

# SYNERGY SUMMIT II

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Workforce Development  
Council

July 9, 2025



# Agenda and Wifi

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Password

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password are case  
sensitive



# Welcome and Roll Call

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Ken Loui

Bennette Misalucha

# Dan Doerger

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Honolulu Community College

# Jimmy Tokioka

---

Director, Department of Business, Economic Development  
and Tourism

# Christine Sakuda

---

Chief Information Officer, State of Hawaii

# Opening Remarks

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Ken Loui

Chair of the Workforce Development Council

# Sophia Yager

---

National Governors Association



# Agenda and Wifi

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# Synergy:

Definition: *the interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects:*





MentiMeter

# “The Why”

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Tui Scanlan

Council Member, Workforce Development Council

# An Overview of the State Unified Plan

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Bennette Misalucha

## Current Efforts by Various Organizations

- BOE/DOE 2023-2029 Strategic plan - globally competitive, locally committed
- UH 2023-2029 Strategic plan - develop successful students and meet workforce needs of today and tomorrow
- Hawaii P20 Strategic plan - thrive in school, career and life
- DBEDT's framework - cradle to career
- DLIR / WDC - unified plan
- Hawaii updated Perkins V plan
- Hawaii Workforce Funders Collaborative - stronger partnerships and systems

# FOUR PILLARS IN THE STATE'S STRATEGIC UNIFIED PLAN



I. Ensure  
Alignment With  
Economic  
Growth



II. Strengthen  
Hawaii's  
Education and  
Training Alliances



III. Eliminating  
Barriers to  
Career Success



IV. Create  
Workforce  
Synergy in our  
Community

# 2025 Unified Plan Implementation Timeline





## Pillar Teams Function

### Catalyst:

- *something that makes a chemical reaction happen more quickly without itself being changed*
- *a condition, event, or person that is **the cause of an important change***

# Pillar Presentations

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# Pillar I

## **Alignment with Economic Growth**

### **Catalyst Team Meeting Summary**

Leads: Thomas Chock & Dan Doerger

July 9, 2025

# PILLAR #1 OBJECTIVES



## ALIGNMENT WITH ECONOMIC GROWTH

### Goal:

Tie economic development with workforce development to address core issues like labor shortage, living wage, economic diversification, and jobs for the future.



## EDUCATION AND TRAINING ALLIANCES

### Goal:

Build stronger bridges with Hawaii's educators and training providers since a strong education and training ecosystem will yield lifelong learners and foster innovation in a fast changing world.



## REMOVING BARRIERS TO WORKFORCE SUCCESS

### Goal:

Prioritize services to vulnerable populations with barriers to employment, particularly immigrants, especially those from the neighbor islands, and veterans and military spouses.



## WORKFORCE SYNERGY

### Goal:

Establish integration and collaboration amongst those who labor in the workforce development space, including those in the public, private and philanthropic sectors.

# Identify Workforce Development Areas

- Focus on existing sectors that have an established sector partnership (Creative Industries, Healthcare, IT, Clean Energy, Engineering, Transportation, Agriculture, Aquaculture) only
- Focus on existing sectors that have an established sector partnership and add a limited number of new sectors
- Focus only on new, in-demand sectors that do not have a sector partnership
- Focus on struggling sectors that may or may not have a sector partnership



# Labor Shortage

- DATA
  - Job listings/Unfilled job listings/Lightcast Data
  - Survey employers re: future jobs/future skills
  - Identify skills listed in job postings that cut across all sectors
  - Align with what DBEDT is currently collecting
  - In and out migration among industries
- Work with Group #2 (Teaching & Training)
- Work across ALL sectors to identify labor shortages that cut across sectors



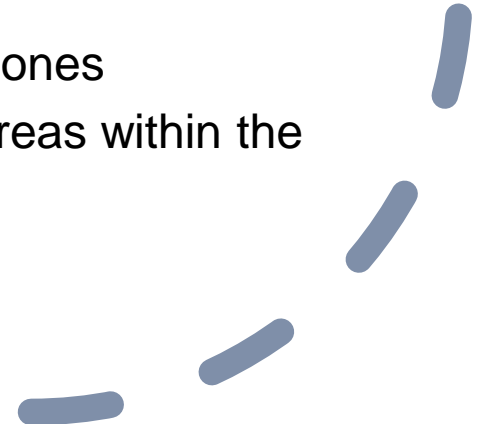
# Living Wage

- DATA
  - ALICE
  - Comparison of average starting salaries to ALICE
  - Wage data that includes value add of benefits
- Workshop/Summit for employers for level setting
- Improve pipelines that transition people out of low wage jobs quickly
- Work across ALL sectors to identify living wage concerns that prevent workers from taking and/or persisting in particular jobs



# Economic Diversification

- DATA
  - Labor data by industry showing where resources are currently being used
  - Predictive analytics showing growth trends (at least three years out)
  - Identify where to spend limited time/resources\
  - Identify private/public partnerships that have diversification potential
- Create additional economic outlook reports for identified sectors
- Distinguish between “new” and what will actually “diversify”
- Summit for all Data Collectors/Aggregators
- Partnering with businesses in different time zones
- Work across ALL sectors to identify growth areas within the existing sectors (e.g., AI within IT)





# Future-Ready Jobs

- DATA
  - National trends for future-ready/new jobs
  - How national trends could/do intersect with Hawai'i opportunities and needs
  - Which current jobs in Hawai'i will change or disappear in the next 10 years
- Predictive economic outlook reports to identify future jobs
- Work with Entrepreneurship programs to identify critical skills
- Work across ALL sectors to identify change areas within the existing sectors



# Pillar II

## **Strengthening Hawaii's Education and Training Alliances**


### **Catalyst Team Meeting Summary**

Leads: Keala Monaco and Wanelle Kaneshiro

July 9, 2025

# PILLAR 2– Strengthen Hawai‘i’s education and training alliances

Close collaboration between education/training institutions and the private sector ensures that the credentials earned are meaningful, portable, and valued by employers.



It is crucial to align educational offerings with real-world economic and cultural needs so that Hawai‘i’s future workforce is well-prepared.



## Goal

**Build stronger bridges with Hawai‘i’s educators and training providers since a strong education and training ecosystem will yield lifelong learners and foster innovation in a fast-changing world.**

# Pillar 2 Objectives

- **Align Workforce Training with Industry Needs**
  - *Ensure that education and training programs reflect the skills and competencies needed in the workforce.*
- **Enhance Collaboration Between Educational Institutions and Employers**
  - *Foster partnerships between schools, community colleges, universities and businesses to create seamless career pathways.*
- **Improve Career Pathways and Apprenticeship Programs**
  - *Strengthen existing career pathways and explore new apprenticeship models to provide hands-on learning.*
- **Leverage Funding and Resources for Training Programs**
  - *Explore ways to maximize available funding streams (state, federal, private) to support workforce training initiatives.*
- **Expand Access to Upskilling and Reskilling Opportunities**
  - *Identify strategies to increase access to training programs for underrepresented or displaced workers.*
- **Enhance Data Sharing and Performance Tracking**
  - *Develop mechanisms to track participant outcomes, measure program effectiveness, and adjust strategies accordingly.*
- **Increase Awareness and Participation in Training Programs**
  - *Develop strategies to engage students, job seekers, and incumbent workers in education and training programs.*

# Current Efforts

- Sector partnerships
- Advisory boards/committees/councils
- Better defined career pathways
- Industry-recognized training/certification programs for educators and students
- Industry-driven work-based learning opportunities (educator externships, student internships, job shadowing, problem-based projects)
- Stackable industry-recognized credentials
- Registered apprenticeship and pre-apprenticeship programs
- Learning spaces designed to reflect actual worksites
- Financial support for learners (paid internships, financial assistance for training programs/postsecondary education)
- Wraparound services to support trainees

# Pillar 2 Strategy Statement

The education and industry sectors will coordinate work-based learning opportunities for high school, college, and adult learners to build stronger pipelines to workforce. This includes collaborating on:

- Earn-and-Learn Pathways that allow learners to earn a wage while acquiring the skills and knowledge needed to be successful in the workforce;
- Internships and industry-led training across all sectors aligned with workforce needs; and
- Improved career pathways and apprenticeship programs aligned with current and emerging industry standards and practices to ensure clear on-ramps to employment.

# Next Steps

- Continue to engage K-12, postsecondary, and industry stakeholders in conversations regarding career pathways and pipelines to ensure alignment
- Establish more sector partnerships to create viable earn-and-learn pathways, especially in areas of workforce need
- Identify industry-recognized certifications that can be earned at the high school and college levels and collaborate to provide the required training needed to earn such certifications
- Identify and improve financial support and services for learners at all levels



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# Pillar III

## **Eliminating Barriers to Career Success**

### **Catalyst Team Meeting Summary**

Leads: Cheryl Cross and Rona Fukumoto

July 9, 2025

# PILLAR 3— Eliminating Barriers to Career Success

Increase support for organizations and agencies that deliver training, certifications, wrap-around services, and other upskilling assistance.

Hawai'i should prioritize services for vulnerable populations with barriers to employment. The government's fundamental responsibility, more so than other stakeholders, is to ensure equity and opportunity in the workforce.



It fulfills the specific WIOA mandate to address the needs of underserved communities. We must ensure comprehensive support for marginalized members of our community, fostering social justice and economic progress.



# Pillar III Key Objectives

## **(Ranked According to Importance and Current Needs)**

1. Identify and Address Key Barriers to Employment
  2. Improve Outreach and Engagement Strategies
  3. Expand Access to Workforce Services and Training
  4. Strengthen Collaboration with Community-Based Organizations and Social Services
  5. Enhance Supportive Services and Wraparound Programs
-

# What We've Done So Far

Hosted multiple working sessions since  
March 2025

Engaged community leaders, state  
agencies, and service providers

Focused on five core objectives:

Identify  
barriers

Improve  
outreach

Expand  
access

Strengthen  
collaboration

Enhance  
wraparound  
services

# What we're learning

- Many strong efforts exist, but are disconnected
- We lack clear data on gaps and impact
- Need better tracking of services and population needs
- Inspired by tools like Oregon PRISM and EconoVue

# Preliminary Recommendation

Fund a statewide Gaps Analysis Study in 2025:

- Map barriers to employment across regions
- Identify nonprofits/data systems we can support (e.g., AUW 211)
- Build the foundation for a coordinated referral/data framework
- Inform inclusive program design and policy

# What's Next



- Refine metrics and measures of success



- Prepare recommendations for Synergy Summit



- Explore implementation of a unified data system



- Continue cross-sector engagement

# Pillar IV

## **Creating Workforce Synergy**

### **Catalyst Team Meeting Summary**

Leads: Matt Stevens and Keala Peters

July 9, 2025



# PILLAR 4 – create workforce synergy across public, private, philanthropic and non-profit sectors

Strong alignment ensures a unified approach to addressing labor market needs, maximizes resource utilization, and fosters innovative collaborations



**GOAL:** Establish integration and collaboration amongst those who labor in the workforce development space, including those in the public, private and philanthropic sectors.

# PILLAR 4 OBJECTIVES

1. **Enhance Collaboration Among Workforce Stakeholders**

- a. Strengthen partnerships between government agencies, businesses, education institutions, and community organizations to create a more cohesive workforce ecosystem.*

2. **Develop a Unified Workforce Vision and Strategy**

- a. Create the North Star for Hawaii or the overarching goal.*

3. **Streamline and Integrate Workforce Services**

- a. Reduce duplication of efforts by enhancing coordination between American Job Centers, workforce boards, and training providers.*

4. **Improve Communication and Information Sharing**

- a. Establish effective mechanisms for sharing labor market data, best practices, and program updates among workforce stakeholders.*

5. **Promote Cross-Sector Workforce Initiatives**

- a. Foster collaborations between industries, education, and workforce agencies to create innovative solutions for workforce challenges.*

6. **Increase Public Awareness of Workforce Development Resources**

- a. Develop strategies to improve outreach and ensure job seekers, employers, and service providers are aware of available workforce programs and support.*

7. **Leverage Technology to Improve Workforce Coordination**

- a. Explore digital tools and platforms to facilitate partnerships, track program impact, and enhance service delivery.*

## PILLAR 4: Priority Activities

1. Cataloging Existing Activities and Gaps
2. Letting Data Guide our Strategy
  - Data mapping: Who is currently measuring workforce outcomes?
  - Data alignment: Shared definitions and understanding
  - Data analysis: How does this shape our North Star?
3. Creating a North Star Goal – appetite and energy to “think big”

# Priority 1 - Cataloging Existing Activities and Gaps

Pillar 4: Cataloging Current Efforts

What other efforts are occurring in our community to support this pillar?

Enhance Collaboration Among Workforce Stakeholders



Whimsical Kiwi  
3 months ago



From Crisis to Opportunity: Building Hawai'i's Workforce Resilience — Hawai'i Workforce Funders Collaborative

Report provides a roadmap for how stakeholders might work together to create short-term and long-term workforce solutions

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Add comment



Whimsical Kiwi  
3 months ago



Sector Partnerships - Chamber of Commerce Hawaii


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Add comment

Develop a Unified Workforce Vision and Strategy



Keala  
3 months ago


Gathered stakeholder initial input on North Star goal at Dec 9 Workforce Summit.

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Add comment



Keala  
3 months ago


Learned the steps Energy sector took to establish their goal at Dec 9 Workforce Summit.

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Add comment



Whimsical Kiwi  
3 months ago


National Gov Association presentation on northstar goals from other states

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Add comment



Bennette  
3 months ago

Many workforce related organizatiopns have their own "north Star" akready developed. How can we incorporate what they developed into the State's north star?


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Add comment

Streamline and Integrate Workforce Services



Whimsical Kiwi  
3 months ago



Extra Popsicle Sticks: Unveiling Bias in Workforce Development (Leina'ala Nakamura - WorkHawaii) — Hawai'i Workforce Funders Collaborative


Webinar about efforts WorkHawaii (O'ahu AJC) has taken to improve services

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Add comment



Bennette  
3 months ago

There is an initiative using WIOA PY 2022 funds to have the UH Community College to use technology to identify possible WIOA recipients from amongst the 37,000 Community college enrollees. The implementation of this initiative iwill take between March and June of thgis year 2025.


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Add comment

Improve Communication and Information Sharing



Whimsical Kiwi  
3 months ago




Establishes a Data Sharing and Governance Working Group within the Office of Enterprise Technology Services that would enable critical workforce and labor market data to be generated through multi-agency data sharing

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Add comment



Supportive Snail  
3 months ago


Goodjobshawaii.org is the UHCC website that links information on jobs with training.

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Add comment



Responsible Owl  
3 months ago

Need for data dashboard to track progress towards north star goal once it is developed


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Add comment

Promote Cross-Sector Workforce Initiatives



Nicolette  
3 months ago

UH/Good Jobs Hawaii is exploring development of skills-based micro-credentials that would support cross-sector workforce training needs.


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Add comment

Increase Public Awareness of Workforce Development Resources



Bennette  
3 months ago


The Department of Labor has an ongoing public awareness campaign on the resources available for those seeking employment.

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Add comment



Bennette  
3 months ago


There wll be a big public relations push starting in April to raise awareness of the American Job Centers and all that it offers. The RFP has just been awarded.

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Add comment



Derek  
3 months ago


Also AJC's recent open house for employers, to help raise awareness of its support and resources

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Add comment



Bennette  
3 months ago

YES!!!


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Add comment

Leverage Technology to Improve Workforce Coordination



Whimsical Kiwi  
3 months ago




ClimbHI Bridge is a platform that helps employers identify ways to provide work based learning opportunities for K12 learners

2

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Add comment



Palmer, Evan  
3 months ago

Identify and research technology that has been developed and used by the stakeholders or could be built out that is could be shared. Maybe a unified project planner such as Monday.com, Clickup, or others.

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Add comment



# Pillar IV - 5/27/25 Meeting

What existing initiatives are impacting each of the following outcomes?

## Graduate HS

**Matt Stevens**  
a month ago

### GAP

Focus on learning being "relevant" and "purposeful" (gives energy)

♡ 0

💬 0

+ Add comment

**Keala**  
a month ago

GED programs, Community School for Adults, WDD WorkHawaii Youth Services

♡ 1

💬 0

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**Matt Stevens**  
a month ago

GAP: system navigators for high schooler needed at every high school

♡ 0

💬 2

**Matt Stevens**  
a month ago  
need more than a counselor -- need someone who understands a case management approach -- institutional knowledge to walk students through the enrollment process, employment process, access outside services

**Matt Stevens**  
a month ago  
Potential gap: are all communities served? cultural and geographic?

+ Add comment

**Keala**  
a month ago

## Enroll in College

**Matt Stevens**  
a month ago

### GAP

lack of clear pathway advising

♡ 0

💬 0

+ Add comment

**Nicolette**  
a month ago

### Good Jobs Hawaii



uhcc.hawaii.edu

Good Jobs Hawaii

♡ 3

💬 0

+ Add comment

**Lisa**  
a month ago

on-the-job training

♡ 0

💬 0

+ Add comment

**Polite Squirrel**  
a month ago

### Running Start

♡ 0

💬 0

## Graduate College

**Matt Stevens**  
a month ago

### GAP

Cohort model: first year experience -- currently at Maui but how might we expand this?

♡ 0

💬 0

+ Add comment

**Matt Stevens**  
a month ago

### GAP

students have to choose a home base -- this is where their advisor is based. makes it challenging for students to explore interests and how they can study and learn across other campuses and entire system. less resources for how to change paths

♡ 0

💬 0

+ Add comment

**Keala**  
a month ago



socialfinance.org

New Hawai'i Renewable Learning Fund to Offer Zero-Interest Loans to Local Students - Social Finance

Tuition reimbursement programs,

## Obtain College Level Job

**Matt Stevens**  
a month ago

### GAP

Understanding how workers are supplementing income with gig economy and contractor jobs

♡ 0

💬 0

+ Add comment

**Keala**  
a month ago

Employment bootcamps (resume writing, interview prep, etc)

♡ 1

💬 0

+ Add comment

**Keala**  
a month ago  
Employment Fairs, Industry Meet & Greets

♡ 1

💬 0

+ Add comment

**Bennette E Misalucha**  
a month ago

1) mentor opportunities  
2) having students be a part of sector-based organizations

♡ 1

💬 0

+ Add comment

**Matt Stevens**  
a month ago

Paid Internships are the biggest differentiator between these

## Priority 2 - Letting Data Guide our Strategy

# Letting Data Guide Our Strategy

To guide long-term strategy, we revisited the central question posed at the December Summit:

**How can we ensure that the 167,787 young people expected to enter Hawai'i's workforce by 2030 have access to quality jobs and the opportunity to stay rooted in their communities?**

Over the past six months, our group used data to test what it would take to deliver on this generational challenge:

- **Simulated Hawai'i's current education-to-employment pipeline** to project how well today's systems serve the next generation if performance remains unchanged
- **Benchmarked best-in-class outcomes from other states** to understand what's possible with targeted improvements in educational attainment
- **Analyzed earnings by education level** to identify the impact of postsecondary access on future wage outcomes



**2025**

**2035**

## Establishing a Baseline - Historic Trends

167,787  
Currently Age 9-18

85%

142,619  
Graduate High School

68%

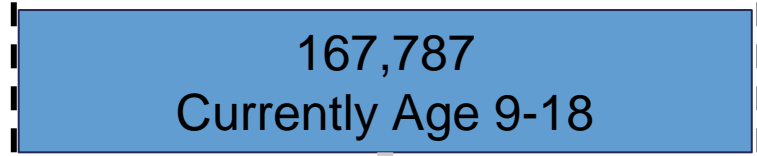
96,981  
Enroll in College

50%

48,490  
Graduate College in Six  
Years

43%

20,851  
Obtain College Level Employment  
in Five Years



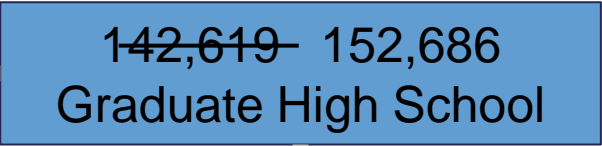
2035

2025

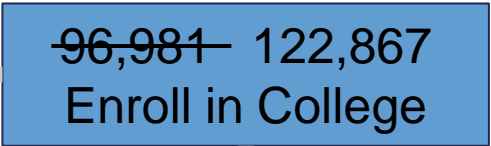
Impact of *Improving to National Best Practice Rate in EVERY Category (this would be an upper bound)*



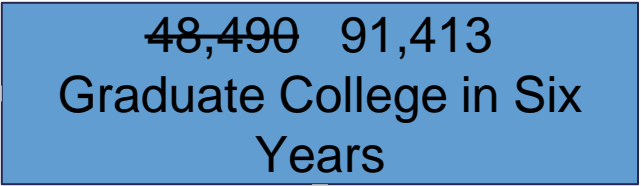
~~85.0%~~  
91.0%



~~68.0%~~  
80.5%



~~50.0%~~  
74.4%



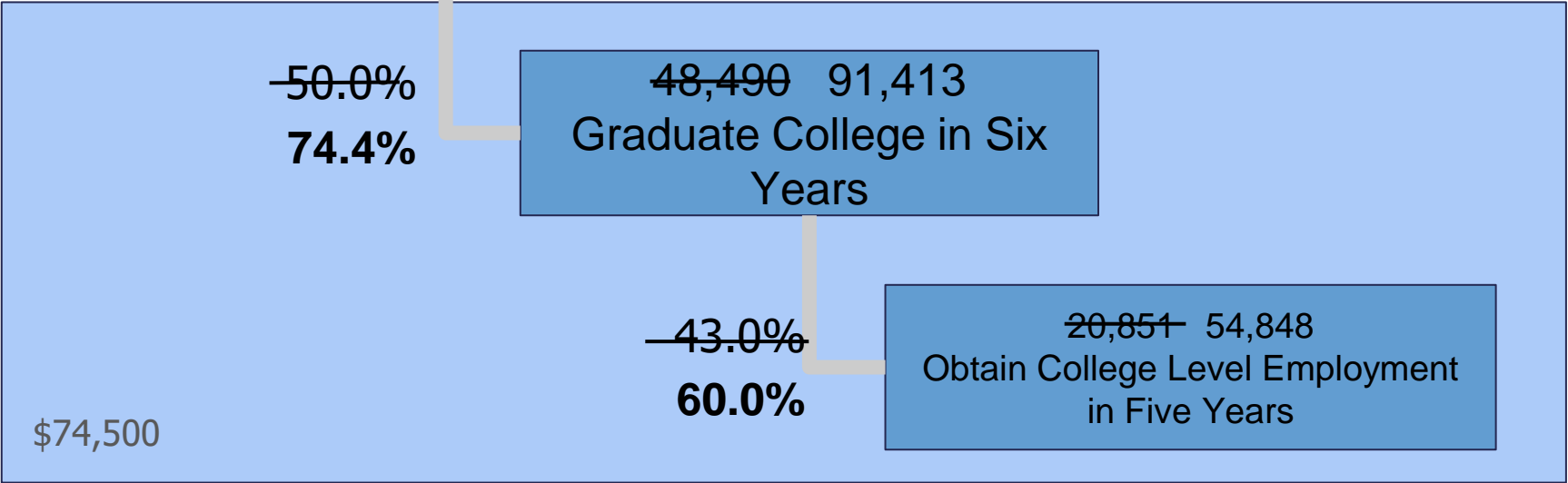
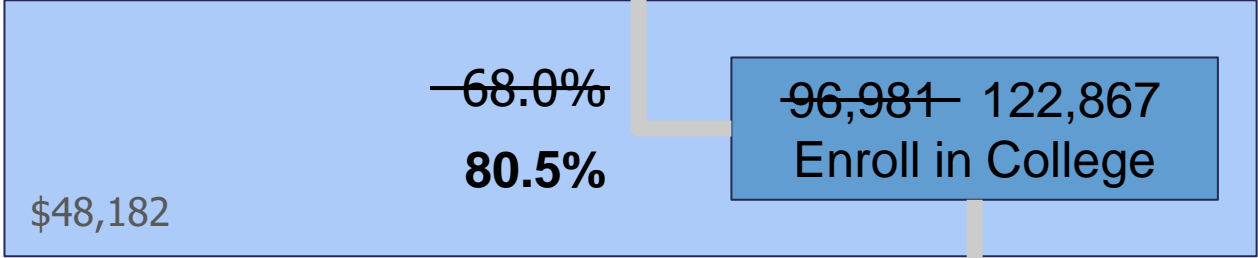
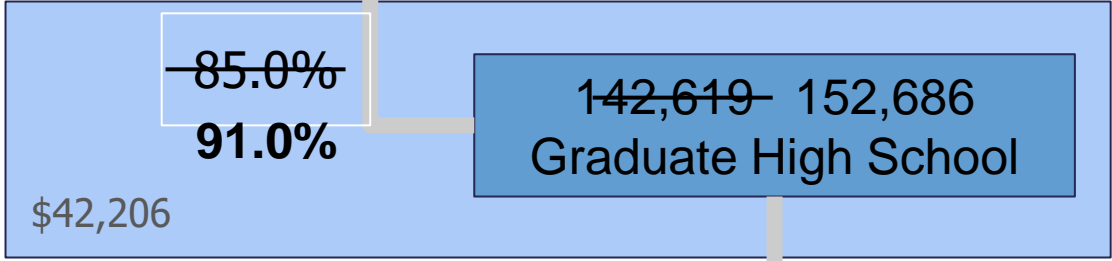
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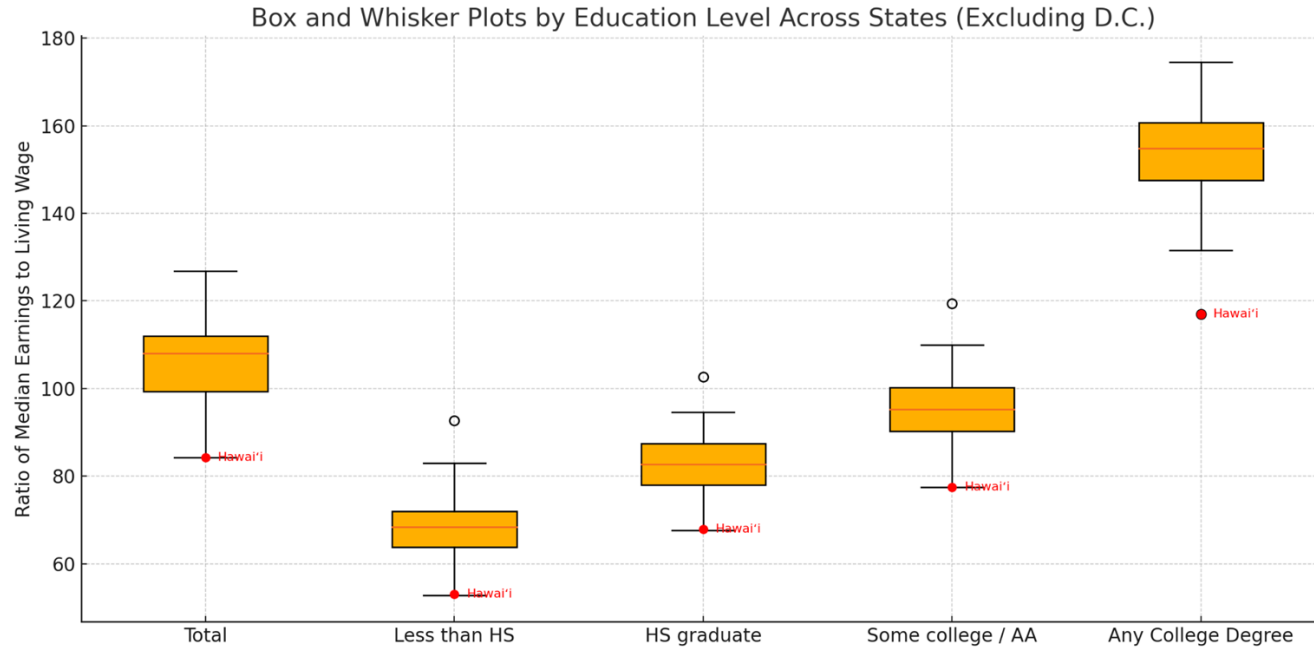
2035

2025

Impact of *Improving to National Best Practice Rate in EVERY Category (this would be an upper bound)*



# The Structural Reality: We're an Outlier with respect to Wages + Cost of Living



Our analysis found that Hawai'i is a national outlier. College graduates here earn **40% less relative to the cost of living** than peers in places like Minnesota and Wisconsin — doing *similar jobs*.

This isn't just about skills. We need to create more **good jobs** here — and raise the value of existing ones — if we want education to truly lead to opportunity.

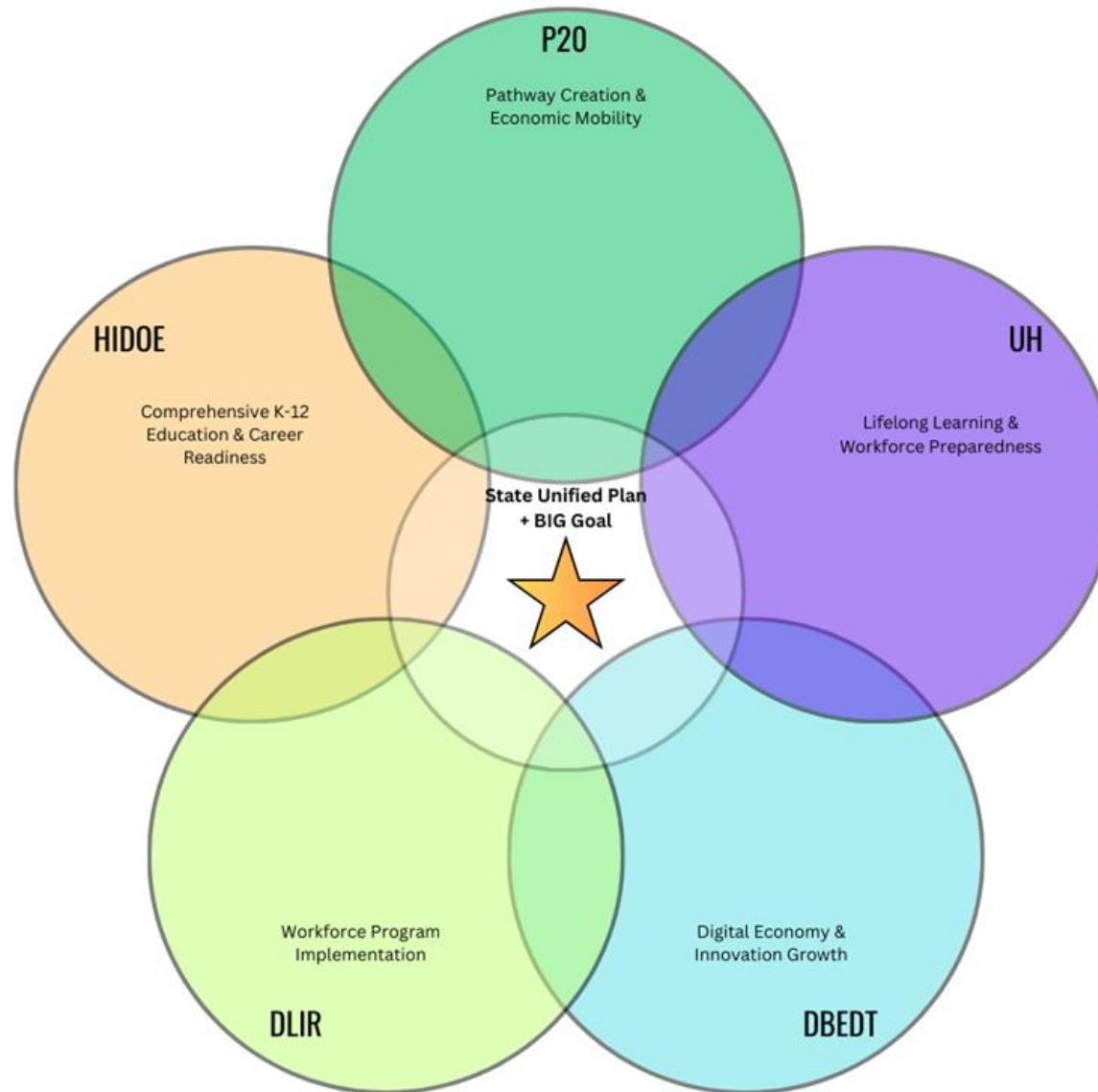
State	College Degree Earners' Median Wage : Living Wage Ratio
Minnesota	173.9%
Wisconsin	164.1%
California	156.9%
Hawai'i	117.0%

## Priority 3 - Creating a North Star Goal

Priority 3 - Creating a North Star Goal



# Agencies Partnering on Statewide Goal



# Recapping the Process to Date

## Identifying Shared Priorities Across Agencies

Nov. 2024

All agencies at the table have their own goals, but they share a common commitment to:

- Living wage job creation
- Career pathway alignment
- Work-based learning
- Ensuring equity in access

## Identifying Design Principles

Dec. 2024 Synergy Summit

### People-First & Rooted in Hawai'i

- Reflects the hopes and realities of local residents
- Supports *thriving in place* — not just surviving

### Clear, Measurable, and Memorable

- Offers a specific, trackable outcome
- Communicates a big vision with simple language

### Built for Alignment and Action

- Serves as a unifying umbrella across agency efforts
- Inspires cross-sector implementation and collaboration

## Data Shapes a Hawai'i-Specific Approach

April 2025

Our generational goal must be **multi-dimensional**, tying together:

- **Education reform** to improve completion
- **Economic development** to grow good jobs and reduce cost of living
- **Structural change** to bring wages in line with what it actually takes to live in Hawai'i



# Recapping the Process to Date

## Aligned Themes Emerge May 2025

Being Deliberate About Audience

- Our generational commitment should resonate with residents and families, not just workforce insiders.

Being deliberate about our scope of work - **workforce**, not cost of living or housing.

Framing It as a **Generational Commitment**

Measurable Milestones

## Metrics Framework Creates Visual Shape June 2025

Umbrella Goal sits above four impact areas

- Metrics fit within each area

Venn Diagram illustrates interdependence of impact areas

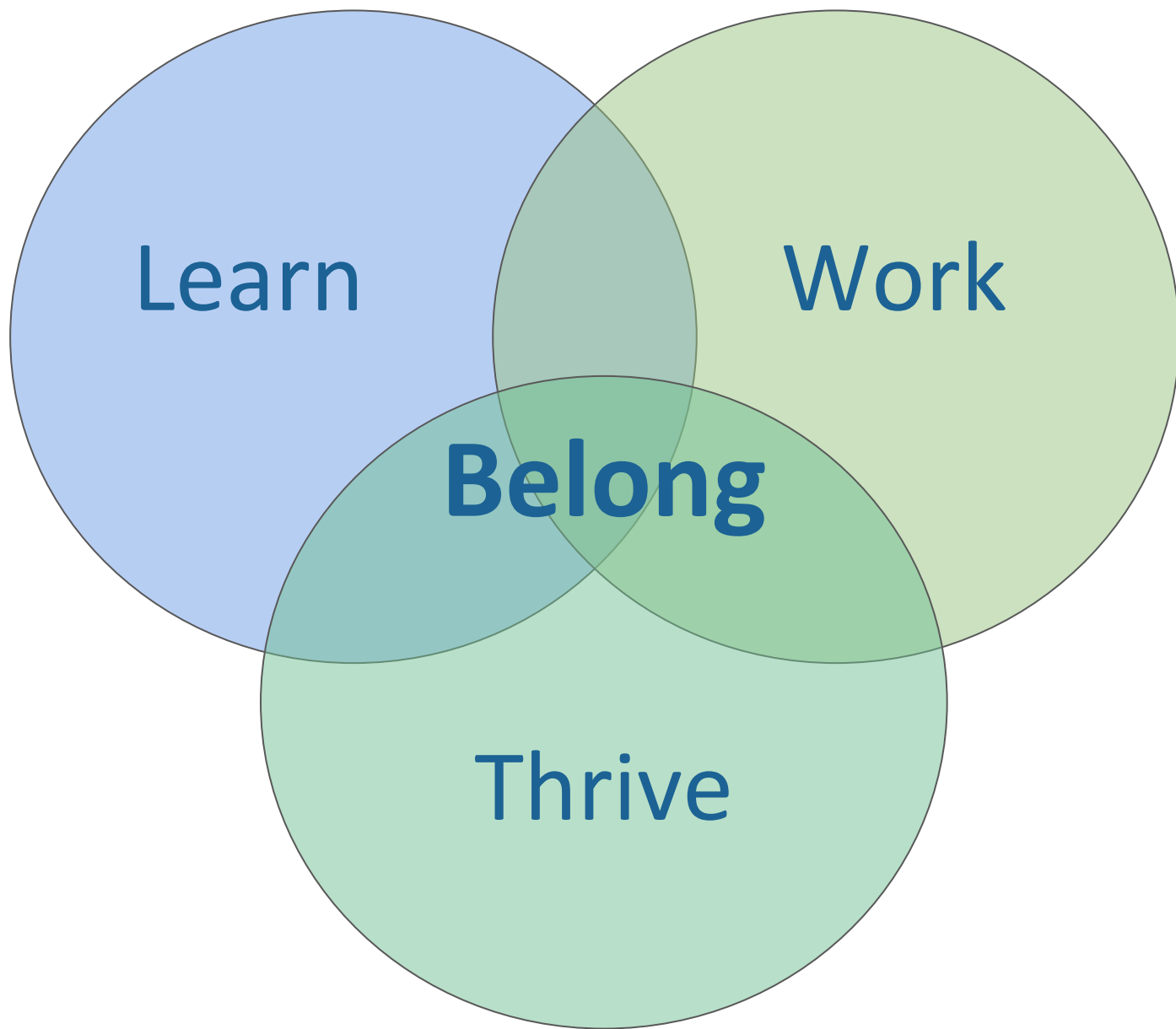
# Unveiling of the North Star: Hawaii's Generational Commitment

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# **Hawai‘i’s Generational Commitment**

By 2045, all people of Hawaii will have a path to a career that enables them to learn, work, and thrive in Hawaii and contribute to a vibrant local economy grounded in community values.

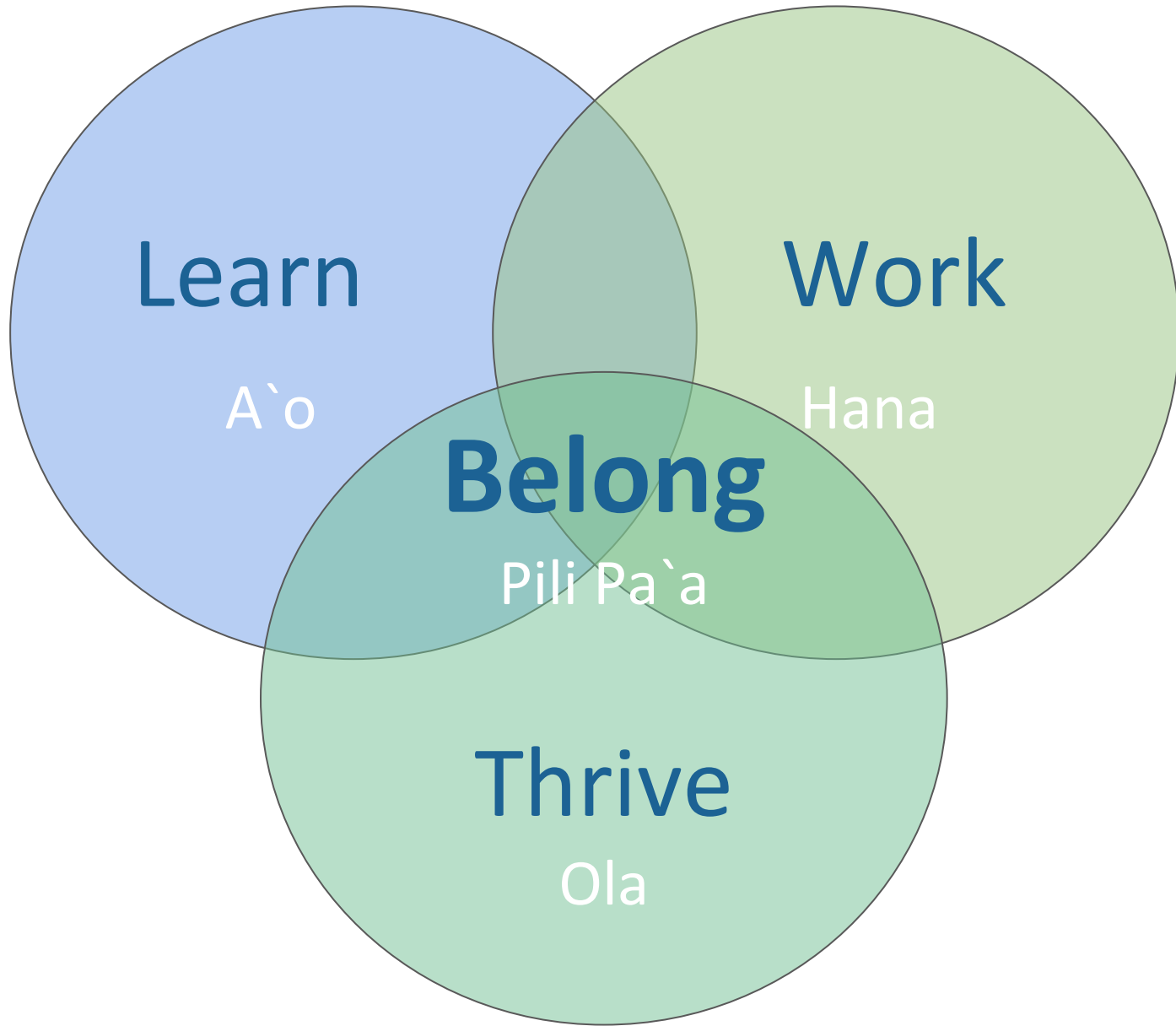
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# Hawai'i's Generational Commitment

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## Hawai'i's Generational Commitment

By 2045, all people of Hawaii will have a path to a career that enables them to learn, work, and thrive in Hawaii and contribute to a vibrant local economy grounded in community values.

### **Work-Based Learning Infrastructure & Access**

*Do our systems support equitable  
access to talent development and labor  
market pathways?*

### **Economic Resilience & Opportunity**

*Are we creating viable and resilient  
future-facing jobs?*

### **Underemployment & Job Quality**

*Are jobs in Hawai'i enabling people to  
thrive?*

### **Retention, Return & Belonging**

*Do people believe that they can build a  
future here?*

## Hawai'i's Generational Commitment

By 2045, all people of Hawaii will have a path to a career that enables them to learn, work, and thrive in Hawaii and contribute to a vibrant local economy grounded in community values.

### Work-Based Learning Infrastructure & Access

*Do our systems support equitable access to talent development and labor market pathways?*

- WBL Completions
- Paid Internships
- Credential Attainment
- WBL Sector Alignment

### Economic Resilience & Opportunity

*Are we creating viable and resilient future-facing jobs?*

- Jobs from Post-Secondary Innovation
- Net Sector Growth
  - New Pathway Programs
  - Employer Engagement/Sector Partnerships
  - Culturally Centered Economy Metrics

### Underemployment & Job Quality

*Are jobs in Hawai'i enabling people to thrive?*

- Living Wage Jobs
- Local Hiring for Good Jobs
- Graduate Retention in Key Sectors
- Community-Aligned Job Quality

### Retention, Return & Belonging

*Do people believe that they can build a future here?*

- Young Adult Migration
- Return of Local Adults
- Youth Sense of Future in Hawai'i
- Rural Remote Worker Retention



# Hawai‘i’s Generational Commitment

By 2045, all people of Hawaii will have a path to a career that enables them to learn, work, and thrive in Hawaii and contribute to a vibrant local economy grounded in community values.

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*Do our systems support equitable access to talent development and labor market pathways?*

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Learn

## Economic Resilience & Opportunity

*Are we creating viable and resilient future-facing jobs?*

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- Culturally Centered Economy Metrics

Work

## Underemployment & Job Quality

*Are jobs in Hawai‘i enabling people to thrive?*

- Living Wage Jobs
- Local Hiring for Good Jobs
- Graduate Retention in Key Sectors
- Community-Aligned Job Quality

Thrive

## Retention, Return & Belonging

*Do people believe that they can build a future here?*

- Young Adult Migration
- Return of Local Adults
- Youth Sense of Future in Hawai‘i
- Rural Remote Worker Retention

Belong

# Break





MentiMeter

# Panel Discussion

Sophia Yager and Malena Dailey  
National Governors Association

How can our organizations align our efforts  
with Hawaii's Generational Commitment?

- *Hawaii P-20 Partnerships for Education - Stephen Schatz*
- *Hawaii Department of Education - Tammi Chun-Oyadomari*
- *University of Hawaii Systems - Christine Beaule*
- *Non-Profit/Philanthropy - Kathy Matayoshi (Hawaii Workforce Funders Collaborative)*

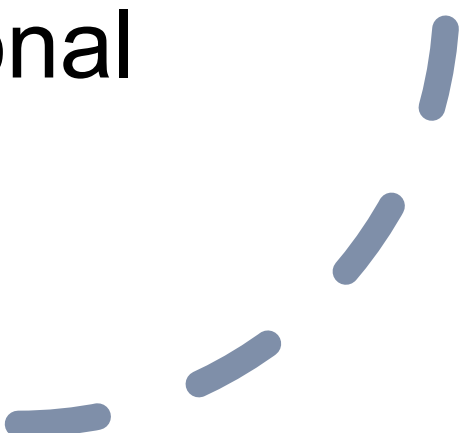
# Next Steps in Hawaii's Generational Commitment Journey

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Matt Stevens, Bennette Misalucha



## PILLAR CATALYST TEAMS

- May continue to meet and prioritize projects.
  - Will pursue projects as they see fit. (Ex: Living Wage Summit)
  - BUT all initiatives will need to be focused on being aligned with Hawaii's Generational Commitment.
- 

# 2025 Unified Plan Implementation Timeline





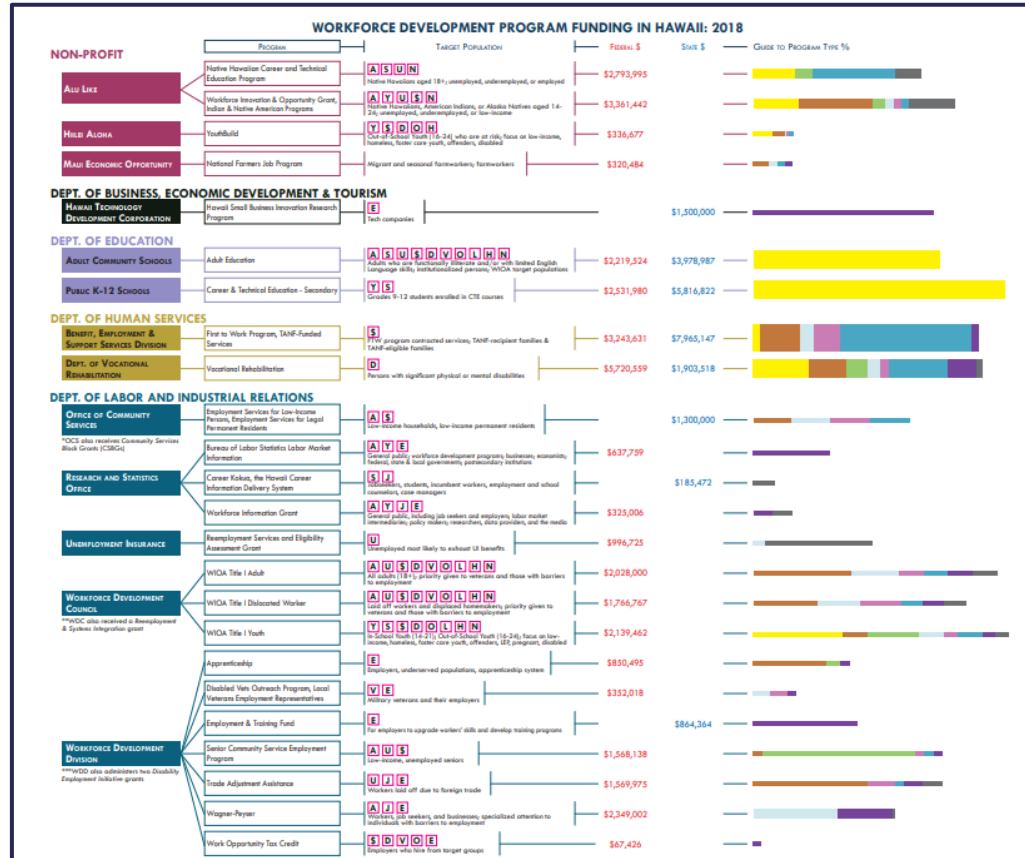


# Workforce Funding Review: Background, History and Findings

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Matt Stevens

# Why this report? Why now?



*Screenshot of 2018 Report that many of you may be familiar with*

- The last comprehensive analysis of workforce development funding in Hawai'i was conducted in **2018**.
- Since then, the landscape has shifted dramatically — driven by changes in the economy, evolving state priorities, federal funding reallocations, and the long-term effects of the COVID-19 pandemic.
- These changes have **reshaped funding streams and service needs**, making it essential to revisit the financial underpinnings of our workforce system.
- HWFC partnered with the State Workforce Development Council and SR Partners to **update the map** and capture a **clearer picture of current investments**.
- This report provides a critical starting point for understanding how we resource workforce development today — and what we need to do differently to prepare for tomorrow.
- This report could not have been completed without the survey responses of many of you in the room – THANK YOU to all who provided information to inform this work.

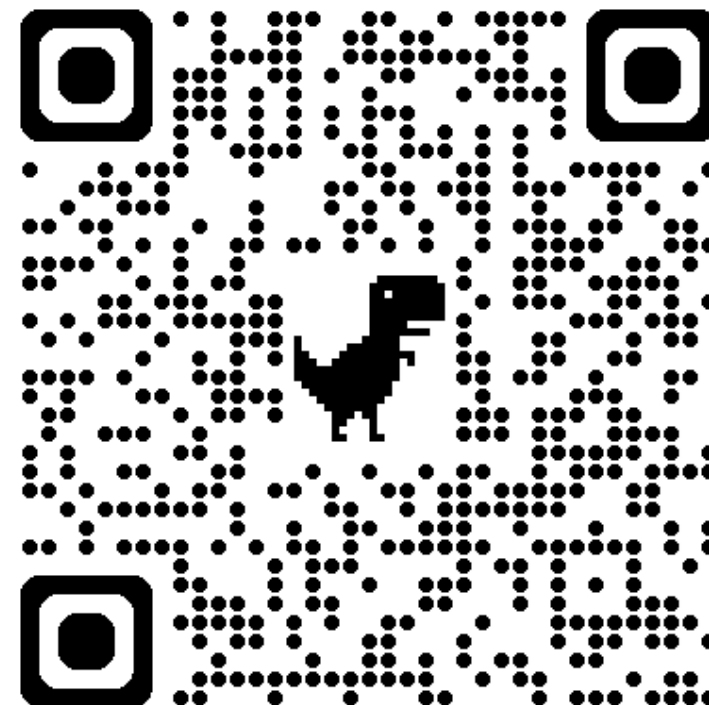


# HAWAI'I WORKFORCE FUNDING REVIEW 2023

This document represents a snapshot of funding from various sources including a survey of state agencies and nonprofit organizations, USASpending.gov, and outreach to various recipients. The information presented in this material was gathered during the summer of 2024. At the time of data collection, the most recent available figures were from Program Year (PY) 2023. As a result, all analyses and findings contained herein are based on PY 2023 data. Note that data represent different time periods depending on how each recipient accounts for the funding. These amounts also represent a mix of revenues and payments, depending on the recipient and information source. The data reflect some monies being allocated wholly to workforce development programs; others are percentages of programs including workforce development as a portion of the overall program. **The lack of a uniform definition of workforce development and an accounting code makes it challenging for reporting of funds in this field.**



With support by the State Department of  
Labor and Industrial Relations



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# FEDERAL FUNDING TO HAWAI'I BY SOURCE AGENCY

FEDERAL GRANT AGENCY	AMOUNT
U.S. Department of Homeland Security	\$ 391,905,988
U.S. Department of Health and Human Services	\$ 229,537,232
U.S. Department of Agriculture	\$ 179,016,384
U.S. Department of Transportation	\$ 171,125,187
U.S. Department of Education	\$ 132,815,191
U.S. Department of Housing and Urban Development	\$ 57,230,759
U.S. Department of the Interior	\$ 33,867,513
U.S. Department of Commerce	\$ 33,455,289
U.S. Department of Labor	\$ 20,337,087
National Science Foundation	\$ 14,861,837
U.S. Department of Justice	\$ 12,882,647
Environmental Protection Agency	\$ 12,388,989
U.S. Department of Defense	\$ 10,705,699
Institute of Museum and Library Services	\$ 2,348,489
U.S. Department of Energy	\$ 1,899,508
National Aeronautics and Space Administration	\$ 1,731,405
National Endowment for the Arts	\$ 1,057,200
Small Business Administration	\$ 927,777
U.S. Department of Veterans Affairs	\$ 718,163
AmeriCorps	\$ 538,200
Federal Communications Commission	\$ 350,000
U.S. Department of the Treasury	\$ 267,504
<b>TOTAL HAWAI'I FEDERAL WORKFORCE FUNDING</b>	<b>\$ 1,309,968,048</b>

2023  
\$1.3B

Workforce development funding from the federal level comes in many different forms and from several sources. These amounts from USASpending.gov broadly reflect the aggregated amounts under each major federal agency.



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# FUNDING BY PROGRAMS

Workforce development funding flows to a variety of programs and services reflected in these general categories:



## EDUCATION

Teaching K-12 students such as through the Hawai'i P-20 initiative to ready them for the workforce.

**\$86,057,276**



## JOB TRAINING

Providing on-the-job training or up-skilling workers, including credentialing, licensing, certifications, etc. and apprenticeships.

**\$27,408,842**



## EMPLOYMENT BUSINESS SERVICES

Helping businesses find talent.

**\$56,970,863**



## SUPPORT SERVICES

Providing direct benefits to future workforce who can use them for job-related purposes (e.g., transportation, clothing, IDs, etc).

**\$594,439,138**

## WORK-BASED LEARNING

Sponsoring internships, fellowships and apprenticeships.

**\$486,621,107**

## JOB SEARCH & PLACEMENT

Assisting job seekers or those transitioning careers with job search and placement.

**\$150,000**

## JOB CREATION & FIELD BUILDING

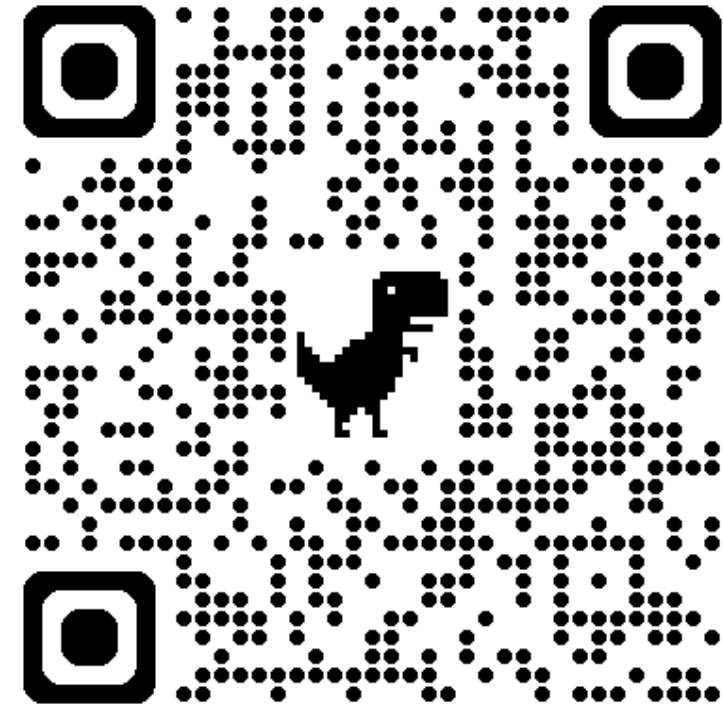
Creating new jobs or further developing an industry or field.

**\$8,926,858**

## MISCELLANEOUS

Federal workforce expenditures that could not be neatly categorized.

**\$49,373,994**



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STATE OF HAWAI'I DEPARTMENT	FUND AMOUNT*	PROGRAM TYPE
State of Hawai'i Department of Labor & Industrial Relations	\$ 45,372,920 <sup>a</sup>	<div><div></div><div></div><div></div><div></div></div>
University of Hawai'i System	\$ 47,166,398	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Dept. of Business, Economic Development & Tourism	\$ 17,160,825	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Department of Health	\$ 17,125,386	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Department of Human Services	\$ 10,028,866	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Department of Defense	\$ 4,955,044	<div><div></div><div></div><div></div><div></div></div>
University of Hawai'i Community Colleges	\$ 4,087,485	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Department of Education	\$ 2,437,548	<div><div></div><div></div><div></div><div></div></div>
Hawai'i Public Housing Authority	\$ 183,475	<div><div></div><div></div><div></div><div></div></div>
State of Hawai'i Department of Transportation	\$ 40,000	<div><div></div><div></div><div></div><div></div></div>
<b>TOTAL WORKFORCE FUNDING REPORTED</b>	<b>\$ 148,557,947</b>	<div><div></div><div></div><div></div><div></div></div>

\*Federal Workforce Funding Received as Reported by State Agencies  
a - This amount includes \$27.7 million in multi-year grants awarded in 2023

ED

EDUCATION

JT

JOB TRAINING

ES

EMPLOYMENT  
BUSINESS SERVICES

SS

SUPPORT  
SERVICES

WL

WORK-BASED  
LEARNING

JS

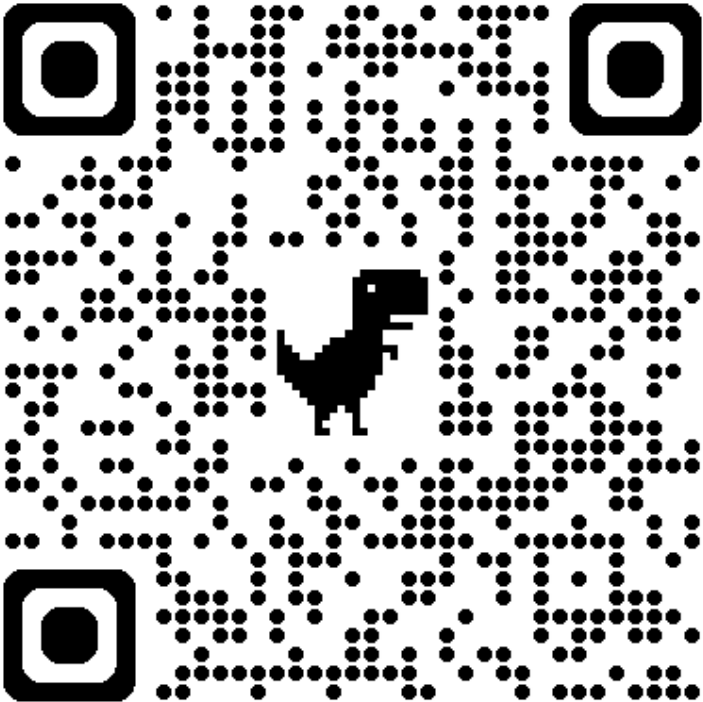
JOB SEARCH

JC

JOB CREATION &  
FIELD BUILDING

HAWAI'I NONPROFIT	FUND AMOUNT*
Pacific Island Health Officers Association	\$ 7,610,339
Kapi'olani Medical Center for Women and Children	\$ 4,838,679
Chamber of Commerce Hawai'i	\$ 3,771,633
Alu Like	\$ 3,356,394
Chaminade University	\$ 2,022,356
Hawai'i Community Foundation	\$ 1,286,890
Council for Native Hawaiian Advancement	\$ 1,200,000
Pacific International Center for High Tech. Research	\$ 1,000,000
Wastewater Alternatives and Innovations	\$ 750,402
Kaunalewa	\$ 500,000
National Experienced Workforce Solutions, Inc.	\$ 392,505
I Ola Lāhui	\$ 322,309
Lanakila Pacific	\$ 313,670
Maui Economic Opportunity	\$ 284,832
Ho'ola Music and Cultural Arts	\$ 270,000
Hawai'i Institute of Pacific Agriculture	\$ 50,000
Hawai'i Public Health Institute	\$ 50,000
Hawai'i Island Business Plan Competition	\$ 25,000
<b>TOTAL WORKFORCE FUNDING REPORTED</b>	<b>\$ 28,044,607</b>

\*Federal Workforce Funding Received as Reported by Nonprofit Organizations



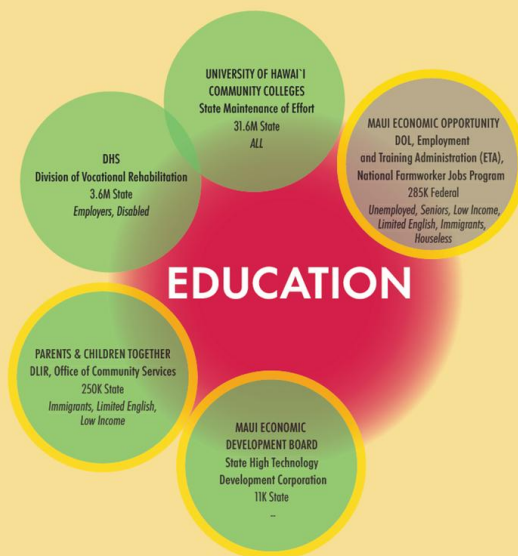
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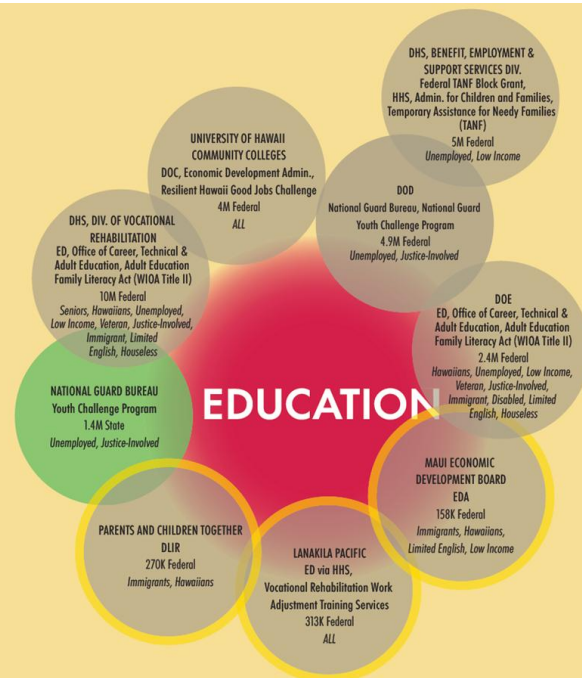
ADULTS YOUTH FAMILIES

Programs Serving Adults Only



ADULTS YOUTH FAMILIES

Programs Serving Adults & Youth



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# What We Found: Snapshot of Workforce Funding in Hawai'i 2023

**\$1.3B in federal workforce-related funding** reached Hawai'i in 2023, touching everything from education and job training to support services and internships.

Most significant categories:

- Support Services: \$594M
- Work-Based Learning: \$487M
- Education: \$86M

Surveyed public agencies and nonprofits identified **\$221M federal** and **\$45M state** dollars explicitly tied to workforce development.

Funding supports a wide range of populations: youth, unemployed, justice-involved, Native Hawaiians, houseless, and more.



# What's Missing & What's Needed

## Challenges:

There is **no standardized definition** or accounting code for "workforce development" across agencies.

**Federal, state, and county funding systems don't align**—making apples-to-apples comparisons nearly impossible.

**Not all programs were captured** due to data limitations and inconsistent reporting.

## Opportunities:

SB 742 created a Data Governance working group that could help improve access to state data.

Invest in Hawai'i's own longitudinal and agency-connected data systems.

Align accounting systems (and create accounting code for workforce development) to track workforce investments more clearly.

# What Comes Next

This report is not the final word—it's a starting point.

We hope that others will use this snapshot to:

- Spark statewide dialogue on gaps and opportunities.
- Advocate for smarter use of workforce dollars.
- Inform our 2025 strategy and future funding priorities.

*We invite all of you—policymakers, funders, practitioners, and partners—to help us turn this data into action.*

*As we consider the **large, sustained investments** required to meet this **generational workforce challenge**, this report offers a **baseline to understand both current and potential future funding gaps**—including the risk of federal cuts. It can help us better define the **investments we need to make as a state** and clarify **each stakeholder's role in closing those gaps**.*

# Angela Chock Youth Speaker

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Hele Imua Intern  
Workforce Development Council

# Adjournment

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Ken Loui

Mahalo for  
Coming!

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