destination Employment Statistics (LODES) data set from the Census Bureau, with the hopes that it can spark interest in developing a more thorough survey tool that can answer specific questions the local boards, AJCs, core partners, and employers might have regarding workforce development and the home-to-work flow of workers. A report is currently being written to accompany the power point presentation that will be presented to the local boards, AJCs, WIOA partners, and WDC board.

Links:

Map that shows flow (note that if a drilldown is selected, the bottom map with the flow lines won't display): https://public.tableau.com/shared/477DM44BT?:display_count=yes

https://public.tableau.com/views/Laborshed1_1/Sheet2?:embed=y&:display_count=yes

LODES contains Origin-Destination (OD), Residence Area Characteristics (RAC), and Workplace Area Characteristics (WAC) at the census block geographic detail. Workers are placed in various demographic categories (age ranges, earnings ranges, industry sector, race, ethnicity, educational attainment, and gender; only the first three categories are available for analysis for the OD dataset, while the RAC and WAC dataset contains additional industry sector breakdowns compared to the three available in the OD dataset). LODES also distinguishes between all jobs, primary jobs, all private jobs, private primary jobs, all federal jobs, and federal primary jobs.

The following tables and charts demonstrate the type of data that can be obtained from the LODES data.

Zip codes with the highest number of working residents, highest percentage of leavers (residents who work in a different zip code), and highest percentage of stayers (residents who work in the same zip code as they live) are below. These tables are limited to zip codes with at least 1,000 residents.

Oahu Zip Codes							
Zip code (area)	No. of residents		Zip code (area)	Percentage leavers		Zip code (area)	Percentage stayers
96817 (Liliha/Kalihi)	34316		96821 (Aina Haina)	96.0%		96815 (Waikiki)	27.0%
96819 (Kalihi/Moanalua)	33520		96706 (Ewa/Ewa Beach)	95.4%		96813 (Downtown)	24.7%
96816 (Kaimuki/Kahala)	27083		96822 (Manoa)	94.4%		96814 (Ala Moana)	24.0%
96822 (Manoa)	23678		96791 (Waialua)	94.2%		96707 (Kapolei)	22.0%
96734 (Kailua)	22447		96782 (Pearl City)	94.1%		96819 (Kalihi/Moanalua)	20.2%
Non-Oahu Zip Codes							
Zip code (area)	No. of residents		Zip code (area)	Percentage leavers		Zip code (area)	Percentage stayers
96720 (Hilo)	22005		96741 (Kalaheo)	93.3%		96763 (Lanai City)	67.5%
96793 (Wailuku)	17348		96708 (Haiku)	91.6%		96720 (Hilo)	63.1%
96761 (Lahaina)	15470		96704 (Captain Cook)	90.9%		96740 (Kailua Kona)	59.6%
96732 (Kahului)	14982		96790 (Kula)	90.6%		96761 (Lahaina)	58.1%
96753 (Kihei)	14789		96779 (Paia)	90.3%		96748 (Kaunakakai)	50.5%

Workplace Area Characteristics

Zip codes with the highest number of jobs¹, highest percentage of comers (workers who live in a different zip code), and highest percentage of stayers (workers who work in the same zip code as they live) are below. These tables are limited to zip codes with at least 1,000 workers.

Oahu Zip Codes							
Zip code (area)	No. of jobs		Zip code (area)	Percentage comers		Zip code (area)	Percentage stayers
96813 (Downtown)	62461		96859 (Tripler Medical)	99.7%		96786 (Wahiawa)	41.6%
96819 (Kalihi/Moanalua)	52714		96701 (Aiea)	95.9%		96792 (Waianae)	39.1%
96814 (Ala Moana)	50600		96814 (Ala Moana)	94.6%		96734 (Kailua)	37.1%
96815 (Waikiki)	33536		96813 (Downtown)	94.2%		96825 (Hawaii Kai)	26.0%
96817 (Liliha/Kalihi)	31039		96731 (Kahuku)	92.9%		96822 (Manoa)	18.6%
Non-Oahu Zip Codes							
Zip code (area)	No. of jobs		Zip code (area)	Percentage comers		Zip code (area)	Percentage stayers
96720 (Hilo)	20567		96738 (Waikoloa)	90.9%		96720 (Hilo)	67.5%
96732 (Kahului)	17148		96722 (Princeville)	90.6%		96763 (Lanai City)	61.5%
96761 (Lahaina)	16697		96713 (Hana)	89.3%		96746 (Kapaa)	54.7%
96740 (Kailua Kona)	16673		96749 (Keaau)	89.0%		96761 (Lahaina)	53.8%
96753 (Kihei)	12549		96779 (Paia)	88.2%		96748 (Kaunakakai)	51.7%

Analyses can also be done by resident/worker characteristic, such as monthly income. In the tables below, of the zip codes with 1,000 jobs or more, Laie (96762) has the highest percentage of jobs that earn \$1,250 a month or less, by over 20 percentage points. Of the larger (more jobs) zip codes, Kaimuki/Kahala (96816) and Kailua (96734) both have a high percentage of lower income jobs. In contrast, Tripler Medical Center has the highest percentage of higher earning jobs (\$3,333 per month or more). Downtown Honolulu (96813), Kapolei (96707), and Salt Lake/Moanalua (96818) all have over half the number of the jobs located in that zip code earning \$3,333 a month or more.

Zip code (area)	No. of jobs	% earning \$1250/mo. or less
96762 (Laie)	1783	62.5%
96713 (Hana)	1084	40.5%
96754 (Kilauea)	1003	38.8%
96712 (Haleiwa)	1931	34.7%
96821 (Aina Haina)	2187	34.6%
96748 (Kaunakakai)	1195	34.0%
96746 (Kapaa)	3300	33.7%
96825 (Hawaii Kai)	4049	33.6%
96816 (Kaimuki/Kahala)	12261	33.3%
96734 (Kailua)	10665	32.9%

Zip code (area)	No. of jobs	% earning greater than \$3333/mo.
96859 (Tripler Medical)	1099	81.8%
96813 (Downtown)	62461	53.3%
96707 (Kapolei)	21948	51.8%
96818 (Salt Lake/Moanalua)	11898	50.1%
96819 (Kalihi/Moanalua)	52714	48.9%
96793 (Wailuku)	10143	45.0%
96753 (Kihei)	12549	42.2%
96722 (Princeville)	1390	42.0%
96756 (Koloa)	3810	42.0%
96763 (Lanai City)	1153	41.9%

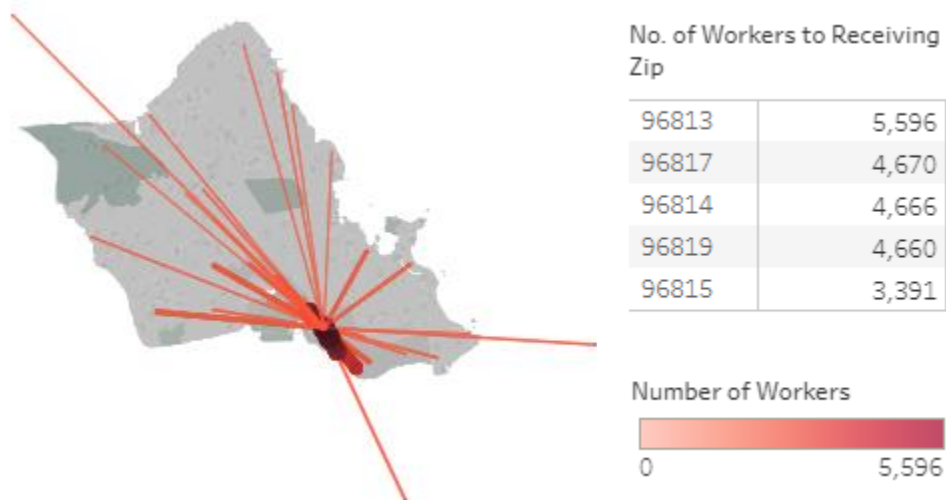
¹ Most analyses provide statistics by where the respondents live; however, this analysis is not by where working respondents, i.e. workers, live, rather by where these workers' jobs are. To make clear that the analysis is by workplace zip code, not the worker's residential zip code, the term "job" is generally used instead of "worker".

Origin-Destination

The origin-destination dataset contains the number of workers that live in a particular geographic tract and work in a particular geographic tract. This allows an analysis of home-to-work traffic flows. The four highest “flows” involve residents who stay within the same zip code for work: Hilo-to-Hilo (96720) has 13,885 workers, followed by Lahaina-to-Lahaina (96761), Kalihi/Moanalua-to-Kalihi/Moanalua (96819), and Kihei-to-Kihei (96753). The largest non-staying flow is from Liliha/Kalihi-to-Downtown Honolulu (96817 to 96813), with 5,596 workers making this trip. The largest interisland flow is Lahaina-to-Ala Moana (96761 to 96814), with 886 workers.

To help visualize the home-to-work traffic flow, a dynamic flow map for the flows has been created. The flow map contains lines connecting two zip codes, with the thickness and color of the line denoting the number of workers that make that trip. A zip code is selected from the map, the analysis type is selected (the number of residents and which zip code they work in, or the number of workers and which zip code they live in). Once the zip code and analysis type are selected, the flow map shows where residents/workers are traveling to/from. Interisland flows are aggregated to the county level, to reduce the number of lines extending to/from the destination/origin zip code.

Depicted below is the flow of residents from the zip code with the highest number of working residents, Liliha/Kalihi (96817), to their place of employment. Liliha/Kalihi residents mostly work in Downtown (96813), Ala Moana (96814), and Kalihi/Moanalua (96819), or stay in Liliha/Kalihi for work. The lines that extend off-island represent the flow of residents to Kauai, Maui, and Hawaii County.



Comprehensive Economic Development Strategies Reports

The Economic Development Alliance of Hawaii (EDAH), an alliance of the four economic development boards of the counties in the state has been meeting quarterly to monitor and further the U.S. Department of Commerce approved state and county Comprehensive Economic Development Strategies (CEDS). This includes economic forecast/projections from 2016 – 2020 and includes projections for the counties’ largest and fastest growing occupations. This data has been presented and made available on an ongoing basis to the WIOA Core Partners, WDC Data Management and Technology Committee, Adult Education and Family Literacy Council, State

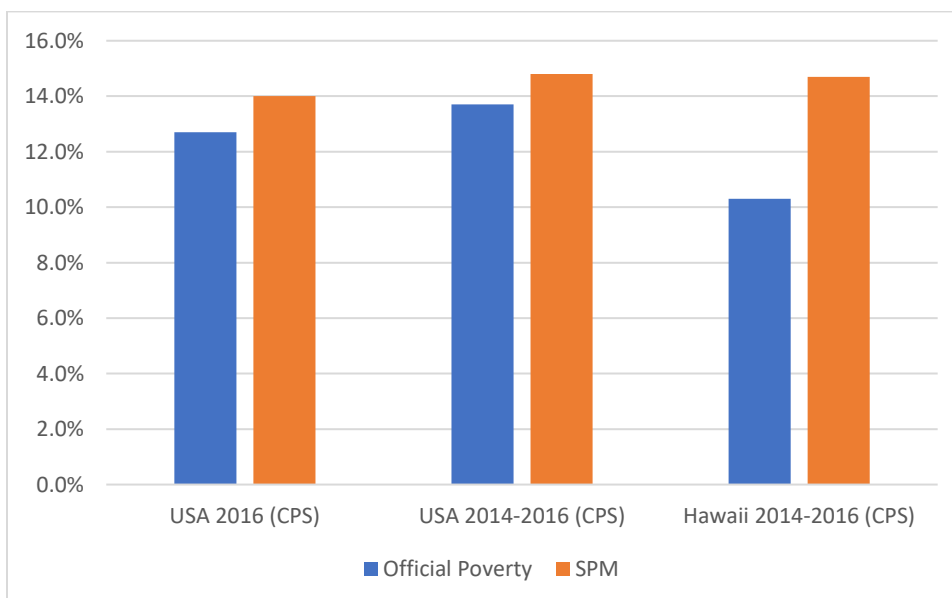
of Hawaii Rehabilitation Council, four county local Workforce Development Boards and the WDC Board. The reports ensure all WIOA partners have consistent labor market forecast identifying job trends and in-demand occupations.

Link: <http://labor.hawaii.gov/wdc/state-and-county-economy-overview-reports/>

Labor Market Information

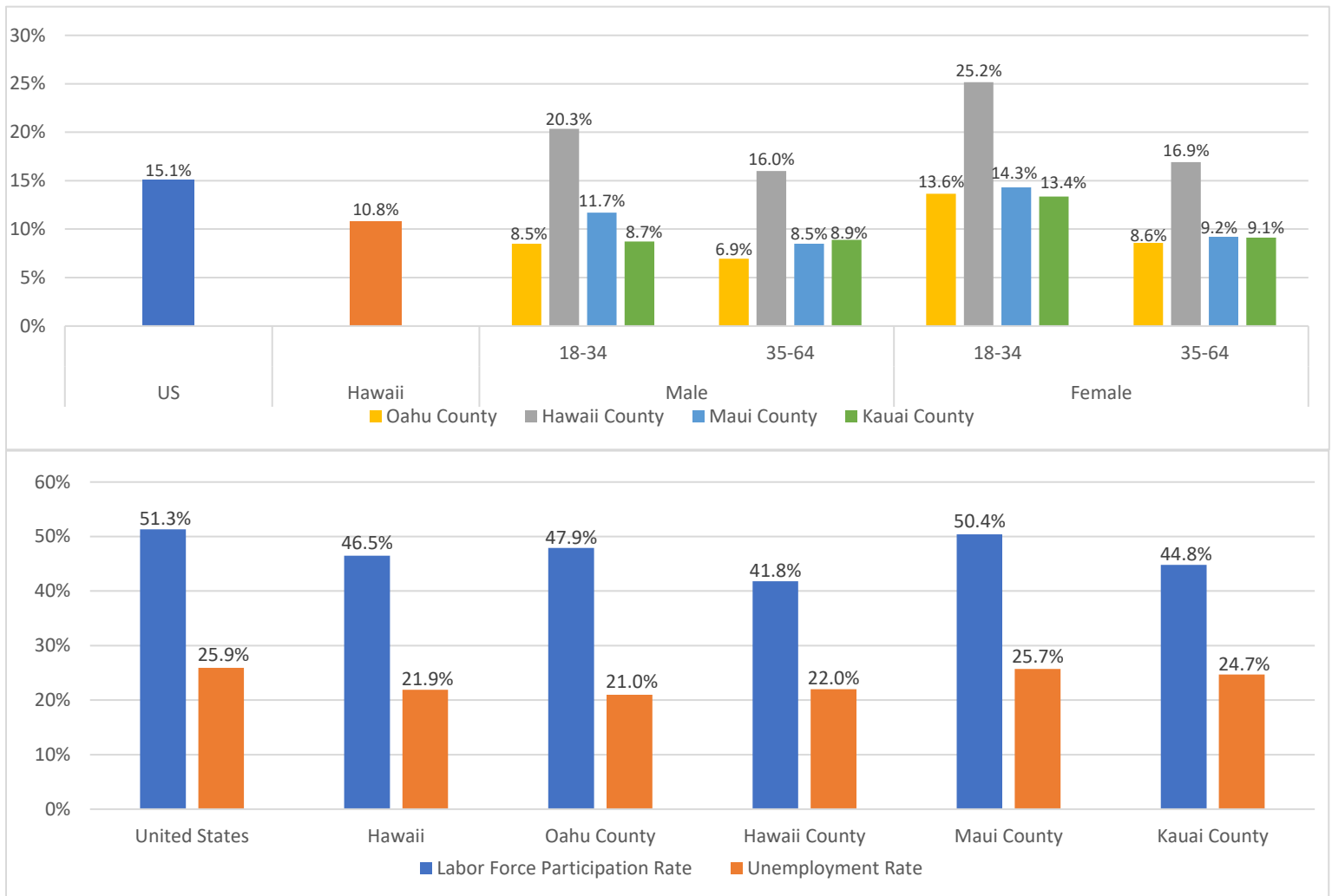
According to the American Community Survey in 2016, Hawaii had one of the lowest poverty rates in the nation: the nation's poverty rate was 15.1 percent and Hawaii's poverty rate was 10.8 percent. Only four states had a lower poverty rate than Hawaii. The State's low poverty rate was driven primarily by males on Oahu. Older adults on Maui and Kauai also had relatively low poverty rates. However, Hawaii County had high poverty rates. In Hawaii County, the poverty rate approached that of Mississippi's poverty rate of 21.1 percent, the worst in the nation. Some demographics had a poverty rate that exceeded that amount – one quarter of Hawaii County females aged 18-34 had incomes that were considered poverty status.

Using the official poverty line as a measure of poverty rates can be misleading, as it does not account for local costs and government benefits that can affect a household's purchasing power. The "supplemental poverty measure" (SPM) was developed by the Census Bureau to adjust for this. The data source for the previous data, American FactFinder, does not have SPM tables, so it does not account for the local costs and government benefits that might be unique to Hawaii. However, the Census Bureau does publish state level data on the SPM, and the Current Population Survey (CPS) public use microdata contains information on an individual's SPM status. Using the CPS and the supplemental poverty measure, the US's poverty rate from 2014 to 2016 increases from 13.7 percent to 14.8 percent and Hawaii's poverty rate increases from 10.3 percent to 14.8 percent, moving the State into the top 15 states with high poverty rates.



Source: Supplemental Poverty Measure: 2016, Table A-5.

Percent below poverty



Source: American Community Survey Five-Year Estimate, 2012-2016.

Labor market outcomes in Hawaii are generally better than the national average; Hawaii regularly has among the lowest unemployment rates in the nation. This is true among adults below the poverty rate, as well. However, Hawaii's lower unemployment rates are accompanied by lower labor force participation rates, meaning the percent of adults who are employed are more similar to the national average than first appearances.

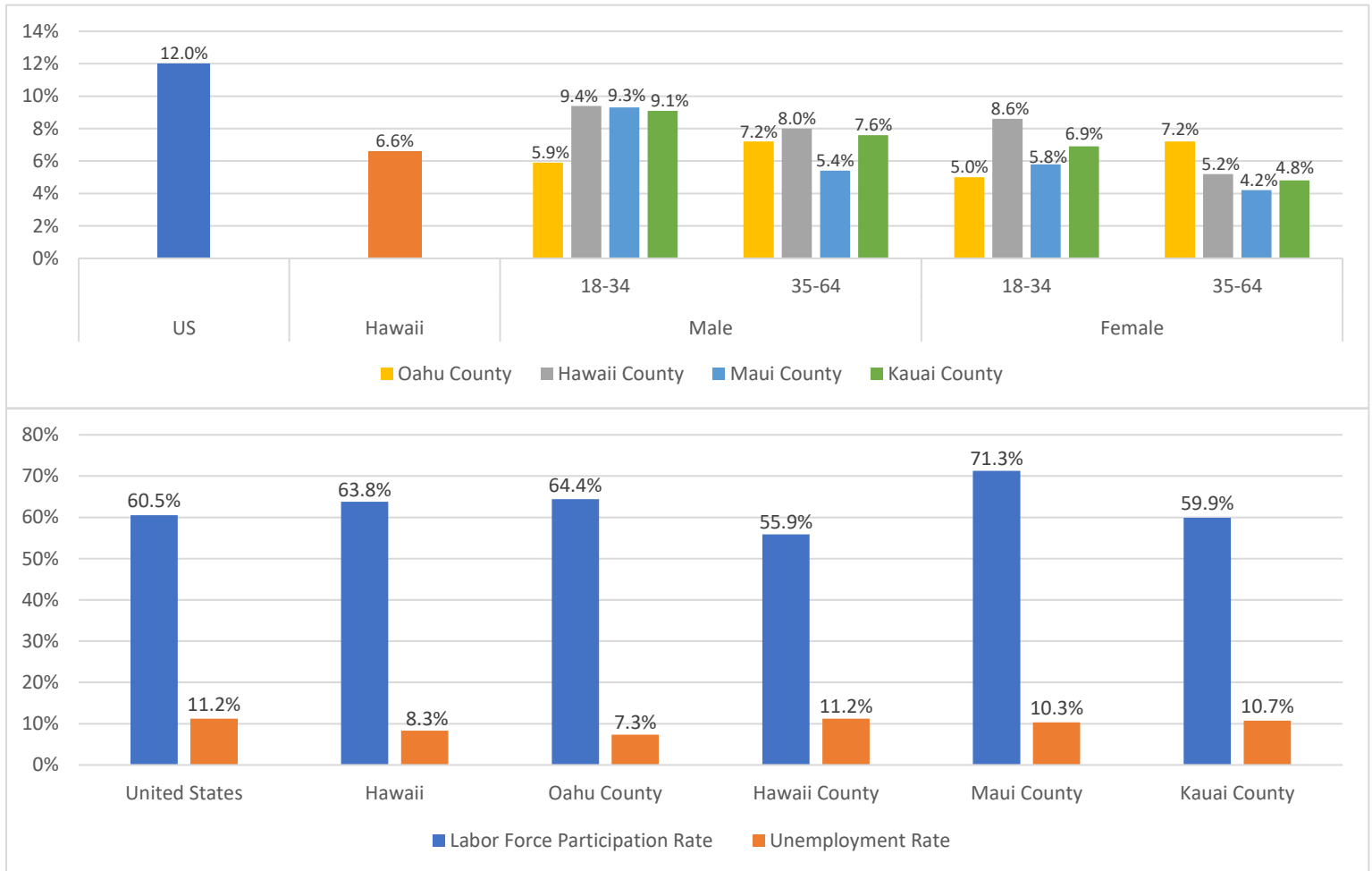
Comparing Hawaii's level of educational attainment to the national average requires nuance: while Hawaii has a higher percentage of high school graduates compared to the national average, Hawaii has a lower percentage of college graduates. This is likely due to the proliferation of jobs in the State that do not require a college degree. The difference in post-secondary degree attainment is primarily driven by Hawaii County, Maui, and Kauai.

Even though the percent of high school graduates without a college degree in Hawaii is higher than the national average, several labor market outcomes are strong compared to the nation: labor force participation is higher and the unemployment rate is lower. This further underlines how there are many jobs in Hawaii that only need a high school degree. While employment rates are positive for the state among high school graduates, concern might still be warranted. Without

a post-secondary degree, lifetime earnings can be severely limited. Addressing this issue is dependent on whether young adults are choosing to work directly after high school because there are limited higher skill positions available or if they are working instead of attending school out of necessity, but there is no way to distinguish the two in the data.

Another concern that the educational data conceals is that Hawaii has a relatively high percentage of young adults who are neither in school nor working. In the U.S., about 8% of males aged 16-19 and about 6.5% of females aged 16-19 are idle (not in school or working); in contrast, about 8.5% of males aged 16-19 and 9.5% of females aged 16-19 are idle.

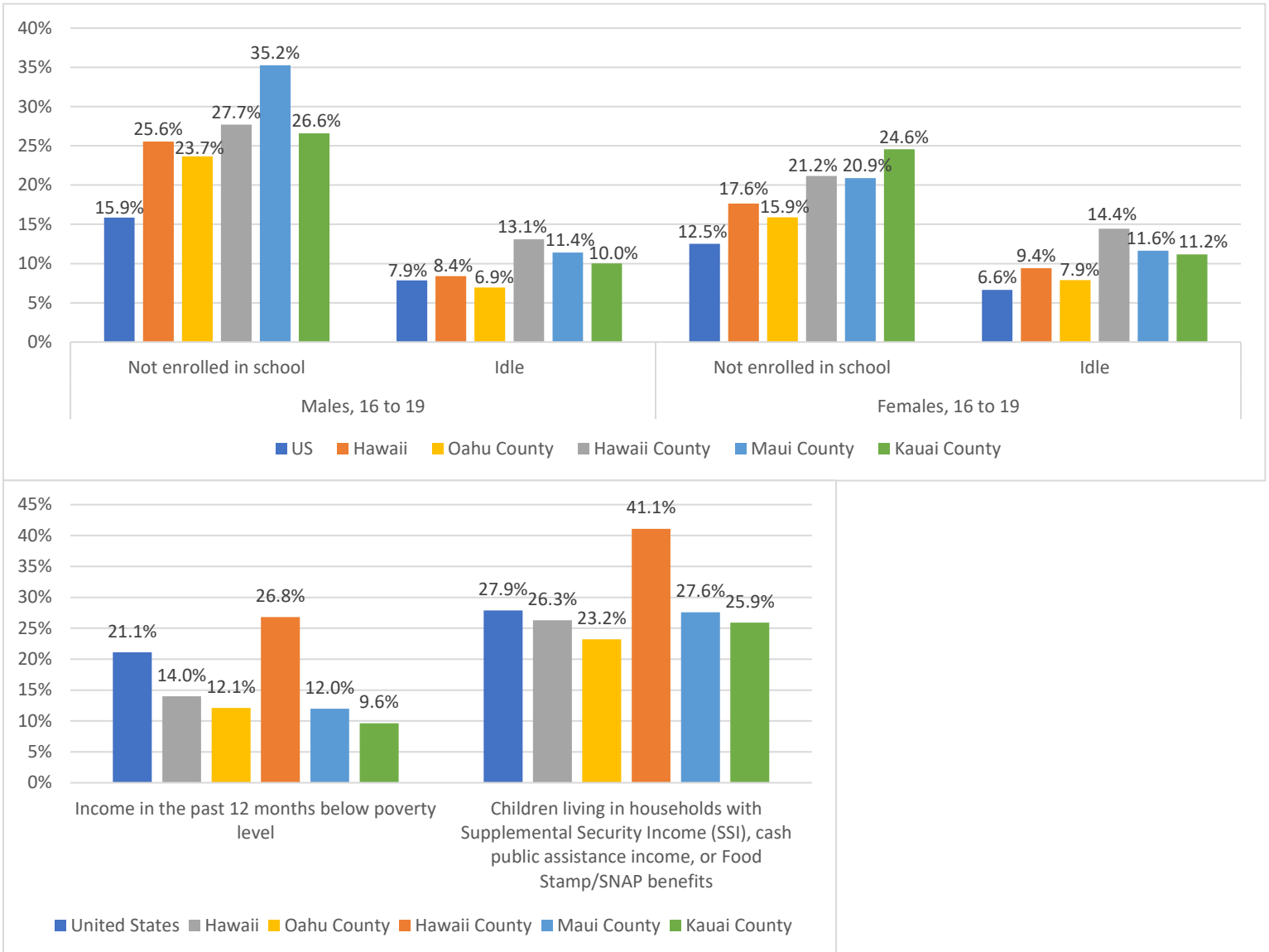
Percent without a high school degree



Source: American Community Survey Five-Year Estimate, 2012-2016.

Poverty rates among youth (younger than 18 years of age) mirrors the poverty rate of adults: the poverty rates in Hawaii are lower than the national average except for Hawaii County. Youth poverty data can be supplemented by looking at what percentage of youth are on public assistance; for this, Hawaii is much more similar to the national average. This data can be approached in two ways. First, it can be interpreted as how much further the State has to work to alleviate poverty among children. Second, it can be seen as opportunities to enroll parents into workforce development programs.

Idle and underserved youth



Source: American Community Survey Five-Year Estimate, 2012-2016.

Eligible Training Providers List

The Eligible Training Provider List (ETPL) consists of approved providers and programs that qualify as training programs under WIOA. The programs must lead to recognized post-secondary credentials, secondary school diplomas, industry recognized certificates or certifications; and must be in an in-demand industry or occupation. The training services may be delivered in-person, on-line, or in a blended approach. The list is used by job counselors at the AJCs who place WIOA participants in the appropriate program according to their training needs. The programs are first approved by the county where the training will take place; then approved by the WDC.

In 2017, a new application process was implemented by the WDC. The application was shortened and there is now an application specifically for the University of Hawaii system. Community College listings will have the Programs of Study, with a link to the program's website where the pathway for the credential can be found. All of the courses in that pathway are eligible for WIOA participants, making it easier for job counselors to create a training plan for participants. There are currently 141 programs on the statewide eligible training provider list.

The new ETP list is at: <https://labor.hawaii.gov/wdc/eligible-training-provider-list/> and may also be accessed through the WDC homepage. The page also has lists for career services, pre-vocational services and Registered Apprenticeship programs.

Additionally, through the Workforce Innovation and Opportunity Act (WIOA), the WDC provides each county Workforce Development Board with federal funds to enable the AJCs to incorporate career development services for eligible job seekers for in-demand employment. Programs include tutoring and study skills training, education leading to a secondary diploma or its equivalent, paid and unpaid work experience, post-secondary certificates and degrees, and pre-apprenticeship programs.

National Reemployment and System Integration Dislocated Worker Grant

The WDC Data Management & Technology Committee (Committee) has been working diligently to use technology to improve the delivery of WIOA services for individuals. The WDC applied for and was awarded \$1.1 million from the U.S. Department of Labor (USDOL) as part of the Reemployment & System Integration Dislocated Worker Grants. Utilizing funding from the grant, the Committee has been developing a Single Sign-On Registration System to streamline the process by which participants apply for WIOA and core partner services, advance the reporting done by the WDC and other WIOA-related agencies, and improve overall coordination among the core partner programs. With the Single Sign-On Registration System, participants are able to register on one website after answering a set of eligibility questions, then the system will alert all programs the participant is eligible for services to begin. The Single

Sign-On Registration System is the first step in providing an integrated electronic workforce system for the State.

The Committee selected Salesforce as the platform to build the system. The foundation for the system was built with assistance from the Office of Enterprise Services (ETS) and the Department of Labor and Industrial Relations' Electronic Data Processing Systems Office (EDPSO). The WDC has contracted the EDPSO to manage the completion of the project and to also develop a new webpage. The project is anticipated to be completed by early 2019. Upon completing the project, all staff at American Job Centers statewide will receive the necessary training to utilize the system effectively.

Statewide Rapid Response Services

WDC hired a Statewide Rapid Response Coordinator, who has established the policies and procedures to provide, with WDB staff and the One Stop Operators, coordinated rapid response activities in each of the local areas. The Coordinator provides oversight of the rapid response events and will continue to provide leadership to the AJCs by establishing stronger procedures that allow participants to quickly and efficiently register into the appropriate programs.

Under Hawaii law (*HRS 394B-9*) covered establishments (industrial, commercial, or other business entities) with 50 or more employees in the preceding 12-month period must provide at least 60 days' advance notice of a divestiture, partial closing, closing, or relocation to each affected employee and to the director of the Hawaii Department of Labor and Industrial Relations (DLIR). Upon receiving a [Worker Adjustment and Retraining Notification \(WARN\)](#), the DLIR distributes the notice to all DLIR departments involved in rapid response activity, including the Workforce Development Council (WDC), Workforce Development Division (WDD), and the Unemployment Insurance (UI) Division.

Between July 1, 2017 and June 30, 2018, the WDD managed statewide rapid response services. On July 1, 2018, Oahu and Hawaii County assumed operational responsibility for their local rapid response activity. The counties entered into service contracts with the WDC, which now provides administrative and funding support.

Rapid response activity is conducted through American Job Centers (AJCs) located in each of Hawaii's four local areas. The local AJC staff work with the WDC Statewide Rapid Response Coordinator (Coordinator) to plan and conduct a rapid response session. The Coordinator makes initial contact with businesses that submit WARN letters to the DLIR, confirms the details, describes services and programs available through the local AJC, and offers to schedule a two-hour rapid response session. The Coordinator also asks the businesses' human resource departments to distribute and return a two-page workforce survey that helps dislocated workers think about their future plans. The AJC rapid response team uses the completed surveys to plan on-site sessions that address workers' needs and interests. The Coordinator attends all rapid response sessions in Hawaii County and Oahu. WDD continues to manage rapid response activity on Maui and Kauai through June 30, 2019.

Oahu Rapid Response

The DLIR received 24 WARNs from Oahu businesses between July 1, 2017 and June 30, 2018. During that period, the WDD provided rapid response services. Since taking over the rapid response service contract on July 1, 2018, the Oahu AJC has conducted three (3) sessions for local businesses. A total of 140 individuals attended those sessions. 52% visited the AJC for follow up services.

The Oahu team also worked with two additional closing businesses to schedule rapid response sessions. In the end, however, those businesses only wanted printed AJC information flyers and unemployment information.

Hawaii County Rapid Response

Between July 1, 2017 and June 30, 2018, the DLIR received four (4) WARNs from Hawaii County businesses. During that period, the WDD provided rapid response services. Since July 1, 2018, the Hawaii County rapid response team has conducted three (3) sessions, including two (2) following the May eruption of Kilauea Volcano. A total of 96 people participated in those sessions. About 20% of those individuals visited the AJC for follow up services.

Kauai and Maui Counties Rapid Response

The WDD manages rapid response activity on these islands, with assistance from the local AJC staff. Between July 1, 2017 and June 30, 2018, the DLIR received one (1) WARN from Maui and one (1) from Kauai. The Maui AJC received two (2) WARN during the reporting period and conducted one rapid response session. The Kauai AJC did not conduct any rapid response sessions during this period. However, the Kauai AJC did participate in three (3) county-sponsored information sessions following the April 2018 storm that closed down much of the North Shore. The Coordinator attended two (2) of those sessions.

Rapid Response activities and layoff aversion and data on number of companies served and number of individuals served

The local AJC-based rapid response team identifies appropriate service providers and community partners and coordinates with them to schedule a session for workers. Because “how to apply for unemployment benefits” is the most requested service, the Unemployment Insurance (UI) Division is always invited. Other core partners include WDD (Employment Services, Veterans), and Department of Human Services (Food and Medical). Community partners like Goodwill Industries (Youth, Work Experience), Community Schools for Adults, and Maui Economic Opportunity (low income individuals and families) also participate on a regular basis.

During rapid response sessions, community partners and service providers give brief presentations about their programs and services and set up tables for displaced workers to visit for additional information. Individuals applying for AJC services, including unemployment benefits, must register on HireNet Hawaii. The AJC has on-site computer access for rapid response participants to create and/or update their accounts on HireNet. The AJC staff also schedules follow up appointments with individuals to help ensure that participant needs are met.

Following rapid response sessions, the AJC planning team provides summary data to the Coordinator using an established post-event reporting spreadsheet. Team members continually consult with the Coordinator to streamline and improve the rapid response process.

National Emergency Disaster Dislocated Worker Grants

Following an April 2018 rain storm that severely flooded portions of Kauai and Oahu, the WDC applied to U.S. Department of Labor (USDOL) for a \$500,000 Disaster Dislocated Worker Grant (DWG). The WDC received its notice of award in late June 2018, about three months after the natural disaster occurred. During that waiting period, most Oahu individuals and businesses recovered what they could and returned to normal operations. The Oahu Workforce Development Board (OWDB) re-assigned its funding allotment to Kauai because that island was more severely impacted by the storm. Eight months following the rain storm businesses are still rebuilding and North Shore residents remain isolated from the rest of the island due to landslides that still block Kuhio Highway, the only access to the area.

The WDC applied for a second Disaster DWG in May 2018 following the eruption of Kilauea Volcano on Hawaii County. The USDOL awarded the WDC \$3.5 million to cover one year of wages for individuals who perform approved disaster recovery work.

The Statewide Rapid Response Coordinator serves as administrator for both grants and has conducted multiple rapid response sessions on both islands to inform dislocated workers and impacted businesses about the federal-funded employment opportunities. During the sessions, staff from the local AJCs determined individual eligibility for grant participation and helped everyone register on HireNet. Staff are trained to enroll participants in the national dislocated worker program and to co-enroll them in other state and federal employment support programs where appropriate. The grant provides funding for 200 individuals.

As of December 2018, two businesses and nine individuals have been determined eligible to participate in the Kauai DWG: Makana O Kauai provides debris removal from near shore waters and coral reefs; and Malama O Kauai provides humanitarian assistance to prepare hot meals for isolated residents on the North Shore.

As of December 2018, two businesses and seven individuals have been determined eligible to participate in the Hawaii County DWG. The first organization is the University of Hawaii, Hilo CTAHR Waiakea Station. The recovery project is to plant seeds in a greenhouse, prepare fields, plant seedlings in field, control weeds, and monitor growth of young papaya seedlings. Workers will conduct hand-crosses of papaya flowers to produce the desired hybrid seed. The second organization is Hawaiian Sanctuary, whose objectives are to manage a demonstration farm, gardens, native and food plants, nursery and orchards, and hosts on-going internships. The recovery project will rebuild the facility.

To provide Disaster DWG payroll services and to match eligible dislocated workers with approved businesses of record, the WDC contracted a staffing agency for each island. The

Coordinator, AJC staff, and staffing agency participate in a monthly conference call to address

Statewide Sector Partnerships

In 2015, the University of Hawaii and Chamber of Commerce of Hawaii initiated industry led sector partnerships in Hawaii. Business leaders within certain industries met to champion pressing challenges they face, committing to work together to identify and prioritize industry concerns and work with community and government partners to resolve the issues. Sector partnerships are designed as economic and workforce development programs. At the county level, the Economic Development Boards of Maui, Kauai and Hawaii counties are the conveners. The Chamber is the convener for Oahu. WDC became involved in 2017 as a government partner, joining support groups such as Department of Education (DOE), University of Hawaii (UH), Department of Labor and Industrial Relations (DLIR), Department of Business, Economic Development, and Tourism (DBEDT).

Sector partnerships have been launched in banking, food manufacturing, healthcare, engineering, construction, information technology, hospitality and tourism, and agriculture. In a partnership between the University of Hawaii Community Colleges and the Hawaii Bankers Association, the banking sector was successful in developing a non-credit universal banker program. The program expands the employability of current bank tellers to transition to changes in their roles in the banking industry emphasizing customer service and satisfaction. The program, offered at Windward and Kapiolani Community Colleges, is a hybrid of in-person and on-line course work. Two cohorts of high school students have also completed the training offered through this program.

The food manufacturing sector partnership developed the Food Safety and Modernization Act training program and has successfully trained approximately 150 industry employees in food safety.

In the engineering, construction and design sector, WDC is working closely with Sheryl Nojima, WDC board member and President of Gray, Hong, Nojima & Associates, Inc., to connect college students in the engineering field with local summer internships, providing students with the necessary experience before graduation. HireNet is the integral link for this process, where employers are able to post their summer internships in the system and college students are able to search and apply for internship opportunities.

The WDC Sector Strategies and Career Pathways Committee recommended and received the approval of the WDC Board to continue its support of statewide sector partnerships by providing funding of \$15,000 to each county Workforce Development Board (total of \$60,000 statewide) to ensure that sessions were convened by the respective local boards, economic development boards and Chamber of Commerce of Hawaii.

Partnership with University of Hawaii Career and Technical Education

WDC supported the Teacher Business Externship program which selected twenty-five career and technical education secondary teachers in grades 7-12 to pair with a relevant industry partner and learn current trends and practices with the goal of updating their curriculum. The educators spent eighty hours with their assigned business between June and December 2017. WDC matched the Harold K.L. Castle Foundation's grant of \$18,750, in order to provide each educator with a \$1,500 stipend.

The educators who participated in the externship will share their experiences at the Hawaii Advanced Career and Technical Education Conference on January 25, 2019 at the Hawaii Convention Center. WDC partnered with the Hawaii Association for Career and Technical Education and provided \$15,000 to support accommodations for a national speaker and registration fees for up to twelve WDC board members and staff.

Promising Practices, Success Stories

Hawaii County

Hawaii County searched for a new location for their AJC. The new location is convenient, welcoming, and friendly, one of its neighbors is Altres Staffing. Altres also places job seekers with employers. Instead of seeing this as competition for the same job seekers, the One Stop Operator partnered with Altres to refer job seekers who do not have the necessary job skills to the AJC where job counselors can evaluate job seekers' eligibility for programs or provide other career and training services.

Maui County

When Kmart closed its doors on Maui in June of 2017, 50-year-old Gina – a Department Manager – was out of a job. That same month, through a connection initiated during a rapid response session, she was dually enrolled in the WIOA Dislocated Worker Program and Act 71, a State-funded program.

Among Gina's concerns regarding employment was her ability to be competitive with younger job-seekers, especially due to her limited skills working with computers, stating "everything is now computerized." Following assessments and reviewing her employment goals, Gina was assisted in enrolling into UH Maui College – EdVentures computer classes. Starting at the beginner level, Gina persevered and successfully completed eight (8) computer classes, eventually moving up to the intermediate level class. In December of 2017, Gina reported that her job search had borne fruit in the form of a job offer as an Assistant Manager at a local food establishment. She began work in January of 2018 and continued to work there through her most recent follow-up call in June.

Oahu

American Apprenticeship Initiative Success Story

Through a partnership with the State Workforce Development Division (WDD) and the American Apprenticeships Initiative Grant (AAI), the AJC was able to expand WIOA Title I services by offering an information technology (IT) apprenticeship training and a pre-apprenticeship healthcare (HC) training.

The Amazon Web Services (AWS) Data Center Technician Training started April 9, 2018, with 15 participants, comprising of 320 hours of training, which focused on A+, Network+, Linux+, and Server+ training. This was a very intense and accelerated training program based on meeting the employer's (AWS) needs. It usually takes people a year or more to obtain all these required certifications. The participants in the program were either a military veteran, transitioning military personnel, or military spouse. These participants had little to no background in IT.



Participants of the AWS Data Center Technician Training program.

During the training at PCATT/HCC, an AWS Data Center Manager came out to Hawaii from Oregon to meet with each of the participants. He had one-on-one meetings with each of the enrollees, and was provided an overall presentation on what life was like being part of the AWS team. The participants completed the training program on July 3, 2018. Out of the original 15 participants who started the program, 14 participants completed and achieved their COMPTIA certifications in the areas of A+, Network+, Linux+, and Server+, making them ready for their positions at AWS. The participants went to Oregon to complete their on-the-job training at the AWS Data Centers.

Employer Success Story: Covanta Honolulu Resource Recovery Venture

Covanta Honolulu Resource Recovery Venture LLC, known locally as the H-POWER (Honolulu Program of Waste Energy Recovery) facility, began commercial operation in May 1990. Located in Kapolei, on the island of Oahu, the facility serves the municipal waste disposal needs of more than 850,000 residents and more than six million visitors to the island each year.

Covanta views their employees as a key pillar of success within their company. They recognize the importance of a strong and highly-motivated workforce. Attracting, developing, retaining and advancing talent are among their most important priorities. They are focused on building a diverse workforce and stand committed to providing a culture of diversity and inclusion, work/life balance and pay for performance. They offer training programs at individual, supervisory and management levels to further develop their employees. Covanta has been a valued partner since October 18, 2011.

Fifteen (15) participants in the program have been placed with a retention rate of 95%. They hired persons from the Adult and Dislocated programs for entry level positions such as Auxiliary Operator, Control Room Operator, Utility Operator, Maintenance Mechanic, Equipment Operator, Scale Attendant, CDL Driver to name a few. They also hired veterans directly for

various positions. The on-the-job training (OJT) agreement with Covanta was renewed in May and expires on June 20, 2020. This gives Covanta the ability to take advantage of the OJT benefits and continue to hire more AJC clients.



Anngelique Anaya



Bronson Beaver



Chris Tapuala

Anngelique Anaya, Bronson Beaver and Chris Tapuala completed training under the OJT program. All of these employees are shift workers.

WIOA Dislocated Worker Program Success Story: Ms. Denise Pilla

Ms. Pilla was referred to WIOA after attending Reemployment Services Eligibility Assessment (RESEA) sessions and collecting Unemployment Insurance (UI). This qualified her for the WIOA Dislocated Worker Program. Ms. Pilla was laid off after 25 years working for a dentist who closed his office to retire. She had been employed by this dentist right out of high school. According to Ms. Pilla, entering the workforce after 25 years with the same employer was very intimidating as much had changed in the job market and applying for a job was very different than she remembered. Modern technology had taken over and since she had worked in a set job for 25 years, leaving a comfortable, familiar environment was very scary. She knew right away that she had to upgrade her computer skills if she wanted to get back into an office administration position.

At the initial meeting, Ms. Pilla displayed a demeanor of low self-esteem. She was unsure where to start, what to do and how to go about searching for training programs. She was aware that her skills needed upgrading in order to be employable in the “new” workforce but it was very overwhelming. She was hesitant to be a burden due to what she regarded as ignorance. After attending an informational session on May 26, 2016, Ms. Pilla decided the best fit for her training was with Ohana Komputer. It was located near her home and she felt comfortable with the trainer she met. She also liked that it was one-on-one training. The schedule she received was for eight classes per month for two hours per day. She started in May and completed all the Microsoft Office Work training over the course of a year. She came back to the AJC to proudly present her certificates. She was a very different person; full of self-confidence but still very humble and thankful. She shared with her Employment Consultant that she was very happy with what she learned from Ohana Komputer and for having the chance to attend a training that was so helpful and at no cost to her. She had been afraid of not being able to make it when she got laid off but now sees that this was a blessing in disguise and feels very fortunate for being able to be in this program.

Ms. Pilla found employment at a dentist’s office just a few weeks after completing her training, but after almost two months she resigned as she felt overwhelmed by all that she was expected to

do. Ms. Pilla decided to resign, to be fair to both her and her employer, and started her job search again. In early December of 2017 she was able to secure employment with the State of Hawaii Department of Early Intervention Section as a Hospital Billing Clerk. She is very happy and feels appreciated by her supervisor and co-workers. After finishing her probationary period, she received a raise. She remains employed there today and plans to stay there for as long as they will have her.

Disability Employment Initiative Success Story

The Disability Employment Initiative (DEI) grant is a partnership with the State's Workforce Development Division (WDD), UH's Center on Disability Studies, and the State's Division of Vocational Rehabilitation to provide individuals with disabilities pre-employment services which include: opportunities for discovery, either individualized or in groups; portfolio development, including through alternative media such as videos; career exploration, including interest and skill assessments; educational and other opportunities to overcome employment barriers which may include lack of soft skills or accommodations, and personal/family challenges.

Mindi grew up in Texas in what she described as an unconventional childhood. She had been diagnosed with Dissociative Identity Disorder (DID) formerly known as multiple personality disorder due to her abusive father. Her mom could not protect her as she was also a victim of domestic violence. At the age of 15, Mindi stopped going to school in order to work in a diner. When she earned enough money, she left Texas and moved from state to state until she ended up in Hawaii. Her lack of education and poor decisions she made along the way got her incarcerated several times. Like her father, she had substance abuse issues, but once she became pregnant she decided to turn her life around.



Mindi

Mindi had many obstacles to overcome with psychiatric and psychological disorders – PTSD, Anxiety, ADHD and OCD. Home life became stable as she was no longer homeless, started to go to church, got married to her longtime partner, and started to seek help from outside agencies. She obtained SNAP and SSI benefits. Her attitude towards public assistance was that this help was only temporary. Her children gave her a new and better perspective on life and are the driving force behind her tenacity to create a better future.

She read online about the Ticket to Work program and it led her to the AJC. Since her first meeting with the DEI Resource Coordinator at the AJC, she has been nothing but positive about what she wants and needs to do to reach her employment goal. She enrolled as a full-time student at Windward Community College during the summer of 2018, maintains a 4.0 GPA, and went after all of the extra credit points in her classes because she liked the challenge. She did so well that she was asked to be a tutor in the Math Lab. She obtained her driver's license, has been accepted into the Veterinary Assistant program in the fall of 2018. FAFSA is currently paying for her schooling and the WIOA Adult program will provide additional support if she needs help with supportive services in the future.

WIOA Adult Program Success Story: Stacey Kaiulani Marcellino

Stacey is a proud 1995 graduate of Waianae High School. She is also a single mother of three who was receiving government assistance while working full-time at Hale Na'au Pono as a

receptionist. Her passion with assisting, interacting and helping the community prompted her to seek further education with hopes of accomplishing her career goal of becoming a social worker.



Stacey Kaiulani Marcellino

Stacey enrolled in college as a full-time student while continuing to work full-time as a receptionist. She continued to make sacrifices as a single mother but found support from her family as well as programs like WIOA. She graduated from Leeward Community College in 2015 with her Associate's degree in Liberal Arts along with a Certificate in Substance Abuse Counseling. She then continued her education and enrolled at the University of Hawaii at Manoa in the Bachelor's of Social Work Program. She graduated in May of 2018 with her Bachelor's degree in Social Work. She credits God, her family and programs like WIOA for the support to overcome the barriers that stood in her way. The American Job Center and the WIOA Adult Program provided her with the tools she needed to overcome barriers and keep her on her career pathway. Stacey is forever grateful for the support from the American Job Center and their available programs which helped her obtain her degree. The WIOA Adult Program has not only made an impact in her life but also the lives of her family and community. She is readily equipped to serve and empower others in her community with the knowledge and skills she has gained from her studies. Stacey continues her employment at Hale Na'au Pono as a Counselor/Case Manager.

Stacey writes: *"I am a first-generation college student from a socioeconomically depressed community. The social barriers and determinants that stood in my way were removed because of programs like yours and I am forever grateful. It is because of programs like yours that seek to empower, enlighten and enhance the lives of members in the community who wish to continue their education. While your program equipped myself and others with the tools needed to succeed, we may now look to embrace adversity and give voice to members within the community."*

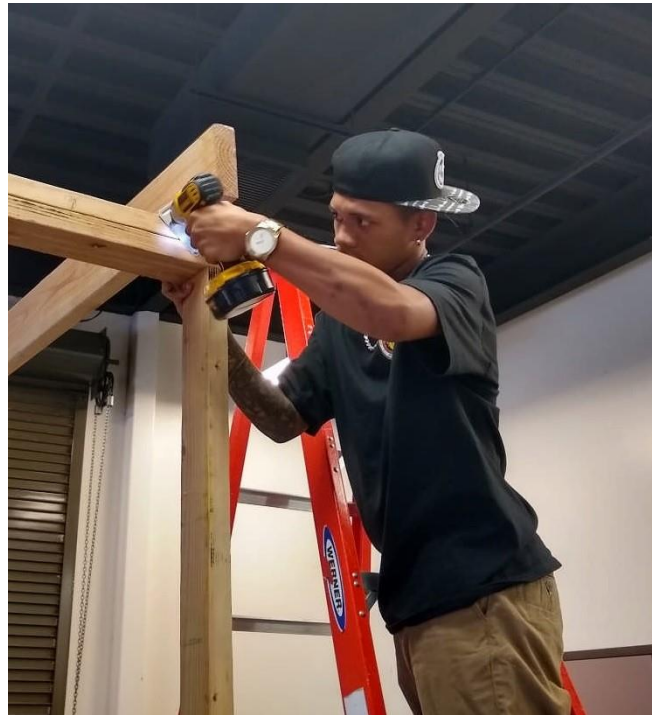
Youth: Juston "Braddah" Akiona

Juston came to the Youth Services program in October of 2017. He had dropped out of Roosevelt High School because of attendance issues that led to a lack of credits to be able to graduate. He admitted that he skipped school often to go down-hill skateboarding and spent too much time hanging out with friends. He had the self-awareness to recognize that his friends were a bad influence on him and that he had a bad attitude. He had a Probation Officer for some minor offenses he committed and was trying to get his life back on track. He tried a stint at Youth Challenge but it did not work out for him. When applying for YouthBuild he said that he thought he had matured going through his challenges. He had heard about the program through his cousins and looked up YouthBuild in an online search and contacted the AJC. He had an interest in carpentry and dry walling, and perhaps being an electrician.

When Juston started his competency-based (C-BASE) classes he started out great passing his first book with a score of 82. But some of his old habits were hard to shake. He had missed a few classes due to personal issues and failed the second book. With some coaching and counseling

Juston seemed to regroup and refocus himself. And even though it was a daily commute from Waianae, he began to improve his attendance substantially and was able to finish and pass his mastery test.

Juston's interest in carpentry led him to enroll in the Building Industry Association Occupational Training this past October. During the six-week course, Juston had the best attendance out of all 10 participants missing only one class. His enthusiasm and eagerness showed in the commitment to show up for class and the hard work he put in. He demonstrated his skillfulness in the hands-on training where they were tasked to frame and drywall a small room. The attention and questions he asked during an outing to the Construction Career Day further demonstrated his commitment. Juston has shared his thoughtfulness in giving back to the community by committing his time on Fridays to the SelfHelp project, assisting families build homes in what can be seen as the ultimate act in giving back and coming full circle. Juston encouraged two other cousins to enroll in YouthBuild.



Juston Akioka

Workforce Development Council Members

July 1, 2017 – June 30, 2018

1. Leslie Wilkins, Board Chair, Chair, Maui Workforce Development Board, President & Chief Executive Officer, Maui Economic Development Board
2. Alan Hayashi, Board Vice Chair, Owner, Consult 808
3. Glenn Alcalde, Training Coordinator, Hawaii Carpenters Apprenticeship and Training Fund
4. Mayor Alan Arakawa, County of Maui (Designee: Brian Nagami, Executive Director, Maui Workforce Development Board)
5. Bobby Ayonon, Chair, Kauai Workforce Development Board
6. Evelyn Barfield, Human Resources Partner, Hunt Companies
7. Mayor Kirk Caldwell, City and County of Honolulu (Designee: Peter Biggs, Deputy Director, Dept. of Budget & Fiscal Services)
8. Jason Chang, Chair, Oahu Workforce Development Board
9. David DeLuz, Jr., Chair, Hawaii County Workforce Development Board
10. Yvette Gibson, Manager of Talent Acquisition, Hawaii Pacific Health
11. Governor David Ige
12. Jason Ito, Director of Administration, Labor & Community Relations, Kyo-Ya Management Co.
13. Glen Kaneshige, President, Nordic PCL Construction, Inc.
14. Mayor Harry Kim, County of Hawaii (Designee: Neil Gytoku, Housing Administrator, Office of Housing & Community Development)
15. Michael Kamiya, Sales Director, Kamiya Gold, Ltd.
16. Christina Kishimoto, Superintendent, Department of Education (Designee: Helen Sanpei, Principal, McKinley Community School for Adults)
17. Ian Kitajima, Director of Corporate Development, Oceanit
18. Sean Knox, President, Hawaii Employment Services, Inc.
19. David Lassner, President, University of Hawaii System (Designees: Scott Murakami, Director of Workforce Development for Community Colleges; Bernadette Howard, State Director, Office of Career & Technical Education)
20. Dwight Takamine, Legislative Director, ILWU Local 142
21. Gladys Quinto Marrone, Chief Executive Officer, Building Industry Association of Hawaii
22. Alicia Moy, President & Chief Executive Officer, Hawaii Gas Co.
23. Rep. Mark Nakashima, Hawaii State House of Representatives
24. Sheryl Nojima, President, Gray, Hong, Nojima and Associates
25. Shannon Okinaka, Executive Vice President & Chief Financial Officer, Hawaiian Airlines
26. Edward Richardson, Owner, Edward V. Richardson, LLC
27. Luis Salaveria, Director, Dept. of Business, Economic Development & Tourism (Designees: Mary Alice Evans, Deputy Director; Yang-Seon Kim, Research & Statistics Officer; Eugene Tian, Chief State Economist)
28. Chuck Shima, Training Coordinator, Plumbers Union Local 675

29. Leonard Hoshijo, Director, Dept. of Labor & Industrial Relations (Designees: Lois Iyomasa, Deputy Director, Elaine Young, Administrator, Workforce Development Division for Wagner-Peyser, Alternate: Aadel Khandaker, Civil Rights/EEO Officer)
30. Barry Taniguchi, Chairman & Chief Executive Officer, KTA Super Stores
31. Brian Tatsumura, Retired, General Manager, Nordstrom
32. Sunshine Topping, Vice President of Human Resources, Hawaiian TelCom
33. Marian Tsuji, President & CEO, Lanakila Pacific, Inc.
34. Beth Whitehead, Executive Vice President, Chief Administrative Officer, American Savings Bank
35. Winona Whitman, Statewide Dept. Director, Employment & Training, Alu Like, Inc.
36. Sen. Jill Tokuda, Hawaii State Senate
37. Mayor Bernard Carvalho, County of Kauai (Designee: George Costa, Director, Office of Economic Development)
38. Pankaj Bhanot, Director, Dept. of Human Services (Designees: Susan Foard, Acting Administrator, Division of Vocational Rehabilitation; Catherine Scardino, Program Manager, TANF)

Workforce Development Council Staff

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