



2026-2028

Strategic Planning Session

December 18, 2025

Entrepreneurs Sandbox

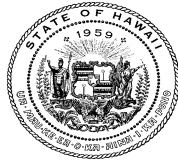
643 Ilalo Street, Honolulu, Hawaii 96813



AGENDA

JOSH GREEN, M.D.
GOVERNOR

SYLVIA LUKE
LIEUTENANT GOVERNOR



JADE T. BUTAY
DIRECTOR

WILLIAM G. KUNSTMAN
DEPUTY DIRECTOR

BENNETTE MISALUCHA
EXECUTIVE DIRECTOR

**STATE OF HAWAII
KA MOKU'ĀINA O HAWAII
DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS
KA 'OIHANA PONO LIMAHANA**
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HAWAII WORKFORCE DEVELOPMENT COUNCIL EXECUTIVE COMMITTEE

STRATEGIC PLANNING SESSION

AGENDA

Date: December 18, 2025

Time: 9:30 am to 11:30 am

In-Person Meeting Entrepreneurs Sandbox, Purple Room
643 Ilalo Street, Honolulu, Hawaii 96813

Location: Honolulu, Hawaii 96813

Agenda: The agenda was posted to the State electronic calendars as required by §92-7(b), Hawai'i Revised Statutes ("HRS")

Board Meeting Materials: Meeting materials are available for review at
<https://labor.hawaii.gov/wdc/meeting-docs/>

This meeting will be held in person. Board members, staff, and members of the public may participate in the meeting.

Physical Meeting: A physical meeting location will be open to the public and the address of the physical meeting location is Entrepreneurs Sandbox, 643 Ilalo Street, Honolulu, Hawaii 96813.

Individuals may submit written testimony by hard copy mail or hand delivery to: Attn: Workforce Development Council, 830 Punchbowl Street, Suite 317, Honolulu, HI 96813 or by email at DLIR.Workforce.Council@hawaii.gov. We request submission of testimony at least 24 hours prior to the meeting to ensure that it can be distributed to the Board members. Any written testimony submitted after such time will be retained as part of the record and distributed to members as soon as practicable, but we cannot ensure members will receive it in sufficient time to review prior to any decision-making.

Individuals participating at the physical meeting location may also provide oral testimony during the meeting.

Vision Statement

The Workforce Development Council’s vision is that all employers have competitively skilled employees and all residents seeking work or advancement have sustainable employment and self-sufficiency.

Mission Statement

It is the intent of the Workforce Development Council to support and guide the implementation of the Unified State Plan through active collaboration and regional sensitivity for the purpose of aligning, coordinating, and integrating workforce services to meet the needs of employers and residents in order to foster a robust economy.

AGENDA

- I. Call to Order Keith DeMello, Chair
- II. Welcome, Overview, Purpose, and “Our Why” -----Chair Keith DeMello and
Executive Director Bennette Misalucha
- III. Presentation: An Overview: The North Star and the Modified Unified Plan Community Hui
Matthew Stevens and Keala Peters, Catalyst Team Leaders: Workforce Synergy Group
As the catalyst team leaders for the Fourth Pillar of the Unified Plan, which was “Creating Workforce Synergy Across the State”, Matthew Stevens and Keala Peters played a central role in shaping the North Star and the Generational Commitment. Their team successfully built a unifying framework that reflects Hawai‘i’s long-term aspirations and is now poised to take the next steps in building momentum statewide. Their presentation will focus on the current status of this work and the collaborative community effort required to meet the objectives established by the Generational Commitment.
- IV. Current status of the Modified Unified PlanBennette Misalucha
A report of what must be aligned or integrated in the modified Plan in order to have a shared understanding of strategic context and expectations.
- V. Defining Workforce Development Council’s (WDC) Role for the Next Two Years
Facilitated Discussion using the following guiding questions:
 - What does the Council uniquely provide that no other entity can?
 - What should the Council focus on, stop doing, or scale to support the North Star?
 - What statewide priorities require WDC’s leadership vs. partnership?
 - What deliverables are critical between 2026–2028?
- VI. Committees’ Alignment with the Unified Plan

Facilitated Discussion:

- *Does each committee's mission and activities align with one or more of the Four Pillars?*
- *Are any committees missing that would strengthen alignment?*
- *Do we need to adjust scopes, membership, or deliverables?*
- *Where should committees collaborate to avoid duplication?*

VII. Measuring Success: What Should be Our Indicators?

What does success look like for WDC at the statewide level? What are success metrics that can be incorporated into the modified Unified Plan and dashboards.

VIII. Next Steps and Assignment of Responsibilities

A review of the next 60-day timeline, finalizing the strategy and supporting the Modified Unified Plan submission, identify owners for each strategic priority, confirm committee alignment review deadlines and establish expectations.

IX. Closing Reflections

X. Adjournment Keith DeMello, Chair

Reasonable accommodations for people with disabilities are available upon request. Requests for accommodations should be submitted via email to Bennette.E.Misalucha@hawaii.gov or by calling Bennette Misalucha at (808) 586- 3018 (voice) as soon as possible. Such requests should include a detailed description of the accommodation needed. In addition, please include a way for Bennette Misalucha to contact the requester if more information is needed to fulfill the request. Last minute requests will be accepted but may not be possible to accommodate. Upon request, this notice is available in alternate formats.

WELCOME

And

Overview

Keith DeMello, Chair

Bennette Misalucha, Executive Director

Objectives of the Strategic Planning Session

1. Reconnect with our shared purpose by grounding our work in Hawai'i's North Star generational commitment and what it means for the people we serve.
2. Agree on WDC's role for the next two years so we are clear on where we can make the biggest impact—through alignment, partnerships, employer engagement, and strong system leadership.
3. Take a fresh look at our committees to make sure their work lines up with the Four Pillars and supports the goals of the Modified Unified State Plan.
4. Identify how we will measure success so we can track progress, stay accountable, and tell a clear story about the value we bring to the workforce system.
5. Leave with a practical roadmap that outlines our next steps, who is doing what, and how we will work together to move this forward.

DETAILED AGENDA

9:30 – 9:40 AM | Welcome, Overview, Purpose, and “Our Why”

Chair Keith DeMello and Executive Director Bennette Misalucha

9:40 – 10:00 AM | Overview: The Generational Commitment (North Star) and the Community Hui

Matthew Stevens and Keala Peters (Catalyst Team Leaders: Workforce Synergy Group)

A Recap of the North Star generational commitment Development and Learn, Work, Thrive, Belong hui and the next steps

10:00 -10:10 | Current status of the modified Unified Plan

Lead: Bennette Misalucha

A report of what must be aligned or integrated in the modified Plan

Outcome: Shared understanding of strategic context and expectations.

10:10- 10:30 | Defining WDC’s Role for the Next Two Years

Facilitated Discussion

Guiding questions:

- What does WDC uniquely provide that no other entity can?
- What should the Council focus on, stop doing, or scale to support the North Star?
- What statewide priorities require WDC leadership vs. partnership?
- What deliverables are critical between 2026–2028? (e.g., sector strategies, regional alignment, data dashboards, employer engagement framework, ETPL modernization)

Desired Outcome: A draft set of 4–6 strategic priorities for WDC’s role.

10:30 - BREAK

10:45 – 11:05 | Committee s’ Alignment with the Unified Plan

Facilitated Discussion

- Does each committee's mission and activities align with one or more of the Four Pillars?
- Are any committees missing that would strengthen alignment?
- Do we need to adjust scopes, membership, or deliverables?
- Where should committees collaborate to avoid duplication?

Desired Outcome: A committee-by-committee alignment map and recommended adjustments.

11:05– 11:15 | Measuring Success: What Should be Our Indicators?

- What does success look like for WDC at the statewide level?
- What should be our measures.
 - LEARN
 - WORK
 - THRIVE
 - BELONG
- Identify:
 - 3–5 high-level indicators
 - Annual milestones to track progress
 - Data needs and dashboard implications

Desired Outcome: Draft success metrics that can be incorporated into the modified Unified Plan and WDC dashboards.

11:15– 11:20 AM | Roadmap: Next Steps and Assignment of Responsibilities

- Review next 60-day timeline for finalizing strategy and supporting the Modified Unified Plan submission.
- Identify owners for each strategic priority.
- Confirm committee alignment review deadlines.
- Establish expectations for cross-agency collaboration and information-sharing.

Desired Outcome: Clear action plan with deadlines.

11:20 – 11:30 AM | Closing Reflection and Mahalos

Lead: Chair DeMello/ED Bennette Misalucha

- One-sentence reflection from each participant:

Outcome: *What is one commitment you will carry forward from today?*

11:30 Adjourn

ABOUT THE STATE UNIFIED PLAN



Modified Unified Plan: Strategic Context Snapshot

Why a Modification?

The Modified Unified Plan allows the state to respond to evolving workforce needs, new priorities, and lessons learned since the original plan submission, while maintaining alignment with federal requirements.

Why Strategic Direction Is Needed Now


- Federal timelines require early clarity on priorities and roles
- Generational Commitment must be operationalized
- Workforce Eco-system partners need clear signals on leadership, coordination, and expectations

Key Areas at WDC Requiring Alignment

- Statewide sector strategies
- Employer engagement and visibility
- Data integration and performance measurement
- ETPL and training provider value
- Broad participation across populations and regions

This session is intended to shape the strategic direction that will inform these elements.

STATE VISION

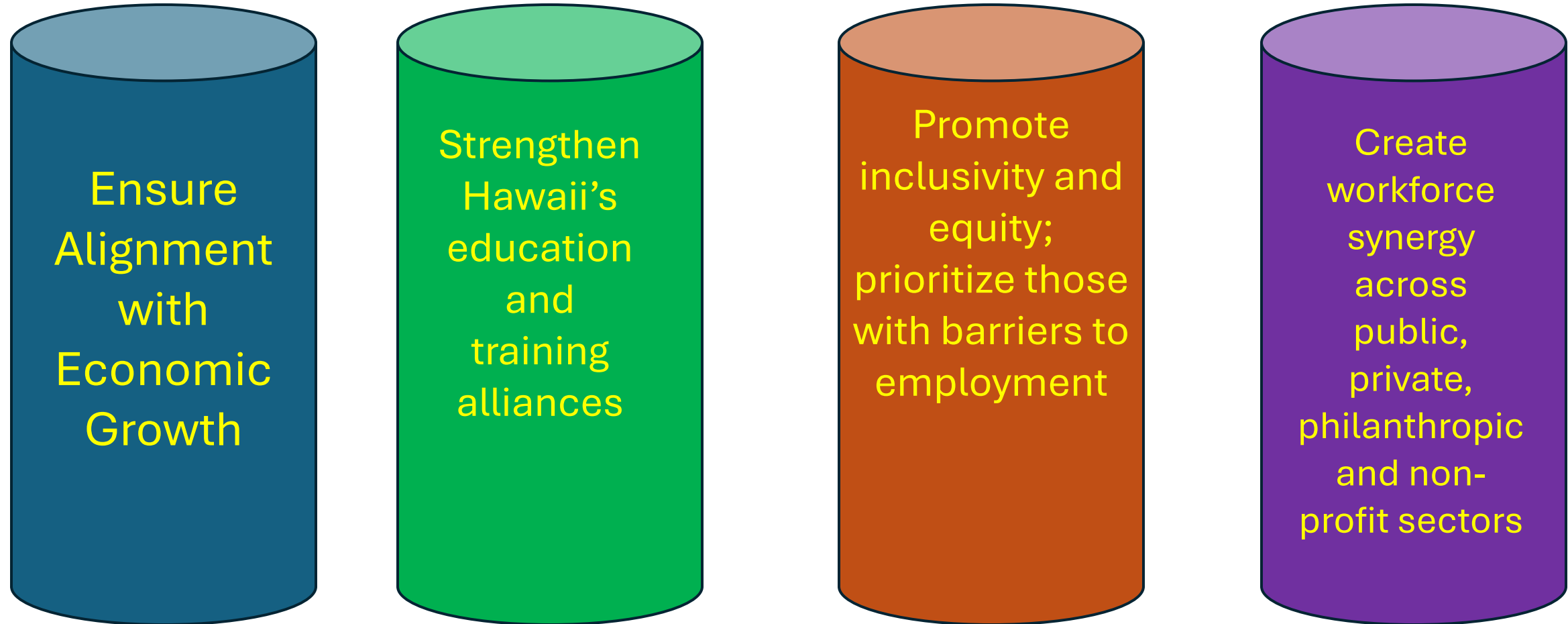


Hawai'i is fully committed to enhancing old and enabling new career pathways to living wage jobs, strong advancement opportunities, and the equitable upward mobility needed to build a 21st century, globally competitive, inclusive economy for all its residents.

Four Pillars

Strategic Plan 2024-2026

Four Pillars in the State's Strategic Unified Plan



Defining Our North Star: Crafting an Aspirational Goal for Success



Draw Inspiration from the Energy Sector which collaborated towards a common vision in 2018: “100% Renewable Energy by 2045”

PRESENTATION:

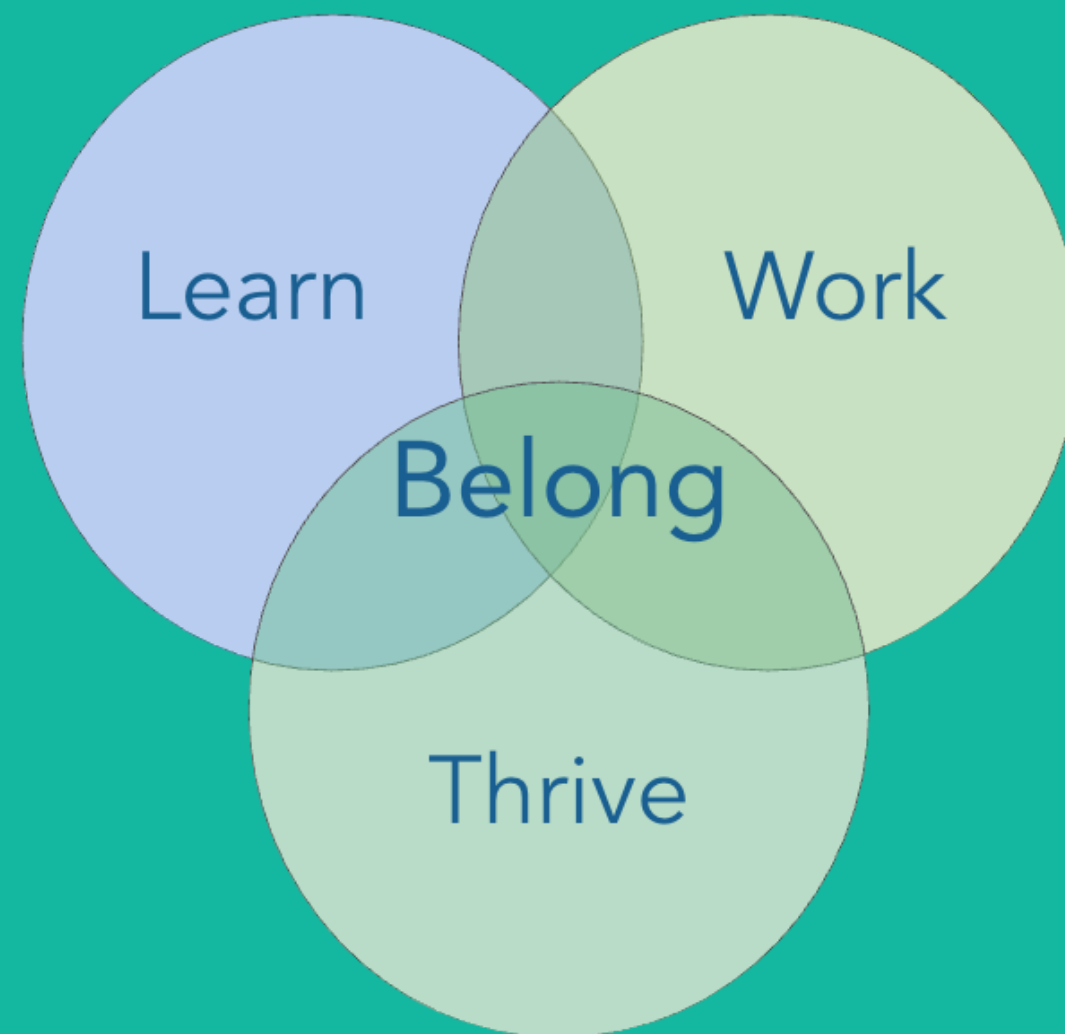
An Overview of the North Star
(Generational Commitment)
and the Community Hui

Matt Stevens

Keala Peters

Learn Work Thrive Hui

Hawaii's Generational Workforce Commitment



Prepared by Hawai'i Workforce
Funders Collaborative &
Chamber of Commerce Hawaii
December **2025**

Why we are here?

- Create a collaborative space for workforce development partners, focused on implementation of Hawaii's Generational Workforce Commitment
- Provide a bridge between early momentum and statewide scale: creating continuity
- Providing a forum to share, witness, and model alignment (big tent)
- Developing short-term milestones for the first 3-5 years of HGWC
- Shared Learning!

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.

What is the Hui?

You are here because you are already doing the work.
The Hui is a collaborative forum for those doing the work,
focused on implementation, action and impact.

Government & Policy	Employers & Industry	Education & Training	Funders
Governor's Office DLIR WDC DBEDT Counties MEDB Holomua Collective Chamber Policy Package Hawai'iKidsCAN	Chamber of Commerce Hawai'i Employers Council Healthcare Association of Hawai'i AE Consulting Hawai'i Technology Development Corporation	HIDOE University of Hawai'i Hawai'i P20 Hawai'i Workforce Pipeline Chamber of Commerce ClimbHI DHS Division of Vocational Rehabilitation Lanakila Pacific Inkinen	Hawai'i Workforce Funders Collaborative Harold K.L. Castle Foundation Ulupono Initiative Aloha United Way

Two Simultaneous Flows of Work

Getting the Goal Adopted

- Advancing the Generational Workforce Commitment in legislation or executive action
- Building statewide alignment around one clear, measurable goal
- Creating common language and shared accountability
- Engaging policymakers, funders, agencies, and the public

Delivering Toward the Goal (Every Day)

- Improving job quality, expanding good jobs
- Strengthening youth pathways and work-based learning
- Addressing geographic equity through island-specific strategies
- Building data systems and feedback loops
- Advancing the work already happening across agencies, schools, and nonprofit

LWT Hui

Hawai'i's Generational Workforce Commitment: What You Need to Know

1. This Commitment builds on years of growing statewide collaboration.

A shared effort that has been taking shape across education, employers, government, and community since 2020.

2. Bold, aligned action is required because the data reveals a complex and urgent challenge.

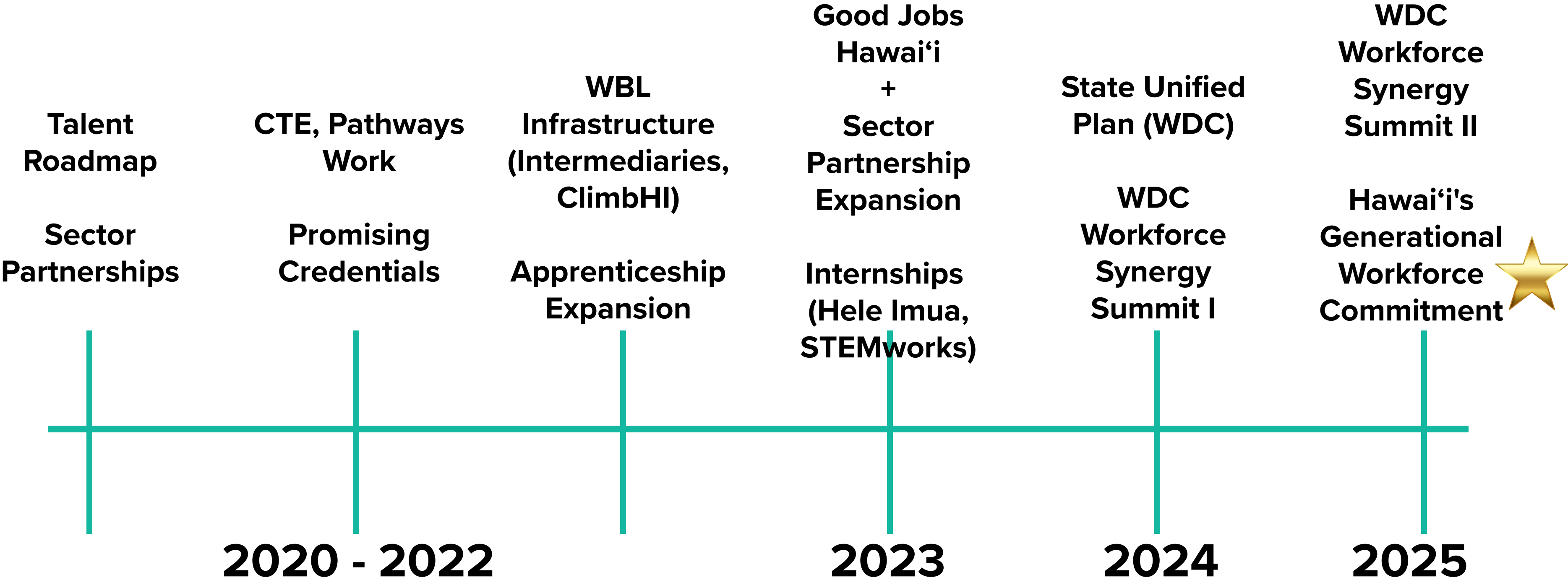
The Three Data Truths show why a generational goal is necessary — and why incremental change is not enough and status quo is unacceptable.

3. We are not waiting for legislation to begin work — we are already acting toward the goal every day.

The HGWC aligns existing agencies, initiatives, and partners who are already contributing to a shared statewide outcome.

1. This Commitment builds on years of growing statewide collaboration.

A shared effort that has been taking shape across education, employers, government, and community since 2020.



TRUTH 1: We Don't Have Enough Good Jobs (Quantity Problem)

The Facts:

- A majority of projected job openings through 2035 do not pay a living wage.
- 170k youth will enter the workforce over next decade, but only projecting 120k living wage job openings over same time period.

What it means:

Hawai'i has a structural job shortage — not just a people pipeline problem. We simply do not produce enough good, stable, living-wage jobs for the workers we have or for the next generation entering the workforce.

Implication for the Commitment:

We must increase both the number AND quality of good jobs statewide. A pathway is only as strong as the job it leads to.

Episode 1



[CLICK HERE](#) to learn more about living wage job projections

TRUTH 2: Young People Face an Uneven and Uncertain Transition (Underemployment Problem)

The Facts:

- Only 43% of four-year graduates work in a degree-requiring job within five years.
- Wage outcomes for college graduates in Hawai'i are among the lowest in the country relative to cost of living – we are a structural outlier.

What it means:

Young people cannot reliably see a viable path or step onto one. The routes into living-wage work are unclear, delayed, or financially out of reach. As a result, too many young adults leave the state, stall out, or take jobs far below their skill level.

Implication for the Commitment:

We must make the earliest parts of the workforce journey visible, navigable, and paid. This means expanding high-quality work-based learning, guaranteeing exposure to real careers, and ensuring students earn while they learn so they can stay on the path.

Episode 2



[CLICK HERE](#) to learn more about wage outcomes for degrees in across Hawai'i universities

TRUTH 3: Too Often, Opportunity Depends on Where You Live (Geographic Equity Problem)

The Facts:

- Job availability, wages, and education program offerings vary dramatically by island.
- Transportation and distance amplify barriers for rural communities.

What it means:

Opportunity is uneven because access is uneven. Job openings, wages, and training programs differ widely by island, and many high-opportunity pathways aren't available where neighbor island learners live.

Implication for the Commitment:

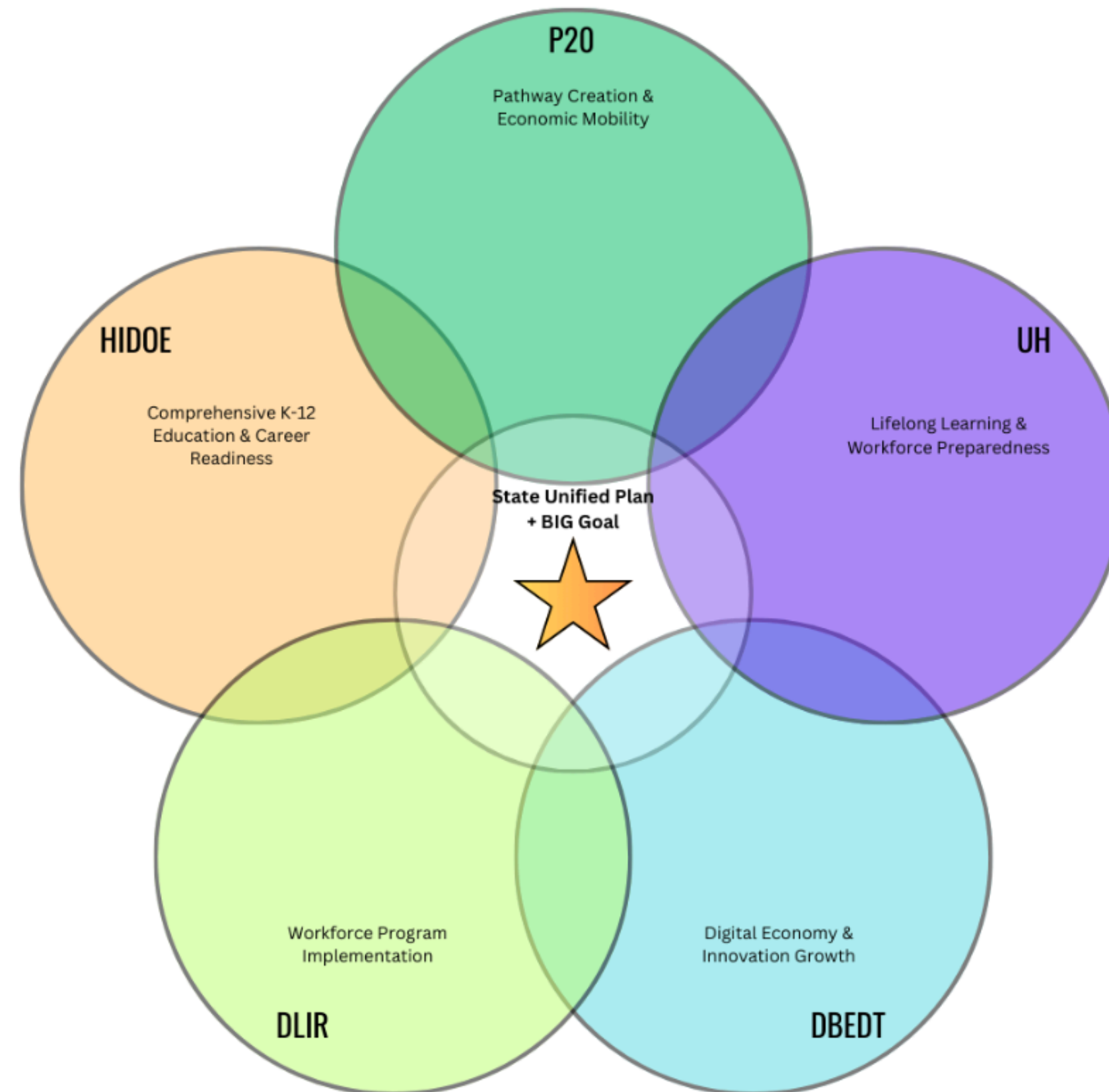
We must design workforce strategies that are tailored to each island's economy and infrastructure. Expanding high-opportunity programs, increasing remote options, and strengthening local sector ecosystems are essential to making opportunity real statewide.

Episode 1



[CLICK HERE](#) to learn more about living wage job projections²⁴ by county

3. We are not waiting for legislation to begin work — we are already acting toward the goal every day.
The HGWC aligns existing agencies, initiatives, and partners who are already contributing to a shared statewide outcome.



**+ Private Sector, Non-Profits,
Chambers, Training Partners,
Philanthropy**

Hawai'i's Generational Workforce 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
- Apprenticeship Completions
- Paid Internships
- Credential Attainment
- WBL Sector Alignment

Learn

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

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

Catching Up – HGWC Work Since Synergy Summit II

Since we last met, progress has been made in several critical areas:

Workforce Development Council State Unified Plan

- Advancing State Unified Plan alignment
- Coordinating cross-agency workforce efforts
- Learning from NGA and other states' unified workforce models

NGA Let's Get Ready Playbook + Hawai'i Readiness Analysis

- Reviewed how governors in other states champion major workforce goals
- Completed Hawai'i-specific readiness assessment
- Shared findings with the Governor's team to explore pathways for executive alignment

HWFC Funding & Program Analysis

- Convened partners to identify promising workforce programs
- Modeled cost to sustain and scale key efforts
- Elevated key investment areas needed to sustain momentum in 2026 as HWFC Funding Priorities

Holomua Collective Policy Convenings

- Clarified policy landscape through affordability study and convenings
- Identified legislative and non-legislative levers that support HGWC
- Positioned early policy options for a strong statewide launch of HGWC

HGWC Efforts and Initiatives: Partner Updates

Government & Policy	Employer Engagement	Education & Training	Funding
<p>Holomua Collective</p> <p>WDC: State Learning Opportunities</p> <p>Hawai'i County</p> <p>Hawai'iKidsCAN: Act 154 Data Sharing</p> <p>Chamber of Commerce: Blueprint</p>	<p>Sector Partnerships</p> <p>Hawai'i Employers Council</p>	<p>DOE</p> <p>UH</p> <p>P20</p>	<p>HWFC: Aligning Funding Areas with HGWC</p> <p>Harold K.L. Castle Foundation</p>

Asks & Next Steps

- Provide testimony for workforce-related bills. Stay engaged and informed!
- We will synthesize and share hui partner asks and offers from today's call
- Look for invitations from WDC to upcoming learning opportunities.
- Attend upcoming LWT Hui meetings:
 - Feb 11, 2026 (10 - 11 am)
 - April 8, 2026 (10 - 11 am)
 - June 10, 2026 (10 - 11 am)
- Next meetings: begin to identify short-term 3-5 year milestones
- Next meetings: discuss public launch and community engagement
- Let Matt and Keala know who else should be at this table.

Status of the Development of the State Plan Modification

Bennette Misalucha,
Executive Director

Evolution of the Unified Plan Pillars: Aligning the Framework with Hawai'i's Generational Commitment

2024-2028 Unified Plan Document

For Hawai'i's 2024–2028 Unified State Plan, the strategic framework was organized around four pillars that emphasized system alignment and collaboration. Those pillars were:

1. Alignment with Economic Development

Ensuring workforce strategies are closely aligned with Hawai'i's economic development priorities and industry needs.

2. Strong Engagement with Education and Training Alliances

Strengthening coordination among education, training providers, and workforce partners to support clear career pathways and credential attainment.

3. Removing Barriers to Employment

Expanding opportunity and access across the workforce system, particularly for individuals and communities facing barriers to employment.

(As discussed, this pillar is now being reframed using policy-safe language such as opportunity, system-reach, and participation.)

4. Creating Workforce System Alignment and Synergy

Improving coordination across state agencies, local boards, employers, and community partners to reduce fragmentation and maximize collective impact.

These four pillars formed the foundation of the 2024–2028 Plan and are now being evolved and translated into the current framework of Learn, Work, Thrive, and Belong, aligned with Hawai'i's Generational Commitment—maintaining continuity while shifting toward a more people- and outcomes-centered articulation.

2026-2028 Modified Unified Plan

The modification of the State Unified Plan is grounded in four interconnected pillars that collectively support Hawai'i's Generational Commitment:

- **Learn** – Aligning education, training, and career pathways with current and future workforce needs.
- **Work** – Expanding access to meaningful employment, supporting employers' talent pipeline needs, and strengthening connections between talent and opportunity.
- **Thrive** – Promoting economic mobility, business competitiveness, and long-term workforce resilience.

- **Belong** – Ensuring opportunity, access, and participation across the workforce system so individuals and communities are connected, supported, and able to succeed.

Together, these four pillars provide the framework for creating workforce synergy across the state and guiding strategic alignment, collaboration, and performance measurement.

Evolution of the Unified Plan Pillars (2024–2028)

From the 2024–2028 Strategic Framework to the Learn, Work, Thrive, Belong Pillars

2024–2028 Unified Plan Pillars	Intent of the 2024–2028 Pillar	Evolved Pillar Framework	How the Pillar Has Evolved
Alignment with Economic Development	Align workforce strategies with statewide economic priorities and industry demand	Work	The focus has shifted from alignment in principle to strengthening connections between talent and meaningful employment, while directly supporting employers’ workforce needs.
Strong Engagement with Education and Training Alliances	Coordinate education, training, and workforce partners to support career pathways	Learn	This pillar has been refined to emphasize learner-centered pathways, credential relevance, and alignment with both current and future workforce needs.
Commitment to Equity and Diversity	Expand opportunity and access for individuals facing barriers to employment	Belong	The intent remains unchanged, with a reframed emphasis on opportunity, access, and participation—ensuring individuals and communities are connected, supported, and able to succeed within the workforce system.
Creating Workforce System Alignment and Synergy	Improve coordination across agencies, regions, and partners	Thrive	This pillar now emphasizes system effectiveness, economic mobility, business competitiveness, and long-term workforce resilience resulting from stronger alignment and collaboration.

Summary Narrative

The Learn, Work, Thrive, and Belong pillars build directly on the foundation established in the 2024–2028 Unified Plan. Rather than introducing a new direction, the evolved framework translates the original strategic pillars into a more integrated, people-centered structure that supports Hawai‘i’s Generational Commitment while maintaining continuity with statutory requirements and prior planning efforts.

STATE OF HAWAII WORKFORCE MODIFIED PLAN

WORKPLAN TIMELINE (Nov 2025 – March 2026)

Modified State Unified Plan – Due March 15, 2026* (subject to change based on Guidance Document from US DoL)

Week of November 17–22, 2025

- NGA presentation to WDC (Nov. 19)

Nov 24 – Dec 20, 2025 (4 weeks total)

- Kickoff huddle with Modification Plan team (Nov. 24)
- Identify writing leads and section owners (Nov 24)
- Finalize workplan and internal deadlines
- Begin drafting sections using current guidance + prior plan
- Collect existing data, performance reports, and partner inputs
- Draft statewide needs assessment updates
- Begin crosswalk between current plan and modifications needed

Holiday Break (Dec 21 – Jan 3)

- Light work only (if any); no major deadlines
- Section owners continue optional offline drafting

Jan 6 – Jan 24, 2026 (3 weeks)

- Full first draft assembled by Jan 12
- submitted into “portal” by deadline
- Internal review by DLIR leadership (by January 24)
- Edits for alignment with WIOA, WDD, DLIR, DOE and WDC priorities
- Begin preparing the “Public Feedback Plan”

Jan 27 – Feb 7, 2026 (2 weeks)

- Formatting, consistency review, federal compliance check
- Prepare presentation materials for WDC board
- Final internal editorial review

February 10, 2026 — INTERNAL DEADLINE

Draft Plan completed

Finalize second draft and submitted into “portal”

Ready for WDC Board presentation

Ready for public comment presentations

February 10, 2026 *

- Start of Public Comment Period

February 18, 2026 — WDC BOARD MEETING

- Present draft Modified Unified Plan
- Board discussion and approval

Feb 19 – March 10, 2026

- Continuation of Public outreach + comment period
- Virtual meetings + partner sessions
- Collect and summarize all feedback

March 6 – March 12, 2026

- Incorporate final revisions
- Prepare final draft

March 15, 2026

Final Modified State Unified Plan due to USDOL

** Note: We will need to accommodate a minimum 30-day public comment period, which means the comment window should begin before the Feb 18 Board meeting and run through March 10. During this time, the draft Plan can continue to be refined and finalized based on the feedback received.*

TASK MATRIX

(Roles & Responsibilities)

(As of November 17, 2025)

Task	Lead	Support Team	Deliverables	Deadline
Project Coordination	Bennette	WDC Staff	Workplan, timelines, communication	Ongoing
Writing Leads for Plan Sections	Determine team leads	WDC staff, WDD staff, WIOA core partners	Strategic and Operational portion of the Plan	Nov 24
Labor Market Analysis	WDD Research / DBEDT	WDC	Updated data tables, trends	Dec 20
Writing/	WDD + WDC	Wagner-Peyser, VR, Adult Ed, TANF, DOE	Written first Draft	Jan 12
Draft Assembly	WDC	All writers	Complete first draft on the portal	Jan
Internal Review by DLIR leadership	Bennette, Maricar	WDD/WDC	Comments & revisions	January 24
Draft Assembly II	WDC	All writers	Complete second draft on the portal	Feb 10
Public Comment Process*	WDC Staff	Partner agencies	Outreach meetings + summary	Feb 10 to March 10
Board Presentation	Bennette	WDC Staff	Slides + talking points	Feb 18
Final Draft	WDC	WDD +WDC+ WIOA Core partners	Final Document	March 12
Submission to USDOL				March 15, 2026

** Note: We will need to accommodate a minimum 30-day public comment period, which means the comment window should begin before the Feb 18 Board meeting and run through March 10. During this time, the draft Plan can continue to be refined and finalized based on the feedback received.*

Guiding Questions*

1. Which areas of the Unified Plan require strategic direction at this stage of development to ensure timely alignment and implementation?
2. What key decision points within the Unified Plan development process require Workforce Development Council leadership to move the work forward?

*(Please refer to the 2024-2026 Document)

DEFINING WDC's ROLE FOR THE NEXT TWO YEARS

(Facilitated Discussion)

WDC's Role Over the Next Two Years

Working Document – For Discussion Only

Purpose

This document outlines a proposed role for the Workforce Development Council (WDC) over the next two years to support the implementation of the Modified Unified Plan and the Generational Commitment.

Proposed Core Functions

1. Statewide Convener and Integrator
Bringing together agencies, employers, education, and community partners to align efforts and reduce fragmentation.
2. Strategic Steward of the State Unified Plan
Ensuring consistency between planning, implementation, and performance across regions and programs.
3. Champion of Employer and Sector Strategies
Supporting demand-driven approaches that reflect regional and industry needs.
4. Performance and Accountability Partner
Elevating the use of data, dashboards, and shared metrics to track progress and outcomes.
5. Connector Across the State
Supporting local boards while reinforcing statewide alignment and shared learning.

Open Questions for Discussion

- Where should WDC lead versus support?
- What should WDC stop doing to focus on higher-impact work?
- What capabilities need strengthening to fulfill this role?
- What resources do we need?
- How should the Workforce Development Council best support and complement the ongoing work of the community hui to advance the Generational Commitment?
- Does the current structure and set of roles effectively support momentum and shared accountability for carrying the Generational Commitment forward

COMMITTEES' ALIGNMENT WITH UNIFIED PLAN

(Facilitated Discussion)

Committee Alignment Matrix (Working Tool)

Committee	Primary Focus	Aligned Pillar(s)	Gaps / Overlap	Notes
Employer Engagement	Employer outreach & partnerships	Work / Thrive		
Performance Measures & Finance	Metrics & accountability	Work / Thrive		
Sector Partnerships and Career Pathways	Education & training alignment	Learn		
Youth Services Committee	Early career pathways	Learn / Belong		
Special Projects	Governance, alignment	Multiple		

(This matrix is a working document to support discussion.)

MEASURING SUCCESS

Draft Performance Indicators

(For Discussion and Refinement)

Purpose

To establish a small, meaningful set of indicators that reflect WDC's value and the system's progress toward the Generational Commitment.

Draft Indicator Categories

- System Alignment – Degree of coordination across agencies and regions
- Employer Engagement – Depth and consistency of employer participation
- Sector Strategy Execution – Progress in priority industries
- ETPL Value – Outcomes and relevance of training providers
- Broad Participation, Opportunity, System-Reach – Participation and outcomes across populations
- Public Visibility – Awareness and use of AJCs
- 3–5 priority indicators
- Annual milestones
- Data gaps and dashboard implication

For Discussion

DETAILS:

1. System Alignment and Integration

What are we measuring?

How well state agencies and partners are working together around shared workforce priorities.

Indicator: Percentage of core and required partner agencies demonstrating documented alignment with the Unified Plan priorities (e.g., shared strategies, coordinated initiatives, or joint outcomes).

How to Measure:

- Annual review of agency plans, MOUs, or cross-agency initiatives aligned with Unified Plan priorities.
- Qualitative + quantitative assessment (e.g., alignment rubric).

Why This Matters:

This directly reflects WDC's role as a convener and steward of statewide alignment.

2. Employer Engagement Depth (Not Just Volume)

What are we measuring?

The quality and consistency of employer involvement in the workforce system. Are employers helping shape solutions, or just showing up occasionally?

Indicator:

- Number and percentage of employers engaged in ongoing workforce strategies (sector partnerships, work-based learning, advisory roles), not just one-time activities.

How to Measure:

- Employers participating in sector strategies, curriculum alignment, internships, apprenticeships, or advisory councils across regions.

Why This Matters:

Moves the system from transactional employer outreach to sustained partnerships.

3. Sector Strategy Implementation

What are we measuring?

Progress in developing and executing workforce strategies in priority industries. Are we focusing our efforts where jobs and opportunities actually exist?

Indicator:

- Number of priority sectors with active, documented statewide or regional sector strategies supported by WDC coordination.

How to Measure:

- Presence of sector plans with defined partners, workforce demand data, and training alignment.
- Progress milestones (planning → pilot → scaling).

Why This Matters:

Sector strategies are a core mechanism for achieving the Generational Commitment.

4. ETPL Value and Relevance

What are we measuring?

How well training programs align with workforce demand and produce results. Are training dollars leading to real jobs and advancement?

Indicator:

- Percentage of ETPL programs aligned with priority sectors and showing positive employment or wage outcomes.

How to Measure:

- ETPL analysis by sector alignment, completion rates, and employment outcomes (where available).
- Trend analysis over time.

Why This Matters:

Shifts ETPL from compliance to value creation.

5. Workforce System Reach, Opportunity and Participation

What are we measuring?

Progress in closing participation and outcome gaps for priority populations.

In plain language:

Is the system working better for everyone, not just some?

Indicator:

- Reduction in outcome gaps (participation, completion, or employment) for priority populations identified in the Unified Plan.

How to Measure:

- Disaggregated data by population and region.
- Year-over-year trend improvement rather than single-year targets.

Why This Matters:

Directly ties system performance to the Generational Commitment.

6. Public Visibility and System Awareness

- *What are we measuring?*

Public and employer awareness of workforce services and AJCs. Do people know where to go for help?

Indicator:

- Increase in public awareness and use of American Job Centers and workforce services.

How to Measure:

- Website traffic, referrals, employer inquiries, or community partnerships tied to AJCs.
- Baseline vs. annual change.

Why This Matters:

A strong workforce system must be visible to be effective.

Mapping Indicators to the Four Pillars

Indicator	Learn	Work	Thrive	Belong
System Alignment	✓	✓	✓	✓
Employer Engagement		✓	✓	
Sector Strategies	✓	✓	✓	
Opportunity/participation	✓	✓	✓	✓
ETPL Value	✓	✓	✓	
Public Visibility		✓	✓	✓

Belong is intentionally cross-cutting and reflected across indicators.

Alignment with WIOA (Without Duplication)

WIOA Focus / Performance	How WDC Indicators Complement
Employment & Earnings Outcomes	WDC focuses on system conditions that enable outcomes
Credential Attainment	WDC emphasizes ETPL alignment and sector relevance
Employer Measures	WDC measures depth of engagement, not just counts
Program Performance	WDC tracks cross-program alignment and coordination

Key Distinction:

WIOA measures *program performance*.

WDC measures *system performance and leadership impact*.

NEXT STEPS AND ASSIGNMENT OF RESPONSIBILITIES

Timeline: Strategy to Implementation (Now–June 2026)

December 2025

- Executive Committee strategic planning

January–March 2026

- Integration into Modified Unified Plan
- Refinement of metrics and roles

April–June 2026

- Implementation support
- Reporting and dashboard alignment

Reflection Prompt

As we move from planning to action:

What responsibility does the
Generational Commitment place on
us as leaders, and how will our
decisions today shape outcomes for
future generations?

ADJOURNMENT