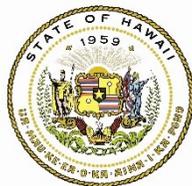


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January 3, 2019

**HAWAII WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) ANNUAL
STATEWIDE PERFORMANCE REPORT NARRATIVE for Title I and Title III
Training and Employment Guidance Letter No. 5-18
Reporting period: July 1, 2017 – June 30, 2018**

WAIVERS, EMPLOYERS, PROJECTS

Identify each waiver that the state has had in place for at least one program year and provide information regarding the state's progress toward achieving the goals and performance outcomes in ETA's letter of approval for the waiver (sec 189(i)(3)(C)(ii)) and outlined in the state's waiver request (when applicable). Discuss how activities carried out under each approved waiver have directly or indirectly affected state and local area performance outcomes. To the extent possible, provide quantitative information.

Not applicable. Hawaii did not have any waivers in place during PY 2017.

Identify the two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot. If the state is piloting a state-established measure of Effectiveness in Serving Employers, or has any other metrics to assess employer engagement, describe the measure or metric as well.

The WIOA core partners have chosen to use: retention with the same employer in the 2nd and 4th quarters after exit rate; and the repeat business rate as the statewide effectiveness in serving employers performance measures. The WDC Employer Engagement Committee has undertaken two significant projects to improve the system's services to employers. The first is the development of the Statewide Business Services Framework Plan to implement a strategic and coordinated approach for the core partners' business services. The second is an assessment of employers' current awareness, perception, and usage of AJC services. The assessment will lead to recommendations on branding, communications, outreach, and business service improvements that will meet the needs of Hawaii's employers. Implementation of these recommendations will assist the business services teams to increase their reach to employers, improve repeat business, and show employers that through services available at Hawaii's AJCs, they can improve employee retention.

Include brief descriptions of: (a) current or planned evaluation and related research projects, including methodologies used; (b) efforts to coordinate the development of such projects with

WIOA core programs, other state agencies and local boards; (c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically; (d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations; and (e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

Underserved Population Research

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 basic, 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

Table that includes percentages:

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

Single Sign-On Registration System

The WDC Data Management & Technology Committee has been working 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 application process for individuals who seek employment and educational services;
- integrate the participant management systems of WIOA Titles I, II, III & IV; and
- advance the reporting done of WDC and other WIOA-related agencies.

The Single Sign-On Registration System is the first step in providing an integrated system for the State and improves overall coordination among the core partner programs. The Committee selected Salesforce as the platform to build the registration system. The foundation for the system was built with the assistance from the Hawaii State Office of Enterprise Services (ETS) and the State Department of Labor and Industrial Relations' Electronic Data Processing Systems Office (EDPSO). WDC has contracted the EDPSO to manage the completion of the project. The first phase of the project is anticipated to be completed by early 2019. Upon the completion of the project, all staff at American Job Centers statewide will receive the necessary training to utilize the system effectively.

Comprehensive Economic Development Strategies Reports

The Economic Development Alliance of Hawaii (EDA), 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/>

Describe the state's approach to customer satisfaction, which may include such information used for one-stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state's methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, the efforts made to improve the response rate;

3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

Customer satisfaction surveys were conducted under the Workforce Investment Act, but the methodology included the provider staff conducting phone surveys. Other methods were attempted, but participants thought the email surveys were spam and often did not answer them resulting in a low response rate.

As the AJCs continue to organize and work with WIOA partners, WDC will encourage them to renew efforts of conducting regular customer satisfaction surveys and other mechanisms for constructive feedback for participants and employers.

A component of the Reemployment & System Integration Dislocated Worker Grant from the USDOL includes a customer satisfaction survey. WDC will work on a scope of services for a Request for Proposal (RFP) to contract a consultant to conduct the survey the first quarter of 2019. The results of the survey will serve as a benchmark for each county local area and statewide as a comprehensive survey has not been conducted in recent years. Part of the scope of services will be to develop a framework for customer satisfaction surveys so that their results will inform the action plan for continuous improvement.

PROGRESS AND ACCOUNTABILITY

Progress made in achieving the state's strategic vision and goals, as described in the state's Unified State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

The WDC board and WIOA partners have agreed to Hawaii's Strategic Workforce Vision: All employers have competitively-skilled employees, and all residents have sustainable employment and self-sufficiency.

Goals of the Workforce Development System in Hawaii:

1. To provide coordinated, aligned services.
2. To prioritize services to vulnerable populations with barriers to employment as described under WIOA, including veterans, unemployed workers, youth with disabilities, homeless individuals and Native Hawaiians, which are currently of critical concern in the State.
3. To develop sector strategies and a career pathways system that will integrate education and training and move skilled job seekers into growth industries.
4. To augment a high employment rate.
5. To fully engage employers in the workforce development system to address the talent shortage.

Hawaii's local workforce areas have made significant progress toward establishing

comprehensive American Job Centers. Following the required procurement procedures of WIOA, new One Stop Operators have been selected in every local area. The AJC in the largest local area, Oahu is very close to achieving comprehensive status. After extensive searches, Maui and Hawaii Counties have opened new locations where co-locating partners is planned. The establishment of the centers is the result of work at the local level to understand the services that each of the partners provide in their area: what services are provided; where services are provided; and the population that is served by each of the partners. With cross-training between partners, partners are learning how participants can be served by co-enrollment or by referral between partners. This approach will provide the coordinated and aligned services that is a goal of the system.

Hawaii has the lowest unemployment rate of the fifty states: 2.1% in November of 2017. This low unemployment rate requires the development of additional outreach strategies focusing on the populations with barriers to employment to increase participation in the Adult program. Local areas have partnered with community organizations, employment agencies, and their partners to refer participants to Title I programs. Increasing registered participants is a high priority for all of the Title I programs.

The WDC Employer Engagement Committee contracted two consultants to provide recommendations for employer engagement in the State's workforce system. The first consultant has drafted a Statewide Business Services Framework Plan that will coordinate the business services of the partner programs in the workforce system. The plan will aid in widening the reach of the employer engagement system, develop the expertise and services of the business engagement team members, and ensure that the needs of employers are met. The second consultant is conducting interviews with employers and discovering employers' awareness, perception, and usage of the AJCs. This will be followed by recommendations to improve services and increase awareness of available services. The goal of the Employer Engagement Committee is to increase employer participation rates, including repeat customers and to increase the retention rates of employees placed into employment by the AJCs. This rate would help raise the confidence of employers in the workforce system and lead to increased employer engagement.

Progress made in implementing sector strategies and career pathways. The discussion may include: business engagement strategies, work-based learning (including apprenticeship), work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

The WDC Sector Strategies and Career Pathways Committee (Committee) is comprised of business representatives from the following industries: telecommunications, human resource development, energy, and construction. Representatives of the state Chamber of Commerce and the state office of Career and Technical Education also serve on this committee.

During PY 2017, the Committee received regular reports on the development of the Hawaii

Career Pathway System. Upon completion and review of the career pathway system draft, the Committee recommended the plan to the WDC board for final approval. The Hawaii Career Pathway System plan was also reviewed and approved by the Career and Technical Education Coordinating Advisory Council and reviewed by other partner agencies throughout the state.

Hawaii currently has nine career clusters with career pathways:

1. Agriculture, Food Innovation, and Natural Resources
2. Arts, Creative Media, and Communications
3. Business, Marketing, and Finance
4. Culinary, Hospitality, and Tourism
5. Education
6. Health Sciences and Human Services
7. Industrial and Engineering Technology
8. Information Technology
9. Law, Government, and Public Safety

The Committee also received a report from Harold K.L. Castle Foundation on work-based learning experiences in Hawaii. The Committee and Castle Foundation shared a common interest in increasing opportunities for work-based learning experiences. WDC and Castle Foundation provided matching funds of \$18,750 to support a teacher business externship program, which provides work-based learning experiences with industry sponsors for teachers.

In addition, the Committee approved \$15,000 for the Hawaii Advanced Career and Technical Education conference on January 25, 2019, where teachers will be sharing their externship experiences and attending workshops on integrating career development into the educational experience. For the first time, the conference will have a workforce workshop led by WDC.

The Committee also received reports from the Chamber of Commerce and the University of Hawaii who are partnering in the convening of sector partnerships in several industries, including banking, information technology, food manufacturing, healthcare. To support the sector partnership activities, the committee provided each local board (Oahu, Maui, Hawaii County, and Kauai) with \$19,062.50 to implement and grow sector partnership initiatives within their respective areas.

The Wagner-Peyser program reports that their staff participated in sector strategy meetings that brought together industry leaders in high-growth sectors. These meetings were convened by the Chamber of Commerce in collaboration with the University of Hawaii Community Colleges to identify key issues and develop sector-wide strategies. In every sector, workforce issues were identified as top priorities to address.

Apprenticeship programs were increasingly integrated into the mainstream of AJC strategies, particularly on Oahu, where most of the activities from federally funded apprenticeship grants

took place. Over 30 new apprenticeship programs were developed in new occupations and industries such as information technology, healthcare, and culinary.

Career pathways for youth with disabilities were emphasized under contracts from Department of Human Services, Division of Vocational Rehabilitation, to provide paid work-experience and job readiness services to youth with disabilities. This program provided 153 youth the opportunity to gain exposure to the world of work and knowledge on work skills that are important to employers.

If the state has received a small state minimum allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

Not applicable.

The state's performance accountability system, including:

Any specific state performance measures or goals and progress towards meeting them.

State of Hawaii PY 2017 Negotiated and Actual Performance Levels

Title I Program and Performance Measure	Negotiated	Actual ¹	Difference
WIOA Adult			
Employment 2 nd quarter after exit	67.6%	47.1%	-20.5%
Employment 4 th quarter after exit	63.9%	26.4%	-37.5%
Median earnings in 2 nd quarter after exit	\$5,350	\$9,880	+\$4,530
Credential attainment rate	51.0%	72.4%	+21.4%
WIOA Dislocated Worker			
Employment 2 nd quarter after exit	74.0%	48.7%	-25.3%
Employment 4 th quarter after exit	69.2%	46.6%	-22.6%
Median earnings in 2 nd quarter after exit	\$6,776	\$8,450	+\$1,674
Credential attainment rate	66.5%	89.2%	+22.7%
WIOA Youth			
Education/training activities/employment in 2 nd quarter after exit	59.0%	22.7%	-36.3%
Education/training activities/employment in 2 nd quarter after exit	55.9%	18.3%	-37.6%
Credential attainment rate	61.1%	35.1%	-26%

Note: ¹ Statewide performance reports provided by Workforce Integrated Performance System (WIPS)

Among the primary performance indicators shown above, Hawaii surpassed its negotiated levels

in two program areas. In the Adult and Dislocated Worker programs, the median earnings and credential attainment rates were higher than negotiated levels.

In addition, if the local areas are used as the unit of analysis, one local area surpassed the Dislocated Worker negotiated performance level for employment 2nd quarter after exit (Maui County: 80%)¹, while two local areas exceeded the Adult negotiated performance level for employment 4th quarter after exit (Maui County: 100%; Oahu County 68.8%). Finally, in the Youth program, one county attained a credential attainment rate higher than the negotiated level (Hawaii County: 66.7%).

Wagner-Peyser

Wagner-Peyser’s negotiated and actual performance levels for years 2016 and PY 2017 are shown in the table below.

Performance Targets	PY 2016 Negotiated Level	PY 2016 Actual	PY 2017 Negotiated Level	PY 2017 Actual	PY 2018 Actual 1st Qtr **
Employment 2 nd quarter after exit	53%	INA*	55%	4.1%	56.5%
Employment 4 th quarter after exit	56%	INA*	58%	5.3%	58.1%
Median earning in the 2 nd quarter after exit	\$4,965	INA*	\$5,114	\$5,411	\$5,991
<p><i>*Information was not available in the federal Workforce Integrated Performance System (WIPS) for PY 2016.</i></p> <p><i>** 1st Qtr data for PY 2018 is shown for comparison only to show dramatic improvement. Different levels of negotiated performance apply to PY 2018, which will be displayed in the Annual Report for PY 2018.</i></p>					

Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

Hawaii largely failed to achieve the PY17 negotiated performance levels. This is likely due to the upheaval in the workforce system that was introduced with the passage of WIOA. For PY17’s primary performance indicators, the cohort whose outcomes are measured are those participants who exited programs from July 1, 2016 through June 30, 2017. These participants were enrolled and served well-before July 1, 2016, which indicates that they received program services in PY 15. WIOA was implemented in PY 2015 and this federal law introduced major changes that required a mindset change among workforce employees and what was perceived as structural upheaval by some workforce organizations. The slow integration of these changes likely played a role in the state’s performance measure levels for PY17. Moving forward, Hawaii expects to

increase its performance measure levels as the local areas continue to align workforce programs and work toward improved customer service in their American Job Centers. Service providers have been slow to respond to the low unemployment rate. When unemployment was higher, potential participants were coming in the door, now more outreach and partnering with different partners are required to reach the populations with barriers to employment. Each local area needs to create an approach that works for their location, since social service and non-profit organizations involved are more localized and not statewide.

The other issue is that counties did not provide oversight to their service providers. The low performance may also be due to the total overhaul that is going on in the Hawaii system, with the exception of the Oahu operation, there are new providers or staff shortages in each of the local areas. There has also been a lack of training for service providers.

Wagner-Peyser reports that to address the surprising performance deficiencies, which vastly deviated from years of prior satisfactory performance, the Workforce Development Division provided extensive training statewide to Wagner-Peyser staff. The training included different definitions recently created by USDOL in their federal reporting system for (1) reportable individual; and (2) participant. It was anticipated that these changes had great impact on performance. Staff also consulted with USDOL National Office experts in performance reports and tested data to ensure that UI wage record data were correctly being captured in reports.

The results for the four quarters ending September 30, 2018 (1st Quarter of PY 2018) showed a drastic improvement over PY 2017. Although the negotiated performance levels for PY 2018 differed from those for PY 2017, the results showed that performance issues may have been largely corrected, whether through the extensive staff training provided or possibly through federal reporting system changes that had affected Hawaii.

The state's common exit policy, including which ETA-funded partner programs are included in the state's common exit policy.

Hawaii implements a "common exit" policy for participants who are co-enrolled in the following programs:

- Adult, Dislocated Worker, and Youth programs (WIOA Title I)
- Wagner-Peyser Employment Service programs (WIOA Title III)
- Trade Adjustment Assistance programs

The common exit policy requires participants who are co-enrolled in at least two of the programs listed above to exit when the participant has not received WIOA services for 90 days with no future services planned for all enrolled programs. For example, participant Jack is co-enrolled in the Adult and Wagner-Peyser programs. Jack's last date of service for Wagner-Peyser is February 1. In addition, Jack's last date of service for the Adult program is March 15. Jack receives no additional services from the two programs. As a result, Jack's common exit date is

March 15.

Negotiated performance levels for local areas for title I and III core programs for program years 2016-2017.

Title I and Title III Negotiated Performance Levels, Program Years 2016 and 2017

Program and Performance Measure	PY 2016	PY 2017
WIOA Adult		
Employment 2 nd quarter after exit	65.6%	67.6%
Employment 4 th quarter after exit	61.9%	63.9%
Median earnings in 2 nd quarter after exit	\$5,100	\$5,350
Credential attainment rate	49.0%	51.0%
WIOA Dislocated Worker		
Employment 2 nd quarter after exit	71.0%	74.0%
Employment 4 th quarter after exit	67.2%	69.2%
Median earnings in 2 nd quarter after exit	\$6,476	\$6,776
Credential attainment rate	64.0%	66.5%
WIOA Youth		
Education/training activities/employment in 2 nd quarter after exit	56.0%	59.0%
Education/training activities/employment in 2 nd quarter after exit	52.9%	55.9%
Credential attainment rate	58.1%	61.1%
Wagner-Peyser		
Employment 2 nd quarter after exit	53%	55%
Employment 4 th quarter after exit	56%	58%
Median earnings in 2 nd quarter after exit	\$4,965	\$5,114

The state's approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred.

Hawaii conducts annual statewide data validation to ensure the accuracy of the reports submitted to the USDOL on program activity and performance outcomes, and the accuracy of individual data elements. The latest conducted statewide data validation was in PY16 from January to March 2017. To conduct the data validation, a computer-generated sample of participant names was selected. The randomly selected participant list was sent to each American Job Center (AJC) statewide a week prior to each visit so the AJC staff could have the files ready to be validated. Each participant file was reviewed by the WDC staff to ensure that all required source documentation was in place and the data entered into the participant management system was accurate. For each validated individual data element, a pass or fail grade was assessed for each.

Below are the results from the PY16 statewide data validation:

CATEGORY	COUNTY					
	OAHU	OAHU *(WDD)	MAUI	HAWA II	KAUAI	TOTAL
Adult	86/89	-	1/1	38/39	15/15	140/144
Dislocated Worker	46/50	-	12/13	34/36	27/28	119/127
Older Youth	12/14	-	0/6	0/5	1/1	13/26
Younger Youth	28/44	-	0/18	26/27	0/11	54/100
National Emergency Grant	-	36/38	1/1	9/9	3/3	49/51
TOTAL	172/197	36/38	14/39	107/116	46/58	375/448

**WDD: Workforce Development Division*

The WDC will be issuing a new State policy on WIOA Data Validation based on the recently released TEGL No. 7-18 by January 31, 2019. In addition, the State will be conducting data validation in each local area by the end of PY18.

ACTIVITIES

Activities provided with the funds reserved by the governor, which can be up to 15% of the state's allotment. In this section of the narrative, states may describe activities undertaken in whole or in part with their governor's reserve and how those activities have directly or indirectly impacted performance.

WDC conducted the following activities with reserved funds:

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

A new system for the Eligible Training Provider list and approval was established. The ETPL is accessible from the WDC webpage (<http://labor.hawaii.gov/wdc/>). The new web page also includes lists for Registered Apprenticeships and pre-vocational and career services. A new feature for the University of Hawaii System is the approval of programs of study. The links to the individual programs are included in the ETPL. The link leads to the web page for the specific program which contains the courses required and which semesters the courses are offered. This facilitates planning for the job seeker and counselor. In order to establish this new process, the ETPL Coordinator met with University of Hawaii Community Colleges Offices of the Vice Chancellors of Academic Affairs and Directors of the Office of Continuing Education and Training to explain the new WIOA requirements. Both offices submit programs for the ETPL.

The WDC Data Management and Technology Committee is assisting with developing the process and procedure to receive the required ETP performance reports from the UH System. Developing the system is critical as submitting the required performance reports is a deterrent for potential ETPs. Statewide funds will be used for the costs of data sharing.

Statewide funds are used for the costs of maintaining the HireNet information system and for the WDC Workforce Information and Data Coordinator. The Coordinator produces and submits the required quarterly and annual federal reports and updates the employment analysts and staff on the performance measures of each of the local areas. The Coordinator also produces individualized reports which are analyzed to determine areas needing improvement and areas of success.

WDC staff conducts monthly conference calls with local board program and fiscal staff to answer questions or concerns, receive updates on their progress to meet required deadlines, and to provide technical assistance on new policies. The meetings are also an opportunity to discuss fiscal issues, the level of expenditures and the status of program requirements (e.g. Out-of-School Youth, Work Experience).

WDC staff organizes all state council and committee meetings, which are governed by Hawaii's Sunshine Law. The staff posts agendas, compiles meeting minutes, organizes and posts handouts, reserves meeting locations and communicates meeting information. WDC also coordinates the core partner meetings.

WDC conducts on-site program and fiscal monitoring in each local area at least once annually and develops monitoring reports and follows up until findings are closed. Desk monitoring is conducted throughout the year. WDC also provides federal staff with any and all requests for documents, both programmatic and fiscal for evaluation and monitoring purposes.

WDC provides WIOA orientation to local boards, to new Council members, and to new committee members.

To maintain the required firewall between the service provision activities of the Workforce Development Division and WDC, reserve funds are also used for three fiscal staff positions within the Administrative Services Office of DLIR. These positions are responsible for the fiscal reporting functions, payments to subrecipients, review of subrecipient budgets and actual expenditures, on-site fiscal monitoring, regular fiscal desk monitoring, and for preparation of reports for both program staff and the WDC Finance Committee.

RAPID RESPONSE

Rapid response activities and layoff aversion, which may include:

Data on number of companies served and number of individuals served.

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 County 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. WDC is planning to assume statewide rapid response services starting July 1, 2019.

Oahu

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 printed unemployment information.

Hawaii County

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

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’s job board and case management system that is key to operating Hawaii’s workforce development network. The AJC set up 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.

Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Adjustment Assistance and the Dislocated Worker programs.

Strategies for linking rapid response recipients to American Job Centers include providing rapid response sessions for displaced workers that promote AJC programs and services, scheduling dislocated worker follow up appointments at the AJC, and requiring rapid response recipients to register on HireNet which helps case managers match qualified job seekers with job openings and provides employers effective self-service labor exchange information. Additional strategies for linking rapid response recipients to AJCs include asking for and promoting AJC client

testimonials, and encouraging clients to refer friends, family and co-workers to the AJC for employment support.

A future strategy for linking rapid response recipients to American Job Centers is expanding local AJC Business Engagement activities. Business services teams would build in blocks of time to study local business cycles and conduct outreach that explains how the AJC can assist businesses during the down times. Other strategies include hosting peer-to-peer networking events, industry best practices workshops, and professional trainings. Holding AJC open houses that feature helpful tools for specific business and individual needs also is a strategy being considered.

Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the state with respect to layoff aversion, such as return on investment or measures showing the economic benefits of Rapid Response and layoff aversion.

Hawaii does not maintain outcome statistics on rapid response or layoff aversion activities. However, the DLIR Research & Statistics Office did conduct a 2015 study on the state's Volunteer Internship Program (VIP). Researches compared costs incurred by the Workforce Development Division (WDD) to provide VIP services to each participant against the cost of Unemployment Insurance (UI) benefits provided to each individual. According to the study, " ... the cost of participating in VIP was 34.6% lower than cost for providing services to non-VIP participants. On average the cost for each VIP participant was \$4,736 and the average cost for the non-VIP participant was significantly more at \$7,245. The cost savings was discovered when you look further into the amount of time a person in VIP remained unemployed and the amount of time non-VIP participants remained employed. On average a VIP participant is unemployed for seven weeks until they can find employment which is significantly lower than a non-VIP participant who spends on average 17 weeks unemployed until they find a new position. The significant difference in time indicates how effective VIP is in helping participants get back into the workforce."

WDC is consulting with other workforce areas about their layoff aversion strategies, measuring outcomes, and best practices for application in Hawaii.

Discussion on how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks or approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems or tools.

A successful rapid response program is based on business needs. It promotes and enhances business engagement through alignment of businesses, workforce development, and education components, as well as employs expertise gained from an extensive network of partners and stakeholders. An effective rapid response coordinator and business services teams anticipate,

prepare for, and manage economic transition by understanding labor market trends and economic forecasts, being up-to-date on industry needs, and taking advantage of emerging skills training programs for dislocated workers that promote faster re-employment or layoff aversion.

WDC believes that focusing on industry sectors is a proven and successful business engagement strategy that identifies critical occupations, as well as interdependently addresses business, workforce, education and partners' needs. A sector strategy approach offers collective solutions to workforce challenges by taking advantage of emerging skills training programs - developed by sectors initiatives. It makes dislocated workers more employable in an industry, shortens the duration of unemployment by matching dislocated workers to a group of employers who have similar workforce needs, and eases recruitment of engaged businesses for upcoming dislocated worker events.

The WDC Sector Strategies and Career Pathways Committee plans to take a deeper dive to develop programs which include the statewide career pathways model approved by the WDC and incorporating the employer's voice and their future needs for skilled workers. The Committee's discussion led to understanding that workforce development through the lens of career pathways grew out of the recognition that traditional approaches to higher education are not adequately serving many low-income students, as demonstrated by poor completion rates in academic and training programs. Best practices for development of a career pathways initiative include: combining the strengths of community colleges and local workforce nonprofits to serve students more effectively than either could alone; targeting a specific industry or cluster of occupations and developing a deep understanding of the interrelationships between business competitiveness and the workforce needs of the targeted industry; supporting workers in improving their workplace skills, enhancing their ability to compete for higher-quality jobs; supporting students in persisting on an education pathway, providing motivational support and counseling, as well as access to needed social services and academic supports, including basic skills development; providing labor market navigation services that help students find jobs; building professional networks and communication skills students need to retain jobs and succeed within a local industry.

WDC will align these approaches to effectively incorporate them into Hawaii's evolving rapid response program.

Discussion of specific types of services or workshops provided to both companies and affected workers.

To meet Hawaii's immediate workforce needs, companies and job seekers have 24/7 access to HireNet, the state's internet jobs board that matches workers with employers. Businesses experiencing an economic downturn also can contact their local American Job Center for workforce assistance. Currently, AJC business teams follow up with companies that receive rapid response services for their displaced workers, as well as host networking events, industry best practice workshops and professional trainings. AJC business team members also make cold

calls to recruit community partners. To address evolving, anticipated, and in-demand needs of businesses, the WDC network is developing outreach initiatives to promote the AJC brand in Hawaii as a go-to resource for workforce assistance. Following two (2) statewide surveys that provided recommendations for improved employer engagement in the workforce system, the Coordinator is working with members of the WDC Employer Engagement Committee to develop the expertise and services of the business engagement team members. The Coordinator also is working with local AJC network members to facilitate outreach and ensure the needs of employers are met.

WAGNER-PEYSER

Activities provided under Wagner-Peyser Act Employment Services section 7(b)(e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

The 10% of Wagner-Peyser funds under section 7(b) targeted youth. Activities undertaken to serve this target group focused on youth with disabilities, in conjunction with the Summer Youth program operated by WDD under contract from Division of Vocational Rehabilitation. WDD staff spent time prior to the summer programs to solicit worksites, provide orientations to worksite supervisors and participants, execute worksite agreements, and review participant documents. These activities were funded by the Wagner-Peyser section 7(b) funds while the staff time spent during the summer program and participants' work-experience were supported by the contract from Division of Vocational Rehabilitation.

The Summer Youth Employment Program (SYEP) was a joint effort between the Department of Human Services Vocational Rehabilitation Division and WDD to provide eligible youth with paid work-experience during the summer. It was operated on Oahu, Maui, Molokai, Lanai, and Hawaii County. Youth referred by Vocational Rehabilitation were placed at State agencies where they learned basic work skills and gained confidence that would help them compete for jobs after graduation. Studies have shown that this kind of work experience for youth with disabilities is the most important indicator of the youth being gainfully employed after high school.

A total of 92 youth worked 6-8 weeks, up to 30 hours per week at \$10.85 an hour. To prepare students for this work experience, students attended a pre-employment workshop about good work habits and employer expectations; and worksite supervisors were oriented to their responsibilities prior to a student being placed at their site. Students were matched to worksites based on student interest and proximity to worksites. This was a highly successful project in providing youth with positive work experiences that encouraged their participation in the workforce. Worksite supervisors also benefitted from the added help and gained rewarding experiences in working with this target group.

Thirty-nine (39) youth participated in Oahu's program; and Maui and Hawaii County served a total of 53 youth. Youth participants began their work experience on June 18. Those returning to high school in the fall were limited to 6 weeks of work experience ending July 27; those enrolled in post-secondary education were able to work 8 weeks ending August 10.

Other Wagner-Peyser Activities

The past two years have focused on transitioning Wagner-Peyser staff into the American Job Centers where WDD is a core partner with each County, Adult Education, Workforce Innovation and Opportunity Act providers, and Division of Vocational Rehabilitation. WDD staff participated in planning meetings with AJC partners and County staff to plan and prepare for the transition and physically moved staff and equipment to the AJCs. Only the staff on Kauai remained in their location in a County building that was designated as the AJC site. On Oahu, the AJC discussions have included development of teams for business services, marketing, and hospitality/reception.

NATIONAL DISLOCATED WORKER GRANTS

Any National Dislocated Worker Grants (DWGs) awarded to or within the state and how those funds are coordinated with state rapid response activities and dislocated worker programs, as well as how the DWGs fit in with state co-enrollment policies and disaster/emergency management activities, as applicable.

Following an April 2018 rainstorm 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 when 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 – debris removal from near shore waters and coral reefs; and Malama O Kauai – 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 grant administrator contracted a staffing agency. The Coordinator, AJC staff, and staffing agency participate in a monthly conference call to address any issues of concern.

TECHNICAL ASSISTANCE

Any technical assistance needs of the state workforce system.

WDC requested and received approval for technical assistance from USDOL ETA through Maher & Maher consultants to provide facilitation services to Hawaii. Consultants will meet with local board member and staff, WIOA partners, WDC board and staff to facilitate discussion towards understanding and collaboration to assist local boards and partners to negotiate Memorandum of Understandings and Infrastructure Cost Agreements. This would include a deep discussion on the set up to operate a fully comprehensive and functioning AJC and the benefits of partnering, collaboration and shared costs. Consultants will prioritize the needs of the new Mayor administrations transitioning on Maui and Kauai. Youth programs in Maui and Kauai would benefit from guidance in the full scope of their responsibilities, along with best practices for partnering with other youth providers and co-enrollment. Maui would benefit from training to outreach to potential adult and youth participants, and potential human development and business partners. This technical assistance might include best practices in developing co-enrollment partners and agreements. The time period for technical assistance is January to March 2019 and may continue, if necessary.

Another technical assistance need would be developing service providers for adult, dislocated workers and youth services to increase the pool of choices when Request for Proposals (RFPs) are issued. WDC would like to look at the possibility of offering “technical assistance” to existing non-profits who could be potential adult, dislocated worker or youth service providers. This would be a “how to be a WIOA service provider” workshop that could also serve as a recruitment tool before an RFP so that every island has more than one choice for an adult, dislocated worker or youth service provider.

Much needed is training on how to be an effective One Stop Operator, roles and responsibilities and working collaboratively with WIOA partners.

PROMISING PRACTICES, SUCCESS STORIES

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment, including information based on the state's evaluation and related research projects. This discussion should cover a broad range of at-risk and priority populations, including out-of-school youth, low-income adults, dislocated workers, individuals who are basic skills deficient, individuals with limited language proficiency, individuals with disabilities, veterans, the long-term unemployed, and any other individuals with barriers to employment, or other populations the state may wish to discuss.

Hawaii County

Hawaii County searched for a new location for their AJC. While 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 announced 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 and individuals come in with experience most of the time. The participants in the program were either a military veteran, transitioning military personnel, or spouse. These participants had little to no background in IT.

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 participants, as well as 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 are currently in Oregon completing their OJT 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 of our AJC clients.

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 so 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; 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 so 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 coworkers. 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 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 group approach; portfolio development, including through alternative media such as videos, career exploration, 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 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 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 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 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's dedication and strong desire to complete her education despite her barriers has been a great accomplishment for this single mother of three. 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 which 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 generally 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 the program 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 us. He had an interest in carpentry and dry walling, and an interest in 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 also demonstrated 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, encouraging two other cousins to enroll in YouthBuild.

CHALLENGES

Any challenges the state workforce system faces, which may include policy, implementation, or other relevant challenge.

Turnover in political leadership and local area staff due to 2018 elections. Maui and Kauai have newly elected Mayors and are in different phases of appointing their cabinet members, which would affect local area boards and staffing.

Low performance outcomes and low participant counts, where they exist.

Communicating statewide the promise and potential of WIOA programs.

Building capacity so that the workforce network can respond effectively to state residents as they become more familiar with the services of the American Job Centers.

For a local board that has the WIOA and non-WIOA resources to fund only an Executive Director staff of one person is problematic. Given the robust volume of implementing regulations and requirements Executive Directors who have negligible staff support are unable to keep up with their numerous responsibilities. This issue is emblematic to varying degrees of three out of four local workforce boards in Hawaii. Adding to the challenge is the requirement of AJC one-stop operating costs being shared by required WIOA partners.

Suggestion: USDOL should consider developing a WIOA Academy whose curriculum and training program is akin to the National Veterans Training Institute (NVTI). NVTI, funded by USDOL VETS has operated successfully for over two decades providing professional development to operators of the Jobs for Veterans State Grant program (e.g. DVOP, LVER, AJC managers, JVSG State coordinators, and partner entities). WIOA is at a level of comprehensiveness that a full-time training academy to educate and produce competent program professionals is justified and needed.

PAY-FOR-PERFORMANCE

Any strategies/policies relating to Pay-for-Performance contracting, which may include examples from local areas.

Not applicable. Hawaii does not have pay-for-performance contracts.