

Workforce Innovation and Opportunity Act

Local Plan

CITY AND COUNTY OF
HONOLULU

Submitted by
OAHU WORKFORCE
DEVELOPMENT BOARD

July 1, 2024 – June 30, 2028

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ACRONYM LIST

Acronym	Definition
AJC	American Job Center
BST	Business Services Team
CBO	Community-Based Organization
CLEO	Chief Local Elected Official
CFR	Code of Federal Regulations
CTE	Career and Technical Education
EMI	Employment and Training Management Information
ETPL	Eligible Training Provider List
IAB	Industry Advisory Board
IEP	Individual Employment Plan
ITA	Individual Training Account
LWDB	Local Workforce Development Board
MOU	Memorandum of Understanding
OJT	On-the-Job Training
OSO	One-Stop Operator
OWDB	Oahu Workforce Development Board
SWOT	Strengths, Weaknesses, Opportunities, and Threats
WDC	Workforce Development Council
WIOA	Workforce Innovation and Opportunity Act

INTRODUCTION

These guidelines direct the local plan submitted by your county under the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each local workforce development board (LWDB, local board or county board) to develop and submit, in partnership with the chief local elected official (CLEO), a comprehensive four-year plan to the state. At the end of the first two-year period of the four-year local plan, each local board shall review the local plan and shall submit modifications to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the plan.

The local plan will be effective July 1, 2024– June 30, 2028. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public must have an opportunity to provide input in the development of the plan. The local board must make the plan available through electronic means and in open meetings to ensure transparency to the public.

The LWDBs must provide leadership in assembling their plan. LWDBs also should seek broad stakeholder involvement in the development of their local plan. Local elected officials, LWDB members, core program partners and mandatory one-stop partners must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation and Adult Education.

Each LWDB's plan should be based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan must include an identification of the education and skill needs of the workforce and employment needs of the local area and include an analysis of the strengths and weaknesses of services to address these identified needs.

The assessment must include the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The LWDB should provide a complete view of the system-wide needs of the local workforce development area.

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Hawaii's workforce system and its focus on customer service excellence. This plan should align with the Hawaii Unified State Plan.

All plans must be submitted no later than

4:30 p.m. (HST) September 30, 2025 to:

dlir.workforce.council@hawaii.gov

STRATEGIC PORTION

Section 1: Vision and Leadership

It is expected that Section 1 responses will be greatly influenced by the members of the LWDB and other community stakeholders. Further, it is expected that there will be strong alignment with the current Workforce Development Council (WDC) Unified Plan.

Please answer the questions in Section 1 in six (6) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

OWDB Notations/Comments: Per Code of Federal Regulations (CFR) 679.500 a Policy for Local & Regional Plan Development (Part D) should have been provided. OWDB did not receive such Development Plan and responded IAW with the template provided by WDC. Link to CFR Referenced.

Strategic Vision and Goals Requirements

1.1 20 CFR 679.560(a)(5): Strategic Vision and Goals

- A. Provide the local board's strategic vision and goals for its local workforce system;
- B. Describe how the local board's strategic vision and goals:
 - Support economic growth and economic self-sufficiency in the local area;
 - Prepare an educated and skilled workforce including youth and individuals with barriers to employment in the local area; and
 - Provide performance accountability in the local area including WIOA primary indicators of performance.

1.1 A. OWDB Strategic Vision

The Oahu Workforce Development Board (OWDB)'s vision is to develop a workforce ecosystem that promotes regional economic growth and employment opportunities for all job seekers by convening leaders from business and industry, economic and workforce development, education and training, as well as community partners and policymakers. OWDB's goals are to connect job seekers to employment opportunities, provide education and training options in high-growth, high-demand sectors, and develop a skilled and sustainable workforce to attract, retain, and grow diverse businesses in the City and County of Honolulu.

1.1 B. OWDB Strategic Goals

The above vision, mission, and goals support OWDB meeting or exceeding all of its WIOA performance accountability measures.

Five (5) core values serve as a guiding force for the work OWDB does with clients, partners, and employers:

- People-centered
- Rooted in equity & opportunity
- Networked with intentional partnerships
- Regionally responsive
- Growth and system-oriented

These strategic goals help prepare individuals with barriers to employment for the workforce by ensuring a customer-focused approach where all individuals have equitable access to opportunity, resources for barrier remediation through a wide variety of intentional partnerships within the City and County of Honolulu workforce system, employment and training programs connected to jobs that are growing regionally, and a desire to develop funding to serve more and varied individuals with barriers to employment, with OWDB's partners, over the next four years.

The One-Stop Memorandum of Understanding (MOU) fulfills the WIOA requirements to document and reach an agreement among the State and other required parties for negotiating cost sharing, service access, service delivery, and other matters needed and essential to the establishment of the local one-stop delivery system. The MOU outlines the parties' commitment to provide integrated workforce services at Comprehensive and Affiliate American Job Center (AJC)s. AJC partners collaborate to implement integrated service delivery strategies, thereby enhancing their ability to serve job seekers and employers better. Routine meetings and convenings facilitate the sharing of resources and information, promote cooperative efforts with employers, and provide common staff training, among other collaborative benefits. OWDB's designated One-Stop Operator (OSO) is responsible for facilitating integration efforts and convening all required partners in the AJC system.

Community Engagement and Outreach: OWDB's Outreach Team will establish satellite locations across the City and County of Honolulu to provide workforce services to job seekers and businesses more effectively through a place-based approach, particularly in low-income, high-unemployment areas, and focusing on target populations in need of assistance.

Career Services: All required WIOA elements for basic and individualized career services are provided through various partners within the workforce system, with the majority supplied by core partners at the AJC. Basic and individualized career services encompass a wide range of service types, including those specifically tailored to adults, dislocated workers, and youth. Examples include assessments, job search assistance, career counseling, referrals to other programs and services, provision of labor market information, individual employment planning, career planning, financial literacy, mentoring, and more. OWDB provides digital literacy learning. WIOA-eligible clients seeking individualized career assistance are assigned to a Career Planner who serves as a case manager and career coach. These services are delivered through a human-centered perspective, with an understanding of regional employer demand, and a focus on industry-specific skill needs, career pathway exploration, upskilling, and job matching. All Career Planners, regardless of funding stream, work one-on-one with clients, beginning with the delivery and interpretation of a comprehensive/objective assessment, the development of an Individual Employment Plan (IEP), and/or an Individual Service Strategy. The Career Planner follows the client's experience, beginning with their engagement with the AJC and continuing with other workforce services that are administered and documented in either group or one-on-one sessions. Interactions continue with the client until a successful job placement occurs, at which point the Career Planner provides follow-up services for a specified duration to assist the client with job retention needs.

Training and Work-Based Learning Services: For clients needing skills development beyond the resources available at AJCs, Career Planners recommend occupational skills training and/or work-based learning. Training is provided through certificate or degree-based programs that include career pathways and stackable credentials when possible. Training types include virtual learning, short-term training boot camps, customized industry-recognized cohorts, and traditional post-secondary programs funded through Individual Training Account (ITA)s. Training services are offered by multiple providers and partners within the local workforce system. Eligibility and program requirements vary by funding source. Partners work

together to coordinate service delivery, effectively maximizing resources. Examples of work-based learning include On-the-Job Training (OJT), Registered Apprenticeship, Youth Apprenticeship, YouthBuild, transitional jobs, and various types of paid work experience opportunities.

Business Services Team: The Business Services Team (BST) coordinates business services and solutions with workforce system partners to provide a comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. The BST meets regularly to collaborate to ensure that employers receive the best services available. Current services include, but are not limited to:

Recruitment and Placement: The BST provides a comprehensive range of services to support businesses and employers in meeting their hiring needs. Services include, but are not limited to, pre-screening, recruitment and hiring assistance, conducting/hosting hiring events, job postings on HireNet Hawaii, tax incentives, labor market information, job accommodations, and more.

Training: The BST offers several training programs and incentives to help local businesses and employers stay competitive in today's economy. Services include, but are not limited to, OJT, Incumbent Worker Training, transitional jobs, Registered Apprenticeships, Youth apprenticeships, internships, work experiences, and more.

Talent Retention: The BST offers educational opportunities for employers to address retention issues, keeping businesses informed. Services include, but are not limited to, Incumbent Worker Training, human resource strategies, employee coaching, and more.

Business Recruitment and Expansion: The growth and expansion of area businesses contribute to the economic well-being of the county. The BST connects companies and employers to expansion resources, including tax credits, grants, capital finance, and more. Mass Layoffs and Business Closings: When a business closes or experiences a mass layoff, a special process referred to as Rapid Response is used to quickly assess the reemployment needs of affected workers and provide them with relevant information. Services include, but are not limited to, information sessions, planning sessions, onsite services for affected employees, and more.

Placement and Follow-Up: The goal is sustainable, long-term placement in high-quality jobs. Once clients are placed into unsubsidized employment and have a planned exit to employment, EMI and AJC staff maintain routine contact to ensure they are receiving necessary job retention assistance or services. Career Services staff document and ensure that clients successfully meet their planned outcome goals and successful outcomes on the WIOA performance measures. Career Planners, when appropriate, also provide services necessary to help prevent job loss and support job retention. Has the capacity to offer such services and address the needs of individuals with barriers and employers through its robust partnerships, which include but are not limited to, WIOA Required Partners including the Division of Vocational Rehabilitation, Unemployment Insurance, and Adult Education, satellite locations in community- and faith-based organizations across the county, industry associations, other employer groups, etc. Key strengths of the workforce system include:

Youth Employment: OWDB has a long-standing partnership in the community, offering job readiness training, enrichment activities, and paid work experience to youth annually at community work sites and with public and private employers.

Registered Apprenticeship: OWDB will adopt apprenticeship as a job-driven training strategy, particularly for women and minorities who are underrepresented in this field. OWDB will participate in Youth Apprenticeship consortia.

Labor Market Demand Intelligence: The BST will convene Industry Advisory Board (IAB)s in high-demand industry sectors. IABs provide timely labor market information (developed through input from its employer partners) and create an inventory of available positions so the skills of job seekers can be matched to employers' needs. This business-led model optimizes best practices in workforce training and advances a "demand and supply" model that identifies and connects employers' real-time hiring needs with effective systems and partners to screen, train, and match workers for those positions.

Reentry Services: The City and County of Honolulu has a significant number of individuals who are incarcerated or have been previously involved in the criminal justice system. OWDB will respond to this critical need by providing pre- and post-release services in local correctional facilities using a variety of employment and training service strategies. OWDB partners with organizations that have expertise in criminal justice, utilizes assessments that reflect the correlation between job readiness and the risk of recidivism to customize reentry service delivery, and continually pursues additional funding to support reentry programs and initiatives. OWDB coordinates with local and state departments and organizations involved in criminal justice initiatives to stay apprised of evidence-based best practices and communicate local successes and challenges.

Strategic Plan Alignment Requirements

1.2 Local Workforce Development Board 2025-2028 Strategic Plan Alignment

Describe how the local board's vision and goals align with and/or supports the vision, mission, and imperatives of the Workforce Development Council's Unified Plan.

The Workforce Development Council approved their **Unified Plan** in March 2024.

- 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.
- Mission
We establish programs for effective sector partnerships to empower the people of Hawai'i to be competitively skilled and resilient in Hawai'i's shifting economies.
- Four Pillars
The plan is outlined below into four areas of focus reflecting the vision, values, and goals of Hawai'i.
 1. ALIGNMENT WITH ECONOMIC GROWTH Goal: Tie economic development with workforce development to address core issues like labor shortage, living wage, economic diversification, and jobs for the future.
 2. EDUCATION AND TRAINING ALLIANCES Goal: Build stronger bridges with Hawaii's educators and training providers since a strong education and training ecosystem will yield lifelong learners and foster innovation in a fast-changing world.
 3. REMOVING BARRIERS TO EMPLOYMENT: Prioritize services to vulnerable populations with barriers to employment, particularly immigrants, especially those from the neighbor islands, and veterans and military spouses.

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

1.2 OWDB Strategic Plan Alignment

OWDB vision supports the WDC, aligning in several key areas:

- **Focus on employer needs and economic development:** Both the OWDB and the WDC emphasize the importance of meeting employers' needs by developing a skilled workforce that enhances workplace productivity and supports a robust economy. OWDB collaborates with businesses to identify their talent needs and develop customized training programs to address skills gaps.
- **Emphasis on career pathways and sector strategies:** The WDC promotes the development of sector strategies and career pathways to connect skilled job seekers with growth industries. OWDB is involved in developing and implementing these pathways and techniques to ensure a workforce ready for the jobs of the future.
- **Prioritizing vulnerable populations and promoting equity:** The Unified Plan highlights the importance of providing services to vulnerable populations, and those experiencing barriers to employment. OWDB implements strategies that prioritize these populations, expand access to quality jobs, and eliminate systemic inequalities.
- **Collaboration and partnership:** The WDC's mission emphasizes active collaboration and regional sensitivity in implementing the Unified Plan. OWDB will play a key role in fostering partnerships between various stakeholders, including businesses, education and training providers, community organizations, and government agencies, to coordinate and integrate workforce services.
- **Data-driven decision making and continuous improvement:** Both the WDC and OWDB are committed to measuring the efficacy of programs and continuously improving service delivery based on data analytics and values. Including tracking participant progress and developing annual assessments to ensure accountability and achieve desired outcomes.

Joint Priority Setting Requirements

1.3 Joint Priority Setting

Describe how the local board's goals, strategies, programs, and projects align with and will contribute to achieving the priorities established.

1. Understanding the State Unified Plan.
2. Developing local goals and strategies that cascade from state priorities.
3. Designing and implementing programs and projects in line with state objectives.
4. Fostering strong partnerships and collaboration.
5. Monitoring and evaluation for continuous improvement.

1.3 Joint Priorities (OWDB and WDC)

Alignment between local workforce boards and state priorities is crucial for an effective workforce development system. Under the WIOA, the WDC and OWDB are required to coordinate and integrate their efforts.

OWDB's goals, strategies, programs, and projects align with and contribute to achieving established state priorities:

1. Understanding the State Unified Plan

In collaboration with the WDC, OWDB has a thorough understanding of the state's unified plan. This plan outlines the state's workforce development strategy and identifies key priorities for the state's workforce development. These priorities include:

- **Alignment with Economic Development:** Connecting workforce readiness to state economic needs, such as labor shortages and economic diversification.
- **Education and Training Alliances:** Strengthening collaborations with educational institutions to ensure programs meet labor market demands.
- **Inclusivity and Equity:** Prioritizing access to quality jobs for vulnerable populations such as Native Hawaiians, veterans, immigrants, and military spouses.
- **Workforce Synergy:** Maximizing resources and promoting collaboration between public, private, and philanthropic sectors.

2. Developing local goals and strategies that cascade from state priorities

- OWDB has developed strategic plans and established funding priorities for the City and County of Honolulu, informed by the State Unified Plan.
- OWDB demonstrates how it will **foster strategic alignment, enhance service integration, and ensure the workforce system remains industry-relevant.**

3. Designing and implementing programs and projects in line with state objectives

- **Career Pathways & Sector Strategies:** Developing and promoting career pathways within key industries identified by the state and local economies, ensuring alignment between educational offerings and employer needs.
- **Targeted Support:** Implementing programs that prioritize assistance for vulnerable populations, as outlined in the state plan. Including initiatives to address barriers to employment for homeless individuals, Native Hawaiians, or other marginalized groups.
- **Employer Engagement:** Engaging employers at all stages of the process, including planning, program design, and placement, to address talent shortages and develop a strong workforce pipeline.
- **AJC Transformation:** Contributing to the transformation of AJCs, as envisioned in the state plan, through increased visibility, better coordination with WIOA partners, and improved outreach to businesses.
- **Addressing Economic Trends:** Developing programs and initiatives that proactively address the implications of changing economic trends such as the gig economy, remote work, and the impact of Artificial Intelligence.

4. Fostering strong partnerships and collaboration

- Working closely with the WDC and other state agencies, OWDB utilizes its private sector council members, which can help bridge connections to private industries.
- OWDB collaborates with other stakeholders, including:
 - **Educational Institutions:** To align the curriculum with employer needs.
 - **Community organizations:** To provide support services to job seekers.
 - **Economic Development Agencies:** To create a holistic approach to workforce and economic growth.

5. Monitoring and evaluation for continuous improvement

- OWDB establishes clear performance metrics to measure its progress towards achieving local goals and contributing to state priorities.
- Including tracking outcomes related to job placements, wages earned, and the impact on priority populations.
- Data collection and reporting are essential for making informed decisions and ensuring accountability.

By aligning goals, strategies, programs, and projects with the priorities outlined in the state plan, OWDB plays a crucial role in building a skilled and adaptable workforce that meets the needs of both employers and job seekers, thereby contributing to the state's overall economic well-being.

High Performing Board Requirements

1.4 20 CFR 679.560(b)(17): High Performing Board

Describe the local board's goals, strategies, programs, and projects as they apply to becoming or remaining a high performing board consistent with the two resources below:

1. In [Building a High-Performing State Workforce Board: A Framework and Strategies for States](#), the National Governor's Association describes a high-performing state workforce board as one that provides leadership to the entire education and workforce system to create sustainable change including three key roles:
 - a. Communicate the Vision for the workforce system;
 - b. Model and manage Strategic Partnerships that achieve the vision; and
 - c. Use data and accountability systems to keep the System Accountable to the vision.
 - d. These are not exclusive to state workforce boards.
2. In [A Call to Action for Workforce Development Boards](#), the United States Department of Labor outlines four strategic roles that all high-performing boards will play:
 - a. Strategist: Understanding trends, setting the collective vision.
 - b. Convener: Bring partners together, align services and vision.
 - c. Manager: Design and manage customer-centered service delivery.
 - d. Optimizer: Use data to drive decisions, continuous improvement.

1.4 OWDB as a High Performing Board

- **OWDB Roles:** OWDB supports Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. OWDB and its committees, along with its collaborative partnerships, support efforts to become and remain a high-performing workforce board. The following activities will be a prime focus in Program Year 2024 through Program Year 2027:

- **Data-Driven Planning and Performance Management:** OWDB will continue to enhance its workforce service delivery by developing efficient, effective service delivery plans and improving performance management and monitoring. The goal is for programs to be consistently outcome-driven, with established benchmarks developed through data and program analysis, which can be shared with partners who provide services within the core programs. These efforts will include analyzing local and regional economic conditions to provide sector- and career-pathway services proactively.
- **High-Performing Business Engagement Strategies:** OWDB will support business services, sector partnerships, career pathways, and work-based learning by continuing to develop and maintain a high-performing BST. Activities will include convening, brokering, and leveraging support among stakeholders, including local businesses, to facilitate workforce development activities.
- **Planning and Coordination Functions:** Both community partners and employers have actively requested OWDB to be a convening leader in advancing solutions that address systemic racial employment disparities and challenges of the City and County of Honolulu. Through conversation, partnership, and advocacy, OWDB will strive to establish a more intentional community presence, incrementally asserting its strategic role and establishing credibility as a thought leader and practitioner on matters aligned with WIOA's mission.
- **Board and Committee Engagement:** OWDB Committee meetings will include specific topics to solicit discussion and advance strategies that support business services, Sector Partnerships, Career Pathways, and Work-Based Learning. Board and Committee members will be asked to help and provide work-based learning opportunities, including Registered Apprenticeships. They will also serve to provide information on current job and skill needs and collaborate with networks to communicate the benefits of the workforce development system.
- **Innovative, Evidence-Based Best Practices:** OWDB engages with national, state, regional, and local associations, collaboratives, and initiatives in a variety of focus areas, including reentry and youth opportunities. OWDB will evaluate evidence-based service delivery models and program designs, and implement those that advance the mission, values, and goals, as well as the economic self-sufficiency of individuals and the economic growth of employers.
- **OWDB Participation:** OWDB seeks to maintain a balanced membership that represents the interests of the City and County of Honolulu and submits an updated Board roster to the WDC for certification every two years. Board vacancies are communicated to WDC in between certification periods, and new member information is provided when the seat is filled. OWDB's By-Laws establish that Board members are appointed to four-year terms. Those terms are staggered to ensure continuity of operations and leadership.

Annually, OWDB staff formally notify the Board Chair of upcoming terms and work with the CLEO to ensure that reappointments or new appointments are made promptly. If a Board member chooses to resign from the Board, a formal letter of resignation is requested. The vacancy is communicated to the CLEO, along with relevant information regarding the seat, including whether it is a private sector or mandated partner position. OWDB utilizes labor market information and considers local industry demands to support the appropriate mix of sectors on the Board. OWDB complies with WIOA

requirements by routinely tracking board membership to ensure private sector business representation is always at or above 51%. Board opportunities are marketed to individual employers, IABs, industry associations, local and regional economic development agencies, Business Improvement Districts, Chambers of Commerce, and other business organizations. Most vacancies are filled quickly due to OWDB's close working relationship with the business community.

Draft

Section 2: Data and Analysis

It is expected that Section 2 include both data and relevant analysis for each local area. Further, it is expected that Questions 2.1 – 2.3 will be a collaborative effort between the LWDB and the Research Office at the Department of Labor and Industrial Relations.

Please answer the questions in Section 2 in six (6) pages or less. Provide a response for all items identified. Please limit the inclusion of tables and charts to those that are critical to your analysis. Reports and/or expanded analysis can be included as links and/or attachments.

Economic and Workforce Analysis – Part 1 Overall Requirements

2.1 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 1 Overall

Provide an analysis of the economic conditions in the local area.

2.1 Economic Conditions of City & County of Honolulu

- As of 2024 the Honolulu county's population increased by 1.2% since 2019, growing by 11,889. Population is projected to increase by 0.5% between the years 2024 and 2029, adding 5,151.
- From 2019 to 2024 the number of jobs has decreased by 3.2%, however this is largely due to the COVID-19 pandemic, with a vast drop from 2019 to 2020. From 2024 to 2029 the number of jobs is projected to increase by 3.9%.

Economic and Workforce Analysis – Part 2 In-Demand Industries Requirements

2.2 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 2 In-Demand Industries

Describe existing and emerging in-demand industry sectors and occupations in the local area.

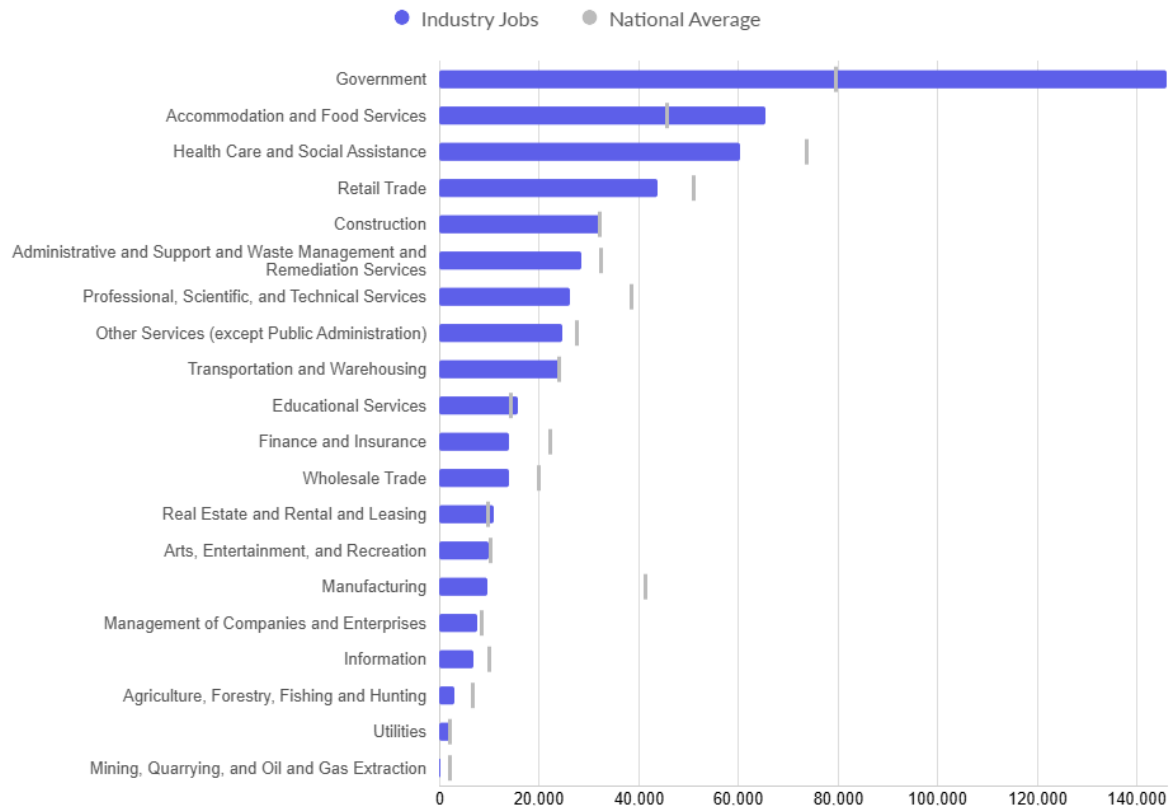
2.2 In-Demand Industries – O'ahu

The following chart and table show the current largest existing industries on O'ahu and the emerging industries respectively.¹² O'ahu's five largest existing industries were government, accommodation and food services, health care and social assistance, retail trade, and construction. Other large industries on O'ahu include administrative and support and waste management and remediation services, professional, scientific, and technical services, and transportation and warehousing. Honolulu greatly exceeds the national average for both Government and Accommodation and Food Services industries. The "2024-2028 Change" columns utilize a Lightcast proprietary algorithm to calculate job change over time, while the "Expected Change" column pertains to what economists predict will occur for the job in each industry. The data included below is anticipated to change by the time this plan is updated in 2026.

¹ Lightcast 2024.3, "Economic Overview, Honolulu County, 2024."

² Lightcast 2024.3, "Industry Table, Honolulu County, 2024 to 2028"

Largest Industries



Description	2024 Jobs	2028 Jobs	2024 - 2028 Change	2024 - 2028 % Change	Expected Change
Accommodation and Food Services	65,616	71,116	5,500	8%	3,398
Healthcare and Social Assistance	60,372	64,380	4,008	7%	4,605
Government	146,087	150,001	3,914	3%	3,154
Transportation and Warehousing	24,463	26,126	1,663	7%	1,829
Construction	32,289	33,819	1,530	5%	1,521
Arts, Entertainment, and Recreation	8,381	9,279	898	11%	556
Professional, Scientific, and Technical Services	21,794	22,587	793	4%	1,626

Employment Needs Requirements

2.3 20 CFR 679.560(a)(1)(ii): Employment Needs of Employers

Describe employment needs of employers in the local area in existing and emerging in-demand industry sectors occupations described in 2.1.B.

2.3 Employer Needs Analysis

The Job postings data shows insight into the needs of employers based on what jobs are being posted, the intensity of total v. unique and the posting duration.³

Top Posted Occupations

Occupation (SOC)	Total/Unique (Jul 2024 - Jun 2025)	Posting Intensity	Median Posting Duration
 Retail Salespersons	16,109 / 4,578	4 : 1 	30 days
 Registered Nurses	13,173 / 3,883	3 : 1 	23 days
 Customer Service Representatives	9,914 / 2,855	3 : 1 	25 days
 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5,379 / 2,157	2 : 1 	25 days
 First-Line Supervisors of Retail Sales Workers	6,381 / 2,056	3 : 1 	30 days
 Computer Occupations, All Other	3,777 / 1,872	2 : 1 	25 days
 Security Guards	7,266 / 1,752	4 : 1 	27 days
 Janitors and Cleaners, Except Maids and Housekeeping Cleaners	6,243 / 1,708	4 : 1 	32 days
 Laborers and Freight, Stock, and Material Movers, Hand	5,260 / 1,658	3 : 1 	30 days
 Software Developers	2,679 / 1,601	2 : 1 	24 days

Knowledge and Skill Requirement

2.4 20 CFR 679.560(a)(2): Knowledge and Skill Requirements

A. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area; and

B. Describe specific knowledge and skill requirements needed to meet the employment needs of the employers in in-demand industry sectors and occupations.

2.4 A. Local Area Knowledge & Skills Needs

Within the unique job posting data available, it is shown that close to half of current job postings have no required education listed or needed experience listed. However, there are many in-demand skills on the rise. The attached chart compares the frequency of skills present in job postings against the skills present in today's workforce.⁴⁵⁶

³ Lightcast 2024.3, "Job Posting Analytics, Honolulu County, July 2024 – June 2025."

⁴ Lightcast 2024.3, "Job Posting Analytics, Experience, Honolulu County, July 2024 – June 2025."

⁵ Lightcast 2024.3, "Job Posting Analytics, Education Listed, Honolulu County, July 2024 – June 2025."

⁶ Lightcast 2024.3, "Job Posting Analytics, Specialized Skills, Honolulu County, July 2024 – June 2025."

Experience Breakdown

Minimum Experience	Unique Postings	% of Total
No Experience Listed	65,360	52%
0 - 1 Years	21,615	17%
2 - 3 Years	19,202	15%
4 - 6 Years	12,544	10%
7 - 9 Years	3,725	3%
10+ Years	3,629	3%

Education Breakdown

Education Level	Unique Postings	% of Total
No Education Listed	58,791	47%
High school or GED	32,137	25%
Associate's degree	8,491	7%
Bachelor's degree	33,532	27%
Master's degree	10,222	8%
Ph.D. or professional degree	3,343	3%

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Project Management	8,748	7%	18,682	7%	+19.8%	Rapidly Growing
Merchandising	7,231	6%	4,913	2%	+15.0%	Growing
Marketing	6,908	5%	19,593	7%	+23.0%	Rapidly Growing
Auditing	6,245	5%	5,205	2%	+21.8%	Rapidly Growing
Accounting	5,839	5%	7,171	3%	+24.0%	Rapidly Growing
Selling Techniques	5,383	4%	3,465	1%	-1.2%	Lagging
Restaurant Operation	4,698	4%	3,176	1%	+28.0%	Rapidly Growing
Nursing	4,467	4%	1,868	1%	+20.1%	Rapidly Growing
Data Entry	4,422	4%	4,039	2%	+2.6%	Lagging
Warehousing	4,322	3%	2,489	1%	+13.0%	Growing

2.4 B. In-Demand Industry Needs

With the Healthcare industry as one of the top and still emerging industries, the need for specialized certifications is emphasized by the amount of skills noted for qualifying positions in job postings.

Top Qualifications

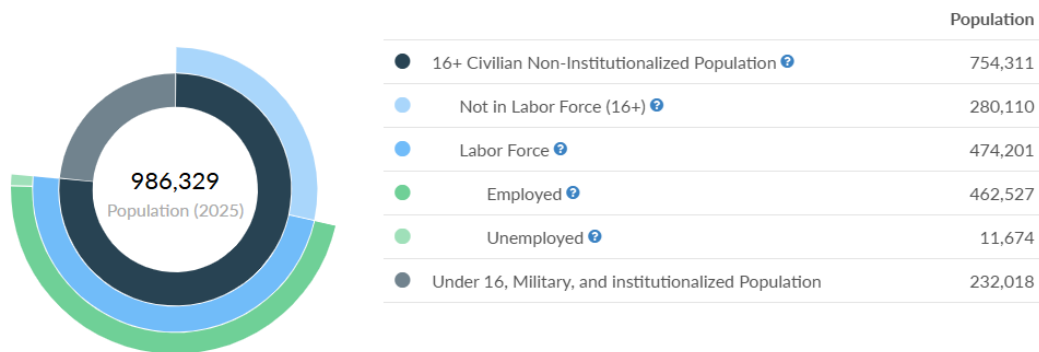
Qualification	Postings with Qualification
Valid Driver's License	17,740
Basic Life Support (BLS) Certification	4,165
Registered Nurse (RN)	3,865
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	3,547
Security Clearance	3,234
Cardiopulmonary Resuscitation (CPR) Certification	2,811
Secret Clearance	2,608
First Aid Certification	1,913
Teaching Certificate	1,331
Certified Nursing Assistant (CNA)	1,304

Workforce Analysis Requirements

2.5 20 CFR 679.560(a)(3): Workforce Analysis

- A.** Provide an analysis of the local workforce, including current labor force employment and unemployment data;
- B.** Provide information on local labor market trends; and
- C.** Describe the educational and skill levels of the local workforce including individuals with barriers to employment.

2.5 A. City & County of Honolulu Workforce Data



From the snapshot above⁷ it can be seen that the total population is 986,329 with a total of 754,311 for the working age population. It should be noted that although O'ahu's overall population has increased, the working age population has decreased since the previous Local Plan that was completed in 2020.

⁷ Lightcast 2024.3, "Economy Overview, Honolulu County, 2024."

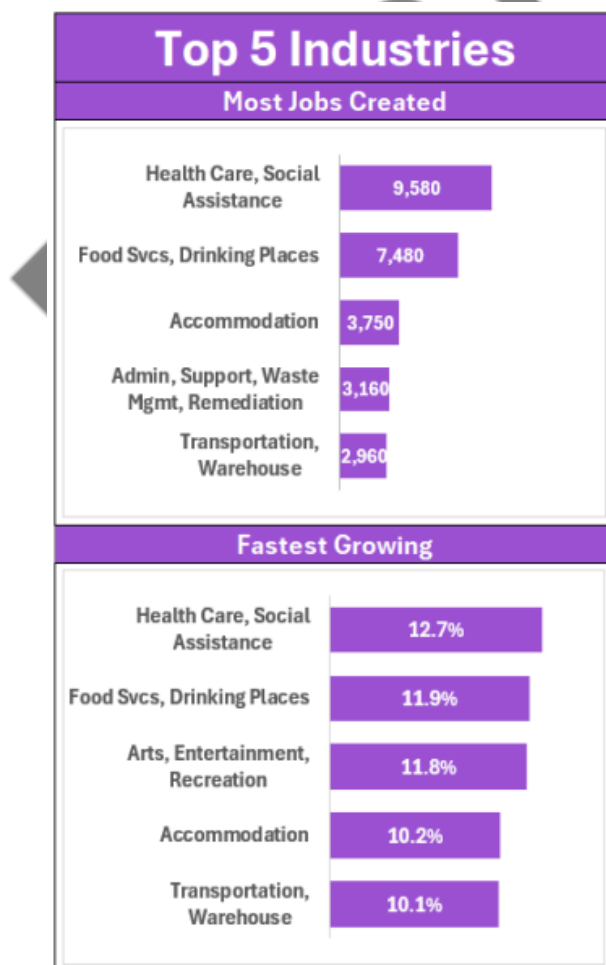
For instance, O‘ahu’s 2019 population recorded in the 2020 Local Plan was 982,279 with a working age population of 805,651. This shows while O‘ahu’s population has gained 4,050 people in general population, it has subsequently lost 51,340 members of its working age population.

In addition to the decrease in O‘ahu’s overall working age population, attention must be given to the large number of working-age individuals who are not participating in the local area labor force, accounting for approximately 40% of the total.

Under WIOA, it is critical that workforce development initiatives on O‘ahu make a greater effort to engage those who are not in the labor force by helping these individuals obtain job training or job placement as well as the necessary supportive services to ensure their success. It will be important for workforce programs to better understand the demographics of individuals who are not currently in the labor force to determine their workforce needs and conduct outreach.

2.5 B. City & County Local Labor Market Trends

Hawai‘i’s total employment is projected to grow by 6.1% over the next decade, increasing from 671,010 jobs in 2022 to 712,200 by 2032 — an addition of 41,190 jobs. Each year, the state is expected to see approximately 83,050 job openings. These openings will primarily result from workers changing jobs (55%) and exiting the labor force (40%), while just 5% will stem from actual job growth. This breakdown highlights the importance of workforce replacement and job mobility in the state’s labor market.



Top Growing Industries:

- Health care and social assistance is forecast to be the fastest-growing and largest contributor to job creation, accounting for nearly one-quarter of all new positions.
- The sector is projected to grow by 12.7%, with particularly strong demand in social assistance services.
- The food services and drinking places industry will follow closely, with an 11.9% growth rate, driven by Hawai'i's strong hospitality sector.
- The accommodation industry is also forecast to increase by 10.2%, while creating 3,750 positions.
- The self-employed sector, bolstered by the post-pandemic gig economy, is expected to reach 58,150 workers by 2032.

In contrast, government and retail trade employment are projected to decline, influenced by federal policies and continuing shift toward e-commerce.⁸

10 Largest Industries in 2032				
Industry	Employment		Growth (2022-2032)	
	2022	2032	Number	Percent
Total All Industries	671,010	712,200	41,190	6.1%
Health Care, Social Assistance	75,630	85,210	9,580	12.7%
Government*	73,850	73,620	(230)	-0.3%
Food Svcs, Drinking Places	62,930	70,410	7,480	11.9%
Retail Trade	64,360	63,230	(1,130)	-1.8%
Self Employed	54,190	58,150	3,960	7.3%
Education*	54,530	57,000	2,470	4.5%
Accommodation	36,590	40,330	3,750	10.2%
Admin, Support, Waste Mgmt, Remediation	36,580	39,740	3,160	8.7%
Construction	36,750	38,200	1,450	3.9%
Transportation, Warehouse	29,190	32,140	2,960	10.1%
* State DOE and UH employees included in Education not Government				

⁸ DLIR new release 07-2025

2.5 C. Educational & Skills Levels of Local Workforce

The education and skill levels needed for the local workforce can be seen in the above charts (2.4 A)

Priority Populations and Communities Requirements

2.6 Priority Populations and Communities

- | |
|---|
| <p>A. Based on the Economic and Workforce Analysis, the local area's demographic data, and the local board's understanding of local underserved populations and communities, identify and describe the populations and communities that will be prioritized for services in the local area.</p> <p>B. Based on this analysis, describe the local investment strategy toward Priority Populations.</p> |
|---|

2.6 A. Identification of Priority Populations and Communities

1. **Adult Program Participants:** This program serves unemployed or underemployed adults aged 18 and over, particularly those who are low-income or receive public assistance. Services include career counseling, case management, employment support, and training opportunities.
2. **Dislocated Worker Program Participants:** Individuals who have lost their jobs due to business closures or downsizing are eligible for retraining and reemployment services. There is no income requirement for this program. Eligibility includes those unlikely to return to their previous job or industry, those laid off or notified of layoff, formerly self-employed individuals unemployed due to economic conditions or natural disaster, and homemakers no longer supported by a family member's income.
3. **Youth Program Participants:** This program focuses on young people aged 14-24 who face barriers to employment. Services include career counseling, tutoring, paid work experience, occupational skills training, leadership development, and support for obtaining a high school diploma or equivalent. Examples of barriers include being deficient in basic literacy skills, being a school dropout, homelessness, being pregnant or a parent, an offender, a runaway, or a foster child. Males over 18 must be registered for Military Selective Service.
4. **Individuals with Barriers to Employment:** WIOA also prioritizes services for vulnerable populations facing employment barriers, such as homeless individuals and Native Hawaiians. Individuals with disabilities are also included. Additional individuals with barriers to employment may include displaced homemakers, low-income individuals, Indians, Alaska Natives, individuals with disabilities, older individuals, ex-offenders, homeless individuals, youth who are in or have aged out of the foster care system, individuals who are English learners or have low literacy levels, eligible migrant seasonal farmworkers, individuals nearing the end of their Temporary Assistance for Needy Families eligibility, single parents, and long-term unemployed individuals.

2.6 B. Investment Strategy Toward Priority Populations

WIOA places a strong emphasis on serving specific priority populations to ensure they receive the support needed to succeed in the labor market.

The following is a breakdown of the key elements of WIOA's priority population strategy:

- **Veterans and Eligible Spouses:** WIOA mandates priority of service for veterans and eligible spouses across all Department of Labor-funded employment programs, including WIOA programs.
- **Recipients of Public Assistance:** Individuals receiving public assistance are among the key priority populations, receiving priority for individualized career services and training services funded by WIOA Adult funds.
- **Other Low-Income Individuals:** WIOA also prioritizes other individuals who meet low-income definitions for services and supports under the Act.
- **Individuals Who Are Basic Skills Deficient:** Individuals identified as basic skills deficient are also prioritized, aiming to equip them with foundational skills for employment success.
- **Individuals with Disabilities:** WIOA aims to improve employment outcomes for individuals with disabilities, ensuring they have access to services and pathways to employment.
- **Out-of-School Youth:** A significant portion of WIOA Youth program funds (a minimum of 75%) must be spent on out-of-school youth. This focus is crucial for addressing barriers to education, training, and employment for young people.

Key Definition

In-Demand: WIOA section 3(23) defines “in-demand industry sector or occupation” as, an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate. The determination of whether an industry sector or occupation is in-demand under this paragraph shall be made by the State board or local board, as appropriate, using State and regional business and labor market projections, including the use of labor market information.

Section 3: Alignment and Improvement

It is expected that Section 3 responses will be based on strategic discussions with the local board, partners in the local area, and business and industry leaders.

Please answer the questions in Section 3 in four (4) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Prior to plan submission, please ensure:

- The local board has reviewed and approved the plan;
- The board chair and the chief elected official have signed the signature page, and the original must be submitted to the Workforce Development Council by mail at:

Workforce Development Council
830 Punchbowl Street, Room 417
Honolulu, HI 96813

- OR -

An E-signed copy sent with the plan;

- The submitted plan uses the structure and format provided;
- The plan is one continuous and searchable PDF document that includes all attachments OR a Word document and attachments;
- Responses to all questions are accurate and concise;
- A table of contents with page numbers is included and each page of the plan is numbered; and
- Text typed with a font size of 11 and no greater than 14 points.

Process of Local Plan Submission [WIOA, Pub. L. No. 113-128, Sec. 108(d) and (e)]:

PROCESS—Prior to the date on which the local board submits a local plan, the local board shall—

- (1) make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;
- (2) allow no fewer than 14 days and no more than 30 days for comments to the local board on the proposed local plan by members of the public, including representatives of business, representatives of labor organizations, and representatives of education, and
- (3) include with the local plan any such comments that represent disagreement with the plan.

PLAN SUBMISSION AND APPROVAL—A submitted local plan (including a modification) shall be considered to be conditionally approved by the end of the 90-day period; unless a written determination during the 90-day period that—

- (1) deficiencies in activities carried out under this subtitle or subtitle B have been identified, through audits conducted under WIOA Sec. 184 or otherwise, and the local area has not made acceptable progress in implementing corrective measures to address the deficiencies;
- (2) the plan does not comply with the applicable provisions of WIOA; or
- (3) the plan does not align with the State plan, including failing to provide for alignment of the core programs to support the strategy identified in the State plan in accordance with WIOA Sec. 102(b)(1)(E).

Important References

Hawaii Unified State Plan: <http://labor.hawaii.gov/wdc/reports/>

WIOA PUBLIC LAW 113-128: <https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>

WIOA Definitions: <https://labor.hawaii.gov/wdc/files/2013/01/Local-Plan-Definitions-061715.pdf>

Draft

Strategic Partnership and Alignment Requirements

3.1 20 CFR 679.560(b)(1)(i): Local Area Programs and Partners

Identify the programs, partners, and providers that are included in the local area's workforce development system.

3.1 Local Area Programs and Partners

- WIOA Adult Program
- WIOA Dislocated Worker Program
- WIOA Youth Program
- Department of Vocational Rehabilitation
- YouthBuild
- Adult Education
- Wagner-Peyser
- Alu Like
- Senior Community Services Employment Program
- Carl D. Perkins Career and Technical Education Act of 2006
- Jobs for Veterans State Grants
- Community Service Block Grant
- Department of Housing and Urban Development
- Unemployment Compensation
- Migrant and Seasonal Farm Workers
- Temporary Assistance for Needy Families
- Second Chance Act of 2007

Local Area Alignment Strategies Requirements

3.2 20 CFR 679.560(a)(6): Local Area Program Alignment Strategies

Considering the analysis in Section 2, describe the local board's strategy to align with the Workforce Development Council and resources identified in 3.3 to achieve the strategic vision and goals of the local board.

3.2 OWDB Strategic Planning

- **Strategic Planning and Vision Alignment:**
 - Developing a strategic plan with measurable goals to meet the area's workforce needs, including serving vulnerable populations and those facing employment barriers.
 - Aligning local goals and strategies with the broader WDC's vision to prepare a skilled workforce and meet employer needs.
- **Collaboration and Partnerships:**
 - Engaging in regional and local planning efforts alongside other local boards and economic development networks to develop and implement sustainability strategies.
 - Actively engaging various stakeholders, including employers from priority industry sectors, labor organizations, education partners (K-12, adult education, community colleges), and community-based organization (CBO)s serving target populations.

- Leveraging or combining public and private funding resources by collaborating with partners such as labor, education, corrections, social services, and economic development programs.
- **Targeted Resource Allocation and Program Development:**
 - Prioritizing the increase of worker skills and competencies, and the development and use of career pathways connecting skills to jobs, offering economic security.
 - Developing programs that create a highly skilled and prepared workforce, contributing to the economic growth of the state.
 - Addressing the needs of specific populations facing employment barriers through tailored programs and initiatives.
 - Developing strategies to integrate training and education, enabling skilled job seekers to enter growth industries.
 - Engaging employers to address talent shortages within industries.
- **Employer Engagement and Service Delivery:**
 - Establishing high-functioning BSTs within the local area to conduct outreach, educate, and provide beneficial services to employers and job seekers.
 - Creating educational materials to increase employer awareness of workforce development initiatives.
 - Collaborating with business organizations like the Chamber of Commerce to engage small and medium-sized businesses in workforce development efforts.
- **Continuous Improvement and Accountability:**
 - Maintaining a dynamic and living Local Plan, updating it as economic conditions and needs change.
 - Developing strategies and efficiencies for continuous improvement of the workforce system and focusing on customer service excellence.
 - Committees ensure accountability and representation for constituent stakeholders, serving as "think tanks" to analyze, innovate, and implement strategic goals.

Education Coordination Requirements

3.3 20 CFR 679.560(b)(1)(ii) and (b)(9): Coordination with Education

Building off the response in 3.2, describe how the local board will coordinate relevant secondary and postsecondary education programs and activities in the local area including Career and Technical Education Programs of Study to coordinate strategies, enhance services, and avoid duplication of services.

3.3 OWDB Education Program Coordination

The local board plays a crucial role in coordinating secondary and postsecondary education programs and activities, including Career and Technical Education (CTE) Programs of Study, to maximize effectiveness, enhance student services, and minimize redundancy. This coordination involves various strategies and partnerships:

1. Regular communication and collaboration

- OWDB regularly engages with representatives from secondary and postsecondary institutions, including community colleges.
- These meetings facilitate open discussions about curriculum alignment, program offerings, student needs, and workforce demands.

- Formal agreements, such as MOUs, can be established to solidify a shared understanding and commitments among partners.

2. Shared vision and strategic planning

- OWDB works with educational partners to develop a unified vision for career pathways that aligns with local and regional workforce needs.
- Including identifying in-demand sectors and developing CTE Programs of Study that provide students with the necessary academic, technical, and employability skills for success in those fields.
- Data-driven decision-making, which utilizes labor market data and student outcome data, is crucial for informed planning and program development.

3. Leveraging partnerships and resources

- Strategies to connect education with industry, ensuring curriculum relevance.
- Industry professionals contribute expertise, advise on skill needs, provide work-based learning opportunities, and even donate resources to enhance CTE programs.
- Explore collaborations with other workforce development agencies, CBOs, and human service providers to address the diverse needs of students.

4. Avoiding duplication of services

- By fostering regular communication and a shared understanding of program offerings, OWDB can identify potential overlaps and redundancies in secondary and postsecondary education.
- Promoting dual enrollment programs allows students to earn both high school and college credits, potentially reducing the need for students to take the same coursework at different levels.
- Coordinated advising and support services can guide students toward the most suitable educational and career pathways, preventing them from enrolling in programs that may not align with their goals or needs.
- Collaborative efforts in areas such as student placement assessments can ensure that students are accurately placed in courses and receive the appropriate support without unnecessary repetition.

By implementing these strategies, OWDB can foster a strong and cohesive educational system that effectively prepares students for in-demand careers while optimizing resource allocation and preventing duplication of effort.

Adult Education & Literacy Coordination

3.4 20 CFR 679.560(b)(12): Coordination with Adult Education and Literacy

Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. Include how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n).

3.4 WIOA Title II Education & Literacy Activities

OWDB has developed many successful relationships with area adult education providers offering Title II services. OWDB leads this network of partners in enhancing services aligned with the provision of WIOA.

Collaboratively, they strive to combine resources and examine labor market data and industry research to determine skills needed in the workforce. Moreover, they develop strategies that address fundamental skill deficiencies, which are significant in the City and County of Honolulu and constrain labor market development. A representative from the Division of Vocational Rehabilitation holds a seat on the board. The input of education partners provide a broad view of their mission and an understanding of the challenges they face. Their participation also enables OWDB staff to have access to education administrators within those institutions for planning, program/client management, grant collaboration, and continuous improvement strategies. As reflective of WIOA Title II requirements, these second-tier relationships promote a better alignment of services and a connection between clients and work-related training and education.

Subsequent opportunities for adult education collaboration include OWDB's OSO, which includes education partners. Waipahu and McKinley School for Adults provide Adult Basic Education and English Language Learning Programs. These services, open to the public, are readily available to eligible WIOA program clients. OWDB also maintains a service provider list, inclusive of programs authorized by Title II. All providers must demonstrate innovative, student-centered, and outcome-focused services as well as offer individualized and classroom instruction in a variety of subject areas; and/or offer instruction that meets the needs of English Language Learners. They must also use academic, career, and personal assessments of students as part of educational and career counseling. These services are interconnected through the AJCs and program service providers. OWDB utilizes these relationships to further link adult learners through bridge programs into career pathways that offer jobs or postsecondary credentials.

3.4 Leverage Strategies

- A. Identify the sources of current leverage funds outside of WIOA Title I funding and state general funds to support the workforce development system in the local area.
- B. Describe how this leveraged funding will impact the local system.

3.4 A. Leverage Funds and Funding Strategies

WIOA allows for the use of "leveraged funds" which are defined as all resources utilized to support WIOA grant activities and outcomes, regardless of whether they meet the standards for allowable match funding. In Honolulu, these leveraged funds come from various sources and support a range of activities.

- **Training:** This can encompass various forms of instruction, including occupational skills training, basic skills preparation, and pre-apprenticeship programs.
- **Tuition grants:** Financial assistance provided to individuals for enrollment in training or educational programs.
- **Other job readiness activities and services:** This broad category includes services like career counseling, job clubs, and integrated education and training.
- **Grants or matching funds for certification fees:** Financial assistance to cover the cost of obtaining industry-recognized certifications.
- **Grants for tools or other required job-specific supplies:** Funds to help individuals acquire the necessary equipment for their chosen occupation.
- **Donated supplies, personnel services, equipment, or space:** In-kind contributions from third parties that support WIOA-funded programs.
- **Federal Pell Grants:** These grants provide need-based financial aid to eligible undergraduate students, which can be leveraged to support WIOA participants' training and education.

3.5 B Impacts of Leveraged Funding

Leveraged funding plays a crucial role in enhancing the reach and effectiveness of the WIOA programs in Honolulu.

- **Expanding Program Reach:** Leveraging allows WIOA funds to stretch further, enabling more individuals to participate in training and employment services than would be possible with WIOA funds alone.
- **Fostering Strategic Partnerships:** WIOA encourages strong partnerships with educational institutions, businesses, and community organizations. Leveraged funding can support the activities of these partnerships, leading to more comprehensive and aligned workforce development efforts.
- **Creating Integrated Service Delivery:** Leveraging helps integrate WIOA programs with other initiatives and funding streams, such as those related to vocational rehabilitation, adult education, and welfare-to-work programs.
- **Addressing Specific Needs:** Through leveraged funding, WIOA can target resources towards specific workforce needs in Honolulu, like supporting dislocated workers and youth facing employment barriers.
- **Maximizing Co-Enrollment:** Leveraging allows for co-enrollment in multiple programs, like WIOA and YouthBuild, ensuring participants receive a wider range of support to achieve their educational and employment goals.
- **Enhancing Employer Engagement:** WIOA programs, boosted by leveraged funding, offer resources to businesses for recruiting, training, and retaining skilled workers, including programs supporting apprenticeships.

Sector Strategies Initiatives Requirements

3.6 Next Generation Sector Strategies

- A. Identify and describe the strategy for any additional targeted sectors in the local area where the next generation sector model is not being used.
- B. Identify and describe each industry in the local area where a next generation sector partnership (as defined) is currently active. Include in the description, the rationale for each active next generation sector partnership and how it will align with industry consortia where appropriate.
- C. Identify and describe each industry in the local area where there will be an attempt to convene a new sector partnership within the timeframe of the local plan. Include in the description, the rationale for each new next generation sector partnership and how it will align with industry consortia where appropriate.

3.6 A. Local Area Targeted Sectors

All industry sector partnerships launched in the City and County of Honolulu are launched under the Sector Partnership model. Presently, six sector partnerships have launched and are thriving. These target Sectors reflect Sector Strategies and the list of Eligible Training Providers.

Technology Industry Sector Partnership:

Since 2015, the focus has been on the Technology sector which comprises around 500 industries such as software publishing, data processing services, and electronic manufacturing.

By 2022, these companies employed 898 individuals and contributed to the local economy. Notably, the average annual wage in the local tech industry stands at \$80,000. Projections show an 8% employment growth rate for local tech companies between 2022 and 2028, compared to a 12% growth rate for outside industries. An anticipated demand for skilled workers will result in a total of 1,257 job openings. Recognizing the industries need for skilled workers, the workforce development and education community have identified the importance of collaborative efforts to strengthen the local talent. Workforce Development, Education, and Economic Development entities recognize that supporting this vital industry presents an opportunity to boost the local economy and cultivate high-wage jobs in the area.

Food and Beverage Industry Sector Partnership:

Since 2016, a focus on the Culinary sector was also in effect. With over 1,000 companies in this sector, the collective workforce comprises 10,027 individuals, contributing to the local economy. This sector is anticipated to experience growth, adding 2,000 new jobs by 2030, representing a 20% increase exceeding the average growth rate across the next ten years, an estimated 6,557 replacement openings are expected, resulting in a total of 9,778 job openings. The average annual wage in the Culinary Sector was \$39,500, below the average wages of \$55,486 in other industries. The educational requirements for positions within the Food and Beverage Sector are relatively modest, with the majority of occupations requiring a high school diploma or less. Employers in the industry frequently face challenges in recruiting and retaining workers, despite the low educational barriers.

Construction Sector Partnership:

Since 2015, we have focused on the Construction sector, comprising over 1,000 companies. These companies employed over 7,487 individuals and contributed over \$2,000,000 to the economy.

While the construction industry is projected to grow at a slightly slower pace than the overall economy, with an expected 9% increase between 2020 and 2030, it still anticipates creating 904 new jobs. This growth rate is comparatively lower than the total increase expected across all other industries in the same period. In the next ten years, there will be 1,874 replacement openings, resulting in a total of 4,779 available positions. During the forecasted period, employment levels in the sector are expected to reach highs. The annual average wages in the Construction field are higher than the overall average for all industries, standing at over \$70,000 for journey-workers. Most entry-level positions in Construction require a high school diploma or less, making it a great opportunity for individuals seeking well-paying jobs with lower educational levels.

3.6 B. Sector Partnership Industry Descriptions

Planned Industry Sector Partnerships during the 2024 – 2028 period include:

Expanding the Healthcare Industry Sector Partnership: In response to a noticeable shortage of trained workers, the plan to fill the workforce and shortages of healthcare training providers through work-based training for incumbent workers.

Hospitality Sector Partnership: This sector is key in creating new career pathway in growing industries defined under hospitality.

3.6 C. Description & Rationale for New Next Generation Sector Partnerships

The model serves as the foundation for shaping the efforts by coordinating and facilitating industry-led convenings with the support of community partners and building the WIOA eco-system. This approach is designed to enhance our reach to enrich our participants and landing “good jobs”. OWDB actively engages in these partnerships.

Employer Engagement Requirements

3.7 20 CFR 679.560(b)(3)(i): Employer Engagement in Workforce Development

Describe the strategies and services that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

3.7 OWDB Local Strategies for Employer Engagement

OWDB focuses on Business Services, supporting businesses big or small. Business Services through HireNetHawaii offers posting job listings, customized recruitments, identified training needs and all workforce development needs. Utilizing the AJC and HireNetHawaii, businesses can access job listings, referrals, OJT program and work experience. The BST is strategically structured to enhance efficiency and minimize duplication in business services with the Core partners. The team collaborates to better serve the local business community. OJT operates as a business tool, with active participation from over five businesses in the county. Staff engage with new businesses, focusing on in-demand sectors, to encourage and support growth. Recognizing the potential for increased impact, OWDB tag teams with many of the community partners in various communities across the county.

Strategies to Meet Business Needs Requirements

3.8 20 CFR 679.560(b)(3)(ii): Meeting the Needs of Businesses

Describe the strategies and services that will be used in the local area to support a workforce development system that meets the needs of businesses.

3.8 OWDB Business Service Strategies

OWDB contracts with Work Hawaii to provide business services. Work Hawaii has a huge role in supporting OWDB and its initiatives, developing strategies, services, and delivering business services.

OWDB would like the BST to be staffed from all the partners within the AJC and the Eco-System. Business Services is a responsibility that must be shared amongst the partners with a majority of services delivered by Work Hawaii.

Economic Development Coordination Requirements

3.9 20 CFR 679.560(b)(3)(iii) and (b)(4): Coordination with Economic Development

Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development including the promotion of entrepreneurial skills training and microenterprise services.

3.9 OWDB Coordination Strategies & Services

OWDB and the one-stop partners work together to support new businesses in the county. The strategy to align economic and workforce development is a collaborative effort with all the required and mandated partners.

Linkages to Unemployment Insurance Requirements

3.10 20 CFR 679.560(b)(3)(iv): Linkages to Unemployment Insurance

Describe the strategies and services that will be used in the local area to strengthen linkages between WDC (as defined) and unemployment insurance programs.

3.10 Local Area Strategies to Strengthen Linkage between WDC and Unemployment Insurance Programs

Although the unemployment insurance division pays rent and has space at the AJC, they rarely utilize the AJC. OWDB would like division to focus on having a larger presence at the center and contribute at the meetings.

Expanded Access to Services Requirements

3.11 20 CFR 679.560(b)(2)(i): Expand Access to Services

Describe how the local board will work with entities (as defined) to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

3.11 Local Plans to Expand Services

OWDB plans to leave footprints and work collaboratively with CBOs in the county. By teaming with CBOs, OWDB would like to build a pipeline of partners within the County. OWDB is planning to spread out the WIOA funds to reach the targeted populations and build the WIOA eco-system.

Development of Career Pathways Requirements

3.12 20 CFR 679.560(b)(2)(ii): Career Pathways

Describe how the local board will work with entities to facilitate development of career pathways.

3.12 OWDB Career Pathway Plans

OWDB plans to partner with the community and WIOA partners to develop new career pathways and build towards the future. Local Economists tend to identify the next generation of careers are yet to be developed. OWDB would like to be steps ahead and have a talented pipeline of workers when these positions rise.

Facilitation of Co-Enrollment Efforts Requirement

3.13 20 CFR 679.560(b)(2)(ii): Co-enrollment

Describe how the local board will work with entities to facilitate co-enrollment.

3.13 OWDB Co-Enrollment Facilitation Efforts

All services delivered through the AJCs will be integrated. Co-enrollment of participants will occur to benefit the participant. Leveraging funding sources will be optimized to prevent duplication of resources, and ensure maximum efficiency. It is the practice to align the partner services to provide for enrollment of participants who seek multiple services. OWDB requires WIOA Title I Adult and Dislocated Worker participant enrollment at the point which identifies staff assisted services, primarily training and career services. Sub-recipients of WIOA funds shall collaborate to integrate services, ensuring alignment and coordination across programs.

Post-Secondary Credentialing Requirements

3.14 20 CFR 679.560(b)(2)(iii): Improve Access to Postsecondary Credentials

Describe how the local board will work with entities in (as defined) to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

3.14 Improved Access to Post-Secondary Credentials

Access to training services is through the AJC. WIOA is not an entitlement and a justification is needed for services. The participants who are certain that training services aligns with their IEP are typically enrolled in WIOA Title I. The participants who are interested in employment are provided with job search and or career services. All funded training programs must end in an industry-recognized credential and have employment demand.

Continuous Improvement of Eligible Providers Requirement

3.15 20 CFR 679.560(b)(5)(i): Continuous Improvement of Eligible Providers

Describe how the local board will ensure the continuous improvement of eligible providers through WorkSource and that such providers will meet the employment needs of employers, workers, and job seekers in the local area.

3.15 OWDB Eligible Provider Improvement Plans

The local board oversees the State Eligible Training Provider List (ETPL) by vetting all interested training providers. In the City and County of Honolulu OWDB is planning to have a 100% local ETPL. This will encourage the training providers to have office hours and linkage to the jobs in the community with emphasis on training focused on in-demand industries. OWDB plans for all training providers to have links to the business in that occupation and areas of service. OWDB is also planning to partner with all of the community colleges in the local area.

Technology-Enabled Intake Requirements

3.16 20 CFR 679.560(b)(20): Intake and Case Management

Describe how the American Job Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA .

3.16 OWDB Integrated Technology-Enabled Intake Plans

OWDB is planning on an all-electronic intake process. Currently the State implements HireNetHawaii through Geosol to meet United States Department of Labor reporting requirements. OWDB would like to continue using HireNet but also explore other platforms that may assist in intake, and possibly a phone app.

Key Definitions

Other Workforce Programs: These represent the entire workforce system. Examples are ... An expanded reference list may be found in Attachment A – Required One-Stop Partner Programs, Services, and Activities of Oahu’s Memorandum of Understanding and Cost Sharing Policy.

Next Generation Sector Partnership: [Next Generation Sector Partnerships](#) are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of the targeted industry. Next Gen Sector Partnerships are Industry-Driven, Community-Supported, and Sustainable over time. Next Gen Sector Partnerships are active all over the country.

Employer Services Strategies: May include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies in the local area.

Section 4: Services and Activities

Please answer the questions in Section 4 in five (5) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as attachments.

Available Workforce Development Activities Requirements

4.1 20 CFR 679.560(a)(4): Workforce Development Activities – Part 1 Adults

- A. Provide an analysis of workforce development activities for adults in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for adult workforce development activities.

4.1 A. Workforce Development Activities Analysis

Through a strong partnership with WorkHawaii, OWDB has developed a comprehensive range of services for both businesses and jobseekers. These programs, available at the AJC, are accessible to the general population and are specifically designed to address the needs of targeted populations, including veterans, homeless individuals, Supplemental Nutrition Assistance Program recipients, senior workers, and young adults. The spread of services include workshops for job search skills, access to training services, career navigation, and individualized career services. The staff at the AJC are updated with industries and job search trends to provide reliable and timely assistance. OWDB teams with public and private training entities to serve the county and to prioritize skills training, as identified by industry, and is available to the community. OWDB assists new training providers with the ETPL application, which ensures that participants in need of WIOA supported training have access to all available training options. The AJC is building an OJT program. The OJT program provides jobseekers with an opportunity to become employed and learn new skills while being paid. For employers, the OJT program provides a reimbursement of up to 50% of the hourly wage to off-set the extraordinary costs associated with providing the training. Training funds allocated by OWDB for ITAs, OJT, and Customized Training for Businesses are strategically directed towards industries with the highest employment demand and career pathways to higher-wage jobs. As a result, a majority of training funds are used to educate participants in the healthcare, transportation, and construction industries.

4.1 B. Adult Workforce Development SWOT

The number one strength of the adult and dislocated worker services are the aligned partnerships throughout the county. These efforts, leverages resources to better serve the community. Participants have utilized training and supportive service funds through Adult, Dislocated Worker, and Youth programs. A primary challenge faced on Oahu is the shortage of quality training providers and the timely input of data into the Participation Individual Record Layout. Collaboration efforts should extend beyond

limited partnerships. The level of service provider engagement should highlight workflows, performance metrics and opportunities for extended relationship building.

4.1 C. OWDB Capacity

The capacity to provide these adult workforce development activities in the local area is limited. Other than businesses in the healthcare sector and the community colleges, not many private businesses are added to the ETP. Reimbursements sometimes takes months after an invoice is submitted. The county currently has one comprehensive AJC which is located in Downtown, Honolulu. Participants can sometimes be on the bus for 1-2 hours each way to attend the Center. OWDB is hoping to increase the number of centers for an increase in participants across the island.

4.1 D. Successful Models & Best Practices

A successful development is the partnership with the Electricians Union. The AJC assisted the apprentices with supportive services in order for them to comply with the Union standards while working, training, and learning at the same time.

Youth Workforce Development Activities Requirements

4.2 20 CFR 679.560(b)(8): Workforce Development Activities – Part 1 Youth

- A. Provide an analysis of workforce development activities for youth in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for youth workforce development activities.

4.2 A. Youth Workforce Development Analysis

The AJC is dedicated to empowering the next generation through contract administration and funding of the WIOA Youth programs that allow youth and young adults, aged 14 to 24, with essential skills and experience. The WIOA Youth Provider is WorkHawaii. The mission is to equip youth with the tools to help them gain confidence in their abilities to see value in their decisions. To break down barriers, build bridges and create strategic partnerships to connect youth with education and employment pathways to transform their future potential. The Initiatives are designed to support youth through a range of offerings, including work-readiness training, valuable work experiences, and other career pathway opportunities. They cultivate a strong foundation with a focus to prepare the youth for successful high school graduation, facilitate their transition to post-secondary education, and guide them towards a career.

4.2 B. Youth Workforce Development SWOT

The number one strength of the Youth programs is in the strong collaboration of partners. Programs, such as Building Innovation Association of Hawaii, CVS and Opportunities in Advanced Technology would not be possible without the collective efforts of everyone. The project combines work based learning in construction skills for youth participating in programs with social support. Collaboration efforts should extend beyond limited partnerships. The level of service provider engagement should highlight workflows, performance metrics and opportunities for extended relationship building.

4.2 C. OWDB Capacity for Youth Workforce Development Programs

The size of the county creates a need to expand youth services into other areas. Staffing vacancies have been a huge roadblock for services to be completed.

4.2 D. Youth Program Successful Models

The CVS Pharmacy Technician and Retail Store programs are extremely popular. The program allows the youth to enroll into a training and into the workforce after completion. The youth receive a credential and are entered into a pre-apprentice or apprenticeship program.

Adult & Dislocated Worker Activities Requirements

4.3 20 CFR 679.560(b)(6): Training Activities

Considering the response in 4.1, provide a specific description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

4.3 Activities Available – Adult & Dislocated Workers O‘ahu

The AJC provides an array of services that include workshops, coaching, and training services. Workshop topics include:

- Resume Development
- Basic Computer Skills
- Training services include:
 - OJT
 - Development of IEPs
 - Career Services
 - Supportive Services, transportation assistance, work tools and clothing, childcare assistance, technology needed for training.

Training Services Requirements

4.4 20 CFR 679.560(b)(18): Training Services

Describe how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts. If contracts for training services are used describe how they will be coordinated with the use of individual training accounts under WIOA sec. 134; and

Describe how the local board will insure informed customer choice in the selection of training programs regardless of how training services are to be provided.

4.4 A. Use of Individual Training Accounts

OWDB enforces the WIOA regulations for ITAs in training programs. This year OWDB set individual limits on the amount of funding awarded for ITA. The scholarship training fund limit is currently set at \$10,000. Training must be expected to end in two years or less from the date of the ITA. The staff assess the financial need along with the likelihood of successful completion of the training program. The staff work to align the customer's preferred training facility with their training plan and financial resources to ensure successful completion and job placement.

4.4 B. Informed Customer Choice Approach

All training is provided via ITAs, OJT or work-experience. To ensure maximum customer choice, the AJC staff works with each participant to create an IEP. Staff explain the available training options as well as the financial resources available to support the individual in the pursuit of a new career. Staff guide the customer in accessing the ETPL to ensure customers are aware of all available training options.

Rapid Response Coordination Requirements

4.5 20 CFR 679.560(b)(7): Coordination with Rapid Response Activities
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Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.
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4.5 Local Rapid Response Activities

The county will partner with Title III Wagner-Peyser on Rapid Response activities.

Supportive Services Coordination Requirements

4.6 20 CFR 679.560(b)(10): Coordination with Supportive Services

Describe how the local board will coordinate WIOA Title I workforce investment activities in the local area with the provision of transportation and other appropriate supportive services.

4.6 Local Coordination with Supportive Services

Supportive services is defined as the use of funds to pay for services that are necessary to enable an individual to participate in activities authorized under the WIOA. Supportive services may only be provided to eligible individuals who are registered in HireNetHawaii and enrolled in a WIOA Title I program. There must be documentation in the participant electronic file that supports the participant's eligibility and enrollment as well as documentation that they are unable to obtain support services through their own means or through other programs which provide such services. Supportive Services are only allowable when they are necessary to enable eligible individuals to participate or remain in authorized training or job search services.

Improvements to Service Delivery Requirements

4.7 20 CFR 679.560(b)(11): Improving Services Delivery

Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the Department of Labor.

4.7 Service Delivery Improvement Plans

The plan to avoid duplication of services with Wagner-Peyser is to implement the One-stop Eco-System and co-enroll participants as necessary with partners. WIOA will focus on the training and career services while Title III WP focuses on employment.

Physical and Programmatic Accessibility Requirements

4.8 20 CFR 679.560(b)(5)(iii): Accessibility

- A. Describe how entities within American Job Center Hawaii (as defined), including one-stop operators and one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.
- B. Describe how entities within American Job Center Hawaii (as defined), including one-stop operators and one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.
- C. Considering the response in A. and B., describe how entities with American Job Center Hawaii (as defined) provide staff training and support for addressing the needs of individuals with disabilities.

4.8 A. Physical Accessibility Compliance

To follow the [Americans with Disabilities Act \(ADA\)](#), an AJC must ensure physical and programmatic accessibility, provide effective communication (e.g., alternative formats for materials, interpreters), and offer reasonable accommodations through an "interactive process" with job seekers with disabilities to help them apply for and perform jobs. AJCs should foster an inclusive environment by practicing empathy and adapting services to meet the diverse needs of individuals with disabilities.

4.8 B. Programmatic Accessibility Compliance

To follow the [Americans with Disabilities Act \(ADA\)](#), an AJC must ensure physical and programmatic accessibility, provide effective communication (e.g., alternative formats for materials, interpreters), and offer reasonable accommodations through an "interactive process" with job seekers with disabilities to help them apply for and perform jobs. AJCs should foster an inclusive environment by practicing empathy and adapting services to meet the diverse needs of individuals with disabilities.

4.8 C. Approaches to Address Needs of Individuals with Disabilities

ADA staff training should cover the basics of the Americans with Disabilities Act, the process for [reasonable accommodation requests](#), how to prevent discrimination in employment, and how to effectively communicate with people with disabilities. Training should be tailored to different staff roles, including general awareness for all employees and more detailed, practical training for supervisors and HR personnel on implementing the accommodation process.

Accessibility of Services Requirements

4.9 20 CFR 679.560(b)(5)(ii): Virtual/Remote Access

Describe how the local board will facilitate access to services provided through American Job Center Hawaii (as defined), including in remote areas, through the use of technology and other means.

4.9 OWDB Facilitation Efforts to Enhance Accessibility of Services

OWDB will submit multiple RFPs to reach out to more remote areas. The Board will outreach to create satellite AJCs across the county.

Section 5: Compliance

Please answer the questions in Section 5 in eight (8) pages or less. Most responses should be staff-driven as each are focused on the organization's compliance with federal or state requirements. Provide a response for all items identified. Required documents can be included as attachments.

5.1 Local Board Membership

5.1 20 CFR 679.320: Local Board Membership

Complete the Local Board Membership Roster Form (Attachment C) consistent with WIOA Section 107(b)(2) and 20 CFR 679.320.

Verify that membership meets all federal and state composition requirements, including majority business representation, labor and apprenticeship participation, education and economic development representation, and required core partners.

Reference the completed roster (Attachment C) and provide appointment or certification documentation as required by the Hawai'i Workforce Development Council (WDC).

The O'ahu Workforce Development Board (OWDB) is established under the authority of WIOA Section 107 and complies with the membership requirements set forth in 20 CFR 679.320. The Board consists of a business majority representing key industry sectors on O'ahu, labor and apprenticeship representatives, education and economic development partners, core program partners, and community stakeholders.

Members are appointed by the Mayor of the City and County of Honolulu upon recommendation of appropriate organizations and in accordance with State policy. The Board meets quarterly and operates under bylaws approved by WDC. The current roster and appointment letters are provided in **Attachment C – Local Board Membership Roster**.

5.2 Membership Policy

5.2 20 CFR 679.320: Local Board Membership Policy and Process

Describe the local policy and procedure used for nomination, appointment, and removal of Local Board members, including the role of the Chief Local Elected Official (CLEO).

Identify how vacancies are filled, how terms are staggered, and how compliance with WDC Local Board Membership Criteria is ensured.

Submit the approved Local Board Membership Policy as an attachment.

The OWDB follows the State of Hawai'i WDC Local Board Membership Criteria for nomination, appointment, and removal of board members. The Board Membership Policy establishes procedures for identifying vacancies, soliciting nominations from business and labor organizations, and submitting recommendations to the Mayor for approval.

Terms of appointment are staggered to ensure continuity. Vacancies are filled within 90 days of notification. All appointments and changes are reported to WDC for certification compliance.

Attachment B – Local Board Membership Policy includes the nomination and appointment process.

5.3 Standing Committees

5.3 20 CFR 679.370: Standing Committees

Describe any standing committees established by the Local Board, including membership, functions, and how each supports Board goals.

Identify committee responsibilities for policy development, oversight, and recommendations to the full Board.

OWDB has established standing committees to support policy development, strategic alignment, and oversight functions. Each committee includes Board members and non-board subject matter experts to ensure community representation. Current committees include:

- **Executive Committee** – Provides leadership between board meetings and reviews policy and budget recommendations.
- **Special Projects Committee** – Oversees grant initiatives, pilot projects, and innovations aligned with sector strategies.
- **Finance and Compliance Committee** – Monitors fiscal integrity, budget execution, and audit findings.
- **Sector Strategies & Career Pathways Committee** – Engages employers and training providers to develop demand-driven pathways.
- **Employer Engagement Committee** – Strengthens connections with industry partners and business associations.

Each committee reports quarterly to the Full Board.

5.4 Local Board Certification

5.4 20 CFR 679.310(a): Local Board Certification

Complete the Local Workforce Development Board Certification Request form consistent with WIOA Title I Policy – Appointment and Certification of Local Workforce Development Boards. Reference the signed certification letter (Attachment A) from the CLEO and Board Chair confirming compliance with federal and state criteria.

The OWDB is certified by the Hawai'i Workforce Development Council (WDC) for the program period July 1, 2025 – June 30, 2028, confirming that the Board meets WIOA Section 107(b) requirements for composition and function. Certification is based on Board bylaws, member representation, and performance accountability. A copy of the **Local Board Certification Letter** signed by the WDC Chair and Honolulu Mayor is provided in **Attachment A**.

5.5 Grant Fund Disbursement

5.5 20 CFR 679.560(b)(14): Responsible Entity for Grant Fund Disbursement

Identify the entity responsible for the disbursal of WIOA Title I grant funds under WIOA Section 107(d)(12)(B)(i)(III), as designated by the Chief Local Elected Official.

Describe the fiscal agent's duties, financial management systems, and oversight responsibilities.

The City and County of Honolulu’s **Department of Budget and Fiscal Services (BFS)** is designated as the Fiscal Agent for WIOA Title I funds. BFS is responsible for the receipt, obligation, disbursement, and reporting of all WIOA grants on behalf of the OWDB.

Responsibilities include maintaining internal controls, ensuring funds are expended for allowable purposes, performing monthly reconciliations, and preparing required federal and state financial reports. BFS coordinates closely with OWDB staff to monitor subrecipient drawdowns and compliance with 2 CFR Part 200.

Subgrant Competitive Process

5.6 20 CFR 679.560(b)(15): Competitive Process for Subgrants

- (a) Describe how the Local Board remains a neutral broker of WIOA Title I services through a competitive process for awarding subgrants and contracts.
- (b) Attach an organizational chart showing a clear separation between policy-making and service delivery functions.
- (c) List current WIOA Title I contracted organizations, including contract duration and funding type.

5.6 A. Competitive Process and Neutral Broker Role

The O’ahu Workforce Development Board (OWDB) remains a neutral broker of services by utilizing a competitive procurement process for awarding subgrants and contracts under WIOA Title I. Procurements are conducted in accordance with **City and County of Honolulu Department of Budget and Fiscal Services (BFS) purchasing rules, 2 CFR Part 200, and 20 CFR Part 683.200–683.215**. Requests for Proposals (RFPs) are publicly posted on the City’s Purchasing Division website and distributed to eligible entities. Evaluations are conducted by an independent review panel to ensure fairness and transparency. Contract awards are approved by the OWDB Executive Committee and reported to the full Board.

5.6 B. Organizational Separation of Duties

The OWDB is structurally independent from service delivery. The Fiscal Agent (BFS) manages fiscal oversight, while subrecipients deliver Adult, Dislocated Worker, and Youth services. OWDB staff focus on strategic planning, oversight, and policy development.

Attachment F – OWDB Organizational Chart illustrates the separation of functions and reporting lines.

5.6 C. Current Contracted Providers

- **Adult and Dislocated Worker Services:** WorkHawai’i Division – City & County of Honolulu (Contract period: July 1, 2024 – June 30, 2027)
 - **Youth Services:** Honolulu Community Action Program (HCAP) (Contract period: July 1, 2024 – June 30, 2027)
- All contracts include WIOA assurances, performance clauses, and monitoring requirements.

5.7 WIOA Title II Application Review

5.7 20 CFR 679.560(b)(12): WIOA Title II Application Review

Describe how the Local Board carries out the review of local applications submitted under WIOA Title II (Adult Education and Literacy), consistent with 20 CFR 679.370(n)(1).
Include coordination with the Hawai'i Department of Education (Adult Education Division) and the process for providing recommendations to the State.

OWDB coordinates closely with the Hawai'i Department of Education (HIDOE) – Adult Education Division to review local Title II applications. Upon receipt of applications, OWDB reviews each for alignment with local workforce priorities, integration with one-stop services, and responsiveness to in-demand industries.

The review process follows 20 CFR 679.370(n)(1) and includes:

1. Verification that applicants meet eligibility criteria.
2. Assessment of how proposed programs align with O'ahu's in-demand occupations and targeted populations.
3. Development of formal recommendations submitted to the Hawai'i WDC for inclusion in the statewide review process.

5.8 Local Cooperative Agreements

5.8 20 CFR 679.560(b)(13): Local Cooperative Agreements

Submit executed cooperative agreements defining how local service providers will integrate and coordinate services for individuals with disabilities and other populations.
Agreements should outline cross-training, data-sharing, employer coordination, and other collaborative activities consistent with 20 CFR 679.370(n)(3).

The OWDB has executed cooperative agreements among local partners to promote integrated service delivery and coordination for individuals with disabilities, veterans, returning citizens, and other priority populations.

These agreements define joint roles for referral, data sharing, staff cross-training, and employer engagement activities across the One-Stop network.

Participating agencies include the **Hawai'i Division of Vocational Rehabilitation (DVR)**, **Adult Education**, **American Job Center Honolulu (AJCH)**, **City Department of Community Services (DCS)**, **Office of Community Services**, and various community-based organizations.

5.9 MOU and IFA

5.9 20 CFR 679.560(b)(5)(iv): Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA)

Describe the roles, resource contributions, and shared responsibilities of all required One-Stop partners. Provide the signed Memorandum of Understanding and Infrastructure Funding Agreement for the local area as attachments.
Reference 20 CFR 678.500–678.510.

OWDB maintains a signed **Memorandum of Understanding (MOU)** and **Infrastructure Funding Agreement (IFA)** with all required One-Stop partners as defined in WIOA Section 121(b)(1)(B) and 20 CFR 678.500–678.510.

The MOU outlines each partner’s roles, services, and contributions to the American Job Center Honolulu (AJCH). The IFA details the methodology for sharing infrastructure costs (e.g., rent, technology, utilities, and common services).

Costs are allocated based on square footage, utilization, or proportional benefit, as mutually agreed among partners.

All agreements are reviewed annually and renewed every three years. Current signed copies can be found on the OWDB Website’s “About” page under the partners tab, <https://oahuwdb.com/owdb-memorandum-of-understanding-infrastructure-funding-agreement/>.

5.10 Negotiated Performance Levels

5.10 20 CFR 679.560(b)(16): Negotiated Performance Levels

Provide the locally negotiated performance levels established with the Governor and CLEO consistent with WIOA Section 116(c).

Identify how these measures are used to assess the performance of the local system, fiscal agent, and service providers.

Attach a copy of the negotiated performance agreement and current performance reports.

The OWDB’s performance goals are negotiated with the **Hawai’i Workforce Development Council (WDC)** and the **Governor’s Office** in accordance with WIOA Section 116(c). Negotiations occur prior to each program year and include evaluation of past performance trends, local labor market conditions, and participant demographics.

Performance measures include:

- Employment Rate – 2nd and 4th Quarters after Exit
- Median Earnings
- Credential Attainment
- Measurable Skills Gains
- Effectiveness in Serving Employers

The Board monitors quarterly performance reports provided by the City’s WorkHawai’i Division and WDC. Corrective actions and technical assistance are initiated when performance falls below 90% of target.

The negotiated local levels and supporting documentation are included as **Attachment J – Local Performance Agreement**.

5.11 Priority of Service

5.11 20 CFR 679.560(b)(21): Priority of Service

Describe the policy direction provided by the Governor and Local Board to the One-Stop Operator ensuring that priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic-skills deficient, consistent with WIOA Section 134(c)(3)(E) and 20 CFR 680.600.

Identify how this policy is communicated, implemented, and monitored.

The O’ahu Workforce Development Board (OWDB) ensures priority of service for Adult career and training programs is provided to public assistance recipients, other low-income individuals, and individuals who are basic skills deficient, consistent with **WIOA Section 134(c)(3)(E)** and **20 CFR 680.600**.

The Board adopted a **Priority of Service Policy** that directs the One-Stop Operator and all WIOA Title I providers to prioritize services in the following order:

1. Veterans and eligible spouses;
2. Recipients of public assistance;
3. Other low-income individuals;
4. Individuals who are basic-skills deficient;
5. All other eligible adults.

The One-Stop Operator ensures that priority groups are identified at intake through eligibility verification and self-attestation forms. AJCH staff receive ongoing training on the priority policy, eligibility documentation, and data entry in HireNet Hawai‘i.

OWDB monitors compliance through quarterly file reviews, performance reports, and on-site visits to ensure that participants receiving training funds meet priority criteria. The **Priority of Service Policy** is included as **Attachment K**.

5.12 Public Comment Period

5.12 20 CFR 679.560(b)(19): Public Comment Period

Describe the process used by the Local Board to provide a 30-day public-comment period prior to submission of the Local Plan, consistent with WIOA Section 108(d).

Explain how feedback from businesses, educational institutions, labor organizations, and community stakeholders was solicited, documented, and incorporated into the final plan.

Reference the dates and methods of public posting and attach a summary of public comments and responses.

OWDB followed the requirements of **WIOA Section 108(d)** to provide a **30-day public comment period** before submission of the Local Plan. The draft plan was publicly posted on www.OahuWDB.com, distributed to all core partners, education institutions, chambers of commerce, labor organizations, and community stakeholders.

Public notice was also announced through the City’s communication channels, social media, and email listservs.

Written comments were accepted via email at OahuWDB@honolulu.gov, and public input was encouraged during two virtual information sessions hosted by OWDB staff. All comments were logged, reviewed, and addressed prior to plan submission.

Compliance Documentation and Assurances

5.13 20 CFR 679.560(b)(20): Compliance Documentation and Assurances

Describe how the Local Board ensures compliance with all applicable federal and state laws, regulations, and administrative requirements under the Workforce Innovation and Opportunity Act (WIOA).

The response must address the following components:

- (a) Nondiscrimination and Equal Opportunity Assurance (29 CFR Part 38)
- (b) Fiscal and Administrative Accountability (2 CFR Part 200; 20 CFR Part 683)
- (c) Monitoring and Corrective Actions
- (d) Transparency, Accessibility, and Records Retention (HRS Chapter 92; ADA)
- (e) Signed Assurances and Certifications

Identify and describe the local policies, procedures, and documents maintained by the Board that demonstrate compliance for each area above. Reference any attachments, such as signed assurances, certifications, EO policies, fiscal procedures, or grievance policies that support compliance documentation and assurances.

5.13 A. Nondiscrimination and Equal Opportunity Assurance (29 CFR Part 38)

The O’ahu Workforce Development Board (OWDB) complies with **WIOA Section 188** and **29 CFR Part 38**, ensuring that no individual is excluded from participation, denied benefits, or subjected to discrimination based on race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, or political affiliation.

The City and County of Honolulu designates an **Equal Opportunity (EO) Officer** responsible for overseeing compliance, training, outreach, and investigation of discrimination complaints. Required “**Equal Opportunity Is the Law**” posters are displayed at all **American Job Center Honolulu (AJCH)** sites and published on www.OahuWDB.com.

A written **Grievance and Complaint Procedure** is maintained and available to all participants and staff. It includes clear timelines for filing, investigation, and resolution consistent with **29 CFR §§ 38.69 – 38.97**. The EO Officer provides annual training to subrecipients and partner agencies to ensure continued adherence.

5.13 B. Fiscal and Administrative Accountability (2 CFR Part 200; 20 CFR Part 683)

The OWDB and its Fiscal Agent, the **City and County of Honolulu Department of Budget and Fiscal Services (BFS)**, operate in accordance with the **Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200)** and **20 CFR Part 683**.

Fiscal systems ensure segregation of duties, internal controls, and monthly reconciliations. Procurement follows BFS purchasing rules and includes all required federal clauses. Annual independent audits, quarterly financial monitoring, and adherence to City fiscal policies confirm proper stewardship of federal funds. Subrecipient agreements contain required WIOA assurances, debarment and lobbying certifications, and drug-free-workplace clauses.

Fiscal reports and drawdowns are reconciled within the City's **Advantage Financial Management System (AFIS)**, ensuring transparency and compliance with **OMB Uniform Guidance**.

5.13 C. Monitoring and Corrective Actions

The OWDB conducts comprehensive **programmatic and fiscal monitoring** of all WIOA Title I subrecipients at least annually. Reviews assess eligibility verification, case-management documentation, fiscal compliance, performance metrics, and equal-opportunity accessibility.

Monitoring results are documented and communicated in writing. Subrecipients with findings receive a **Corrective Action Plan** with due dates for resolution. OWDB staff provide technical assistance and conduct follow-up reviews to verify implementation.

Summary monitoring reports are submitted to the **Hawai'i Workforce Development Council (WDC)** and used to inform continuous improvement, technical-assistance planning, and staff training.

5.13 D. Transparency, Accessibility, and Records Retention (HRS Chapter 92; ADA)

OWDB operates in full compliance with **Hawai'i's Sunshine Law (HRS Chapter 92)** and the City and County's **Boards and Commissions Ordinance**. All Board and committee meeting notices, agendas, and minutes are publicly posted at www.OahuWDB.com.

Members complete annual ethics training and sign **Conflict of Interest Statements**. All AJCH facilities are fully accessible under the **Americans with Disabilities Act (ADA)** and **Section 504 of the Rehabilitation Act**; auxiliary aids, interpreters, and language-assistance services are available upon request.

Records are maintained for at least **three (3) years** after submission of the final expenditure report, consistent with **2 CFR § 200.334**. Confidential participant and fiscal information is safeguarded under City IT security standards and applicable federal privacy regulations.

5.13 E. Signed Assurances and Certifications

The OWDB Chair and Authorized Signatory certify that the Board is in full compliance with all applicable provisions of the **Workforce Innovation and Opportunity Act (WIOA)** and all related federal and state regulations.

All required assurance and certification documents are reviewed annually and maintained on file by the Administrative Entity. Each subrecipient and contractor must sign the same assurances as part of their contractual agreement.

The following signed documents are on file and available for inspection:

- WIOA Assurances and Certifications
- Equal Opportunity and Nondiscrimination Policy
- Fiscal and Procurement Policies and Procedures
- Monitoring and Corrective Action Procedures
- Grievance and Complaint Procedures
- Conflict of Interest and Ethics Policy
- Drug-Free Workplace Certification

The Board further affirms compliance with the **City and County of Honolulu fiscal policies, 2 CFR Part 200, 29 CFR Part 38**, and all applicable **Office of Management and Budget (OMB)** requirements.

Administrative Cost Limitations and Oversight

5.14 20 CFR 679.560(b)(21): Administrative Cost Limitations and Oversight

Describe how the Local Board ensures compliance with administrative cost limitations and oversight requirements under WIOA and 2 CFR Part 200.

The response must address the following components:

- (a) Compliance with Administrative Cost Limits (20 CFR § 683.205)
- (b) Cost Classification and Allocation (20 CFR § 683.215 and 2 CFR Part 200 Subpart E)
- (c) Fiscal Oversight and Monitoring
- (d) Transparency, Reporting, and Recordkeeping (HRS Chapter 92; 2 CFR § 200.334)
- (e) Supporting Documentation and Assurance

Identify and describe the local policies, procedures, and documents maintained by the Board and Fiscal Agent that demonstrate compliance for each area above. Reference any attachments, such as the Cost Allocation Plan, Fiscal Policies and Procedures Manual, Audit Reports, or Monitoring Logs, that support administrative cost limitations and oversight.

5.14 A. Compliance with Administrative Cost Limits

The O'ahu Workforce Development Board (OWDB) and its Fiscal Agent ensure compliance with the administrative cost limitations outlined in **20 CFR §683.205**, which restricts administrative expenditures to no more than **10 percent of total WIOA Title I funds**. The Fiscal Agent, designated by the Chief Local Elected Official (CLEO), maintains a robust accounting system within the City's Advantage Financial Management System (AFIS) to track expenditures and ensure proper cost categorization between administrative and programmatic activities. Expenditures are reviewed monthly to confirm compliance with federal caps and fiscal controls.

5.14 B. Cost Classification and Allocation

OWDB follows the cost classification standards in **20 CFR §683.215** and **2 CFR Part 200 Subpart E** to accurately distinguish between administrative and program costs. The Fiscal Agent maintains a written **Cost Allocation Plan (CAP)**, which describes how shared costs such as personnel, equipment, and facility expenses are distributed equitably across funding streams based on usage or benefit received. The CAP is reviewed annually and adjusted as necessary to reflect current operations. Subrecipients are trained on proper cost allocation methods to maintain consistency and transparency.

5.14 C. Fiscal Oversight and Monitoring

Fiscal oversight is conducted through quarterly reviews, desk monitoring, and annual on-site monitoring visits by OWDB staff and the Fiscal Agent. These reviews assess compliance with allowable cost principles, procurement standards, and internal controls. Any findings or questioned costs are documented and followed up with corrective action plans. Additionally, the City's Department of Budget and Fiscal Services (BFS) conducts annual audits to ensure accuracy and accountability in WIOA fund management.

5.14 D. Transparency, Reporting, and Recordkeeping

OWDB promotes fiscal transparency by providing quarterly financial reports to the Board and making summaries available during public meetings in compliance with Hawai'i's **Sunshine Law (HRS Chapter 92)**. Detailed financial statements, including administrative cost tracking, are maintained within AFIS and reconciled monthly. Supporting documentation such as payroll records, invoices, and cost reports are retained for a minimum of **three (3) years** after the close of the applicable program year, consistent with **2 CFR §200.334**. These records are available for review by auditors, WDC, and the U.S. Department of Labor.

5.14 E. Supporting Documentation and Assurance

OWDB maintains the following documents to verify compliance with administrative cost and oversight requirements:

- Cost Allocation Plan (CAP)
- Fiscal Policies and Procedures Manual
- Quarterly Financial and Expenditure Reports
- Annual Independent Audit Reports
- Monitoring Logs and Corrective Action Reports
- Procurement and Cost Classification Training Materials

The OWDB Chair and Authorized Signatory certify that administrative cost practices conform to WIOA and 2 CFR Part 200 requirements, ensuring fiscal integrity, accountability, and responsible stewardship of federal funds.



STATE OF HAWAII

CERTIFICATION FOR: OAHU CITY AND COUNTY WORKFORCE DEVELOPMENT BOARD

CRITERIA FOR EVALUATION

I. BOARD COMPOSITION

In accordance with federal guidelines¹, does the composition of this local board constitute the following?

 X 1. *A majority (at least 51%) "of the members of each local board shall be representatives of business in the local area, who— (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations;"*

 X 2. *"Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who— (i) shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists; (iii) may include representatives of*

¹ 29 USC 3101. Section 107

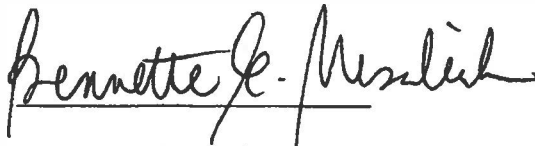
community-based organizations that have **demonstrated experience and expertise** in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have **demonstrated experience and expertise**² addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;”

 X 3. “Each local board shall include representatives of entities administering education and training activities in the local area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with **demonstrated experience and expertise** in addressing the education or training needs of individuals with barriers to employment;”

 X 4. “Each local board shall include representatives of governmental and economic and community development entities serving the local area, who— (i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area; (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the local area; and (E) each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.”

PLEASE SEE BOARD COMPOSITION ANALYSIS AS ANNEX 1

Certified:



Bennette E. Misalucha , WDC Executive Director

² “**demonstrated experience**” means a representative with “demonstrated experience and expertise” means an individual who:

- a) Is a workplace learning advisor as defined in WIOA sec. 3(70);
- b) Contributes to the field of workforce development, human resources, training and development, or a core program function; or
- c) The Local Board recognizes for valuable contributions in education or workforce development related fields. (Reference: 20 CFR 679.340)

II. SUSTAINED FISCAL INTEGRITY

The Department of Labor and Industrial Relations, Administrative Services Office hereby certifies that it has not found a violation of one or more of the following during PY 20-21 or PY 21-22 by this local board.

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or improperly expended funds due to the willful disregard or failure to comply with any WIOA requirement.
- *Gross negligence* – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200.

Certify No Violation: ☒

Certified by:


Francis Kagawa

Department of Labor and Industrial Relations Administrative Office

III. SUSTAINED PERFORMANCE

Performed Successfully

The Program Specialist assigned to this Local Workforce Development Board (the Board) hereby certifies that the Board has performed successfully, defined as the following primary indicators of performance, as negotiated with the US Department of Labor.³

- Employment Rate 2nd Quarter After Exit
- Employment After 4th Quarter
- Median Earnings 2nd Quarter After Exit
- Credential Attainment
- Measurable Skill Gain

PY 2019-2020 Individual Indicator Scores

WIOA Adult Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Adult
Employment Rate 2 nd Quarter After Exit	55.0%	105.3%
Employment Rate 4 th Quarter After Exit	64.0%	87.7%
Median Earnings 2 nd Quarter After Exit	\$5,450	112.2%
Credential Attainment	65%	85.6%
Measurable Skill Gains	50%	71.4%

WIOA Dislocated Worker Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Dislocated Workers
Employment Rate 2 nd Quarter After Exit	58.0%	127.7%
Employment Rate 4 th Quarter After Exit	68.0%	125.8%

³ Please refer to Annex 1 at the end of this document

Median Earnings 2 nd Quarter After Exit	\$7,400	115.0%
Credential Attainment	68.0%	127.4%
Measurable Skill Gains	50.0%	419.3%

WIOA Youth Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Youth
Employment Rate 2 nd Quarter After Exit	55.5%	67.8%
Employment Rate 4 th Quarter After Exit	54.0%	148.9%
Median Earnings 2 nd Quarter After Exit	\$3,700	186.7%
Credential Attainment	63.1%	66.4%
Measurable Skill Gains	50%	64.5%

PY 20-21 Individual Indicator Scores**

WIOA Adult Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Adult
Employment Rate 2 nd Quarter After Exit	55.0%	117%
Employment Rate 4 th Quarter After Exit	64.0%	134%
Median Earnings 2 nd Quarter After Exit	\$5,450	168%
Credential Attainment	65.0%	116%
Measurable Skill Gains	50%	90%

WIOA Dislocated Worker Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Dislocated Workers
Employment Rate 2 nd Quarter After Exit	58.0%	88.0%
Employment Rate 4 th Quarter After Exit	68.0%	198.0%
Median Earnings 2 nd Quarter After Exit	\$7,400	92.00%
Credential Attainment	68.0%	155%
Measurable Skill Gains	50.0%	194.0%

WIOA Youth Program

Indicators of Performance	Oahu Negotiated Level	Indicator Score - Youth
Employment Rate 2 nd Quarter After Exit	55.5%	112%
Employment Rate 4 th Quarter After Exit	54.0%	122%
Median Earnings 2 nd Quarter After Exit	\$3,700	70%
Credential Attainment	63.1%	112%
Measurable Skill Gains	50.0%	84%

II. SUMMARY: **Pass** / Fail or Conditional

Board Composition PASS

Financial Integrity PASS

Sustained Performance PASS

Recommendation to the WDC Board:

The Oahu Workforce Development Board passed standards on Board composition, financial integrity, and performance measures.

Recommendation: Approval

The next certification for the Oahu Workforce Development Board will be conducted in two years, or in May 2026.

NOTES:

1. There are 19 Board members that compose the Oahu Workforce Development Board.
Of that number, they have 10 members from the private sector, hence fulfilling the required 51% or majority of the Board composition.
2. There are 4 members from the Labor and apprenticeship/training segment, so the 20% requirement has been met.
3. Of the fourth criteria, the Board has representation from the Education sector, Vocational rehab, Adult Education and the Workforce Development Division at DLIR (on behalf of Wagner Peyser.)

Oahu Workforce Development Board

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP CERTIFICATION REQUEST**Current LWDB Membership**

- A. For each member include the Nomination Form (Attachment 2) and resume, except for the following:
- The Title II representative employed by the Department of Education;
 - The representative of an institution of higher education employed by the University of Hawaii system;
 - The economic development representative employed by a state or county agency;
 - The representative of the State Employment Service Office under Wagner-Peyser;
 - The representative of the State Division of Rehabilitation.
- B. In the chart below, list the individuals currently appointed to the LWDB, their titles, and their respective membership category (e.g., business, local education entity, labor organization, community-based organization, etc.).

	Name	Title	Organization	Nominated by	Membership Category
1.	Jason Chang, Chair	Chief Operating Officer	The Queen's Health Systems	Healthcare Association of Hawaii	107(b)(2)(A) Business
2.	Andrew Giles	Chief Operating Officer	Kaiser Permanente	Healthcare Association of Hawaii	107(b)(2)(A) Business
3.	Trevor Bracher	Complex Director of Human Services	Marriott International	Hawaii Lodging and Tourism Association	107(b)(2)(A) Business
4.	Carla Kobashigawa	Human Resources	Applied Computer Training & Technology, Inc. (dba ACTT)	Career Development Center of Hawaii, Inc.	107(b)(2)(A) Business
5.	Lisa Truong-Kracher	President	Staffing Solutions of Hawaii	Chamber of Commerce Hawaii	107(b)(2)(A) Business
6.	Rodney Lee	Executive Vice President	Spire Hawaii	Chamber of Commerce Hawaii	107(b)(2)(A) Business
7.	Sherry Menor-McNamara	President and CEO	Chamber of Commerce Hawaii	U.S. Chamber of Commerce	107(b)(2)(A) Business
8.	Jeff Wagoner	President and CEO	Outrigger Hospitality Group	The Queen's Health Systems	107(b)(2)(A) Business
9.	Suzie Schulberg	President and CEO	Arcadia Family of Companies	Healthcare Association of Hawaii	107(b)(2)(A) Business
10.	Chris Lum-Lee	President	TriSec, Inc.	TriSec, Inc.	107(b)(2)(A) Business

11.	Catherine Lederer	LCSP Director	Hawaii State AFL-CIO	Hawaii State AFL-CIO	107(b)(2)(B), Union
12.	Kevin Holu	President	Hawaii Teamsters & Allied Workers, Local 996	Hawaii Teamsters & Allied Workers, Local 996	107(b)(2)(B), Union
13.	Mimi Sroat	Director	Hawaii Electricians Training Fund	International Brotherhood of Electrical Workers Local Union 1186	107(b)(2)(B), Union
14.	Steve Goo	Assistant Vice-President of Administration	Lanakila Pacific	Lanakila Pacific	107(b)(2)(B), CBO
15.	Pat Anbe	Principal	State of Hawaii Department of Education, Waipahu Community School for Adults		107(b)(2)(C) Education
16.	Erika Lacro	Vice President	University of Hawaii – Community Colleges		107(b)(2)(C) Education
17.	Nicole Anderson	Workforce Development Program Manager	Office of Economic Revitalization		107(b)(2)(D), Econ. Dev. Org
18.	Lea Dias	Acting Administrator	State of Hawaii Department of Human Services, Division of Vocational Rehabilitation		107(b)(2)(D) Voc. Rehab.
19.	Frederick Pascua	Oahu Branch Manager	State of Hawaii Department of Labor and Industrial Relations, Workforce Development Division		107(b)(2)(D) Wagner Peyser

Total Number of Board Members: 19

Total Private Sector Members: 10

Percent of Board: 52.6% (not less than 51%)

Total Workforce Members: 4

Percent of Board: 21% (not less than 20%)

By signing this form, the Local Workforce Development Board Chairperson and Chief Local Elected Official request certification of its Local Board.

Local Workforce Development Board Chair

Signature

Jason Chang

Print Name

Board Chair

Title

June 20, 2023

Date

Chief Local Elected Official

Signature

Rick Blangiardi

Print Name

Mayor

Title

6-27-2023

Date

- ☐ The board meets the certification criteria
☐ The board does not meet the certification criteria

Signature

Date

Title

Oahu Workforce Development Board

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP CERTIFICATION REQUEST

Current LWDB Membership

- A. For each member include the Nomination Form (Attachment 2) and resume, except for the following:
- The Title II representative employed by the Department of Education;
 - The representative of an institution of higher education employed by the University of Hawaii system;
 - The economic development representative employed by a state or county agency;
 - The representative of the State Employment Service Office under Wagner-Peyser;
 - The representative of the State Division of Rehabilitation.
- B. In the chart below, list the individuals currently appointed to the LWDB, their titles, and their respective membership category (e.g., business, local education entity, labor organization, community-based organization, etc.).

	Name	Title	Organization	Nominated by	Membership Category
1.	Jason Chang, Chair	Chief Operating Officer	The Queen's Health Systems	Healthcare Association of Hawaii	107(b)(2)(A) Business
2.					107(b)(2)(A) Business
3.	Trevor Bracher	Complex Director of Human Services	Marriott International	Hawaii Lodging and Tourism Association	107(b)(2)(A) Business
4.	Carla Kobashigawa	Human Resources	Applied Computer Training & Technology, Inc. (dba ACTT)	Career Development Center of Hawaii, Inc.	107(b)(2)(A) Business
5.	Lisa Truong-Kracher	President	Staffing Solutions of Hawaii	Chamber of Commerce Hawaii	107(b)(2)(A) Business
6.	Rodney Lee	Executive Vice President	Spire Hawaii	Chamber of Commerce Hawaii	107(b)(2)(A) Business
7.	Sherry Menor-McNamara	President and CEO	Chamber of Commerce Hawaii	U.S. Chamber of Commerce	107(b)(2)(A) Business
8.	Mel Resonable	Senior Manager of Human Resources	Hawaii Gas	Chamber of Commerce Hawaii	107(b)(2)(A) Business
9.	Suzie Schulberg	President and CEO	Arcadia Family of Companies	Healthcare Association of Hawaii	107(b)(2)(A) Business
10.	Chris Lum-Lee	President	TriSec, Inc.	TriSec, Inc.	107(b)(2)(A) Business

11.	Catherine Lederer	LCSP Director	Hawaii State AFL-CIO	Hawaii State AFL-CIO	107(b)(2)(B) Union
12.	Kevin Holu	President	Hawaii Teamsters & Allied Workers, Local 996	Hawaii Teamsters & Allied Workers, Local 996	107(b)(2)(B) Union
13.	Mimi Sroat	Director	Hawaii Electricians Training Fund	International Brotherhood of Electrical Workers Local Union 1186	107(b)(2)(B) Union
14.	Connie Mitchell	Executive Director	Institute for Human Services	Partners in Care – Oahu Continuum of Care	107(b)(2)(B) CBO
15.	Pat Anbe	Principal	State of Hawaii Department of Education, Waipahu Community School for Adults		107(b)(2)(C) Education
16.	Erika Lacro	Vice President	University of Hawaii – Community Colleges		107(b)(2)(C) Education
17.					107(b)(2)(D) Econ. Dev. Org
18.	Lea Dias	Acting Administrator	State of Hawaii Department of Human Services, Division of Vocational Rehabilitation		107(b)(2)(D) Voc. Rehab.
19.	Frederick Pascua	Oahu Branch Manager	State of Hawaii Department of Labor and Industrial Relations, Workforce Development Division		107(b)(2)(D) Wagner Peyser

Total Number of Board Members: 17

Total Private Sector Members: 9

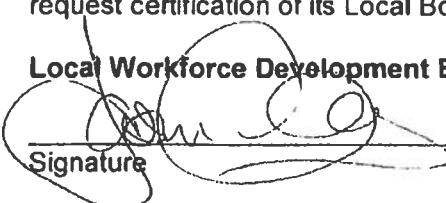
Percent of Board: 53% (not less than 51%)

Total Workforce Members: 4

Percent of Board: 23% (not less than 20%)

By signing this form, the Local Workforce Development Board Chairperson and Chief Local Elected Official request certification of its Local Board.

Local Workforce Development Board Chair


Signature

Jason Chang

Print Name

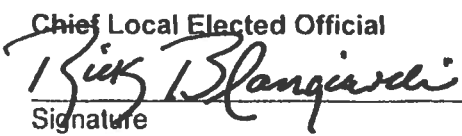
Board Chair

Title

June 20, 2023

Date

Chief Local Elected Official


Signature

Rick Blangiardi

Print Name

Mayor

Title

6-27-2023

Date

- ☐ The board meets the certification criteria
☐ The board does not meet the certification criteria

Signature

Title

Date

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: 10/20/22

Name of Nominating Organization: Hawaii Teamsters & Allied workers Local 996

Contact Person: Joelle F.P. Hussey

Phone*: (808) 376-7437

Email: Joelle.Hussey@HawaiiTeamsters.com

2. Nominee's Identifying Information:

Work/Home Phone*: (808) 376-7438

Cell Phone*: (808) 494-4798

*include area code if not 808

Email: Kevin.Holu@HawaiiTeamsters.com

Title: President

Other title: Principle officer

Name: Kevin K. Holu

Position: President

Organization Represented: Hawaii Teamsters & Allied Workers Local 996

Number of Employees: 19

Street Address: 1817 Hart St.

City: Honolulu

State: HI

Zip Code: 96819

3. Attach resume that describes education and work experience (paid or unpaid).
Include past or present involvement in community-related activities, e.g. committees,
volunteer work, commissions, boards, chambers of commerce.

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

5. If applicable, please list any other information that you feel would be pertinent:

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:

Joelle F. P. Hussey

Date: 10/20/2022

Print Name:

Joelle F. P. Hussey

Nominee's Signature:

Kevin K. Spola

Date: 10/20/22

Print Name:

Kevin K. Spola

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: November 4, 2022

Name of Nominating Organization: TriSec, Inc.

Contact Person: Paul W. Meyer

Phone*: (808) 306-2122

Email: pwmeyer1@prodigy.net

2. Nominee's Identifying Information:

Work/Home Phone*: (808) 927-3484

Cell Phone*: (808) 927-3484

*include area code if not 808

Email: clumlee@ymail.com

Title: President

Other title: Principal Guard

Name: Christopher Lum Lee

Position: President

Organization Represented: TriSec, Inc.

Number of Employees: 7

Street Address: 1658 Liholiho St #302

City: Honolulu

State: HI

Zip Code: 96822

3. Attach resume that describes education and work experience (paid or unpaid). Include past or present involvement in community-related activities, e.g. committees, volunteer work, commissions, boards, chambers of commerce.

Attached.

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

All items included in the attached resume.

5. If applicable, please list any other information that you feel would be pertinent:

N/A.

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:



Date: November 4, 2022

Print Name:

Paul W. MEYER

Nominee's Signature:



Date: November 4, 2022

Print Name:

Christopher Lum Lee

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: March 1, 2023

Name of Nominating Organization: Career Development Center of Hawaii, Inc.

Contact Person: Faith Lebb

Phone*: 808-488-3399

Email:

2. Nominee's Identifying Information:

Work/Home Phone*: 808-486-7330

Cell Phone*: 808-486-7330

*include area code if not 808

Email: carlak@actthawaii.com

Title: Human Resources

Other title: School Official/Academic Advisor

Name: Carla Kobashigawa

Position:

Organization Represented: Applied Computer Training & Technology, Inc. (dba ACTT)

Number of Employees: >60

Street Address: 98-030 Hekaha Street, Suite 29

City: Aiea

State: HI

Zip Code: 96701

3. Attach resume that describes education and work experience (paid or unpaid).
Include past or present involvement in community-related activities, e.g. committees,
volunteer work, commissions, boards, chambers of commerce.

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

5. If applicable, please list any other information that you feel would be pertinent:

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:



Date: 03/01/2023

Print Name:

FAITH LEBB

Nominee's Signature:



Date: 03/01/2023

Print Name:

CARLA KOBASHIGAWA

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: 8/6/2018

Name of Nominating Organization: Rotary Club of Downtown Honolulu

Contact Person: William Turner, Club President

Phone*: 808-554-8861

Email: willturner808@gmail.com

2. Nominee's Identifying Information:

Work/Home Phone*: 808-536-0066

Cell Phone*: 808-375-5936

*include area code if not 808

Email: rodney.lee@spirehi.com

Title: Executive Vice President

Other title:

Name: Rodney Lee

Position: Advisory Practice Leader - Consulting Services

Organization Represented: Spire Hawaii LLP

Number of Employees: 15

Street Address: 700 Bishop Street, Suite 2001

City: Honolulu

State: HI

Zip Code: 96813

3. Attach resume that describes education and work experience (paid or unpaid). Include past or present involvement in community-related activities, e.g. committees, volunteer work, commissions, boards, chambers of commerce.

(See attached resume following page 2)

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

I think my experience as a business owner, executive, consultant and non-profit leader could provide the Oahu Workforce Development Board with a unique perspective on the many challenges these types of entities face. Additionally, I believe my experience working abroad with a San Francisco firm may provide a different take on what it means to be in a more competitive job market.

5. If applicable, please list any other information that you feel would be pertinent:

At Spire Hawaii LLP, we have been working diligently to reshape how we do business. Part of that change includes how we develop capacity locally so that local professional services companies like ours can compete with mainland and foreign companies who perform work here. To do so, we seek to encourage professional growth for local hires and recruit people, either from Hawaii or with connections to Hawaii, back home and increase the level of services capabilities that can be offered.

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:



Date: 8/6/2018

Print Name:

William Turner

Nominee's Signature:



Date: 8/6/2018

Print Name:

Rodney Lee

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: January 11, 2019

Name of Nominating Organization: Healthcare Association of Hawaii

Contact Person: Andrew Takuya Garrett, MPA

Phone: 521-8961

Email: agarrett@hah.org

2. Nominee's Identifying Information:

Work/Home Phone*: 941-0941

Cell Phone*: 741-6109

*include area code if not 808

Email: sschulberg@arcadia-hi.org

Title:

Other title:

Name: Suzie Schulberg

Position: President & CEO

Organization Represented: Arcadia Family of Companies

Number of Employees: 550

Street Address: 1434 Punahou Street

City: Honolulu

State: HI

Zip Code: 96822

**3. Attach resume that describes education and work experience (paid or unpaid).
Include past or present involvement in community-related activities, e.g. committees,
volunteer work, commissions, boards, chambers of commerce.**

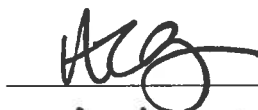
4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

5. If applicable, please list any other information that you feel would be pertinent:

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:

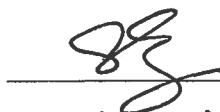


Date: 1/16/19

Print Name:

Andrew Garrett

Nominee's Signature:



Date: 1/16/19

Print Name:

Suzie Schulberg

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: 6/21/2022

Name of Nominating Organization: Hawaii State AFL-CIO

Contact Person: Randy Perreira

Phone*: (808) 543-0012

Email: rperreir@hgea.org

2. Nominee's Identifying Information:

Work/Home Phone*: (808) 597-1441

Cell Phone*: (808) 561-0039

***include area code if not 808**

Email: LCSP@hawafcio.org

Title: LCSP Director

Other title:

Name: Catherine Lederer

Position: Director of the Labor Community Services Program for the Hawaii State AFL-CIO

Organization Represented: Hawaii State AFL-CIO

Number of Employees: 3

Street Address: 888 Mililani Street, Suite 501

City: Honolulu

State: HI

Zip Code: 96813

3. Attach resume that describes education and work experience (paid or unpaid). Include past or present involvement in community-related activities, e.g. committees, volunteer work, commissions, boards, chambers of commerce.

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

Cathy currently serves on the Labor Education Advisory Council for the Center for Labor Education & Research at UH West Oahu. This position is appointed by the UH President. The council advises the chancellor of UHWO on activities and programs of CLEAR. She also serves on the Big Island Labor Alliance, Maui Labor Alliance, and the Kauai Labor Alliance. Participating in these councils and alliances expand opportunities, improve ideas, and build community. Cathy has added a "Career Pathways" event into our Labor of Love school projects held at DOE schools. The last Career Pathways event was open to students and parents at Iao Intermediate School on Maui. Cathy has also supported the Maritime industry to hold their first Maritime Career Pathways event in 2022.

5. If applicable, please list any other information that you feel would be pertinent:

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:



Date: 6/21/2022

Print Name:

Randy Pereira

Nominee's Signature:



Date: 6/21/2022

Print Name:

Catherine Lederer

Nomination Form for Board Members of the Oahu Workforce Development Board

1. Nominating Organization Information

Date: 7/15/22

Name of Nominating Organization: Chamber of Commerce Hawaii

Contact Person: Sherry Menor-McNamara

Phone*: 808-380-2604

Email: smenor-mcnamara@cochawaii.org

2. Nominee's Identifying Information:

Work/Home Phone*: 808-949-3669

Cell Phone*: 808-772-6109

*include area code if not 808

Email: lkracher@staffingsolutionsofhawaii.com

Title: President

Other title: VP

Name: Lisa Truong Kracher, MBA

Position: Executive

Organization Represented: Staffing Solutions of Hawaii & Array Corporation

Number of Employees: 18

Street Address: 1357 Kapiolani Blvd. Ste. 915

City: Honolulu

State: HI

Zip Code: 96814

3. Attach resume that describes education and work experience (paid or unpaid).
Include past or present involvement in community-related activities, e.g. committees,
volunteer work, commissions, boards, chambers of commerce.

4. List any experiences you feel would be advantageous to the Local Workforce Development Board (if not included in item 3):

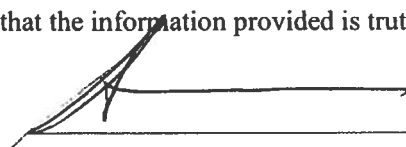
1. Workforce Development Strategies
2. Staffing & Employment expertise and resource
3. HR expertise and resource
4. Joining people and organizations for the betterment of the community

5. If applicable, please list any other information that you feel would be pertinent:

Certification Statement

By signing below, I certify that the information provided is truthful and correct to the best of my knowledge.

Nominator's Signature:



Date: 7/15/22

Print Name:

Sherry Menor-McNamara

Nominee's Signature:

Lisa Kracher

Date: 7.12.22

Print Name:

Lisa Kracher

CARLA K. KOBASHIGAWA

CERTIFICATIONS

MICROSOFT OFFICE SPECIALIST - WORD, EXCEL, OUTLOOK

STATE OF HAWAII, DEPARTMENT OF EDUCATION PROFESSIONAL STAFF CERTIFICATE

Teacher Certificate No. 20425

SKILLS

- Proficient in utilizing a Windows Workstation & Microsoft Office applications to include Access, PowerPoint, Outlook, Word and Excel.
- Keyboarding Speed exceeds 90WPM at over 90% accuracy.
- Experienced in Business Development and RFP proposal response for Department of Defense contracts and task orders.

WORK HISTORY

SCHOOL OFFICIAL/COMPLIANCE, APPLIED COMPUTER TRAINING & TECHNOLOGY, INC.

Responsible for the advising oversight of academic plans of students enrolled pursuing education in Computer Programs, including pursuit of IT industry certifications/credentials. Serve as the designated VA School Certifying Officials for Veteran students using VA Entitlement and eligibility programs. Completes routine and recurring compliance surveys including the annual ISO Audit, GSA Audits, VA Compliance Reviews and State of Hawaii Private, Trade, Vocational or Technical School licensure. As needed, serve as the substitute instructor for Office Administrative and Customer Service courses. Provides individual counseling on resume writing and interview skill development; tracks progress up to job readiness and placement.

Completes Bid & Proposal activities to include RFP response for federal government contracts. Creates accounts and approves employee timekeeping in the DCAA compliant timekeeping system. Allocates transactions using cost-based accounting processes and generates invoices using QuickBooks software – Online and Enterprise.

ADMINISTRATIVE ASSISTANT, CATHOLIC CHARITIES HAWAII

Provide direct support to the Vice President of Administration, Catholic Charities Housing Development Corporation and Director of Quality.

Renewed insurances, organized and captured minutes for recurring monthly and quarterly meetings. Oversaw the Agency's Parking, Mail and Facility Rental Programs. Prepared documents for execution with executive signature to include insurance renewals, facility lease agreements, and monthly credit card reconciliation reports created for the Vice-President and the Directors for Facilities and Maintenance. Completed recurring supply orders for the Administrative Department that encompassed Quality, Facilities, Maintenance, Accounting and Human Resources. Compiled and coordinated RFP efforts for the Housing Development Corporation's CDBG application.

DEPUTY DIRECTOR OF THE GOVERNOR'S OFFICE OF CONSTITUENT AFFAIRS

Drafted routine responses, Commendations, Proclamations and congratulatory messages to constituents. Directed correspondence and communication to various State Agencies. Complete weekly memos and workflow roll-up reports in coordination with the Governor's Neighbor Island Liaisons. Greeted guests and met in-person to hear and document public concern. Utilized a multi-function, multi-line phone system. Previously served as the Executive Receptionist with the Office of the Governor.

EDUCATION

M.S. CRIMINAL JUSTICE ADMINISTRATION, CHAMINADE UNIVERSITY

Spring 2015 MSCJA Outstanding Graduate

B.A. POLITICAL SCIENCE & PHILOSOPHY, WASHINGTON STATE UNIVERSITY

Center for Civic Engagement Service Star Award Recognition for Community Service

HIGH SCHOOL DIPLOMA, KAMEHAMEHA HIGH SCHOOL - KAPALAMA

COMMUNITY

NA WAHINE 'O KAMEHAMEHA

Secretary, Executive Board/Board of Directors

Christopher Lum Lee

Contact

clumlee@ymail.com 

808.927.3484 

linkedin.com/in/clumlee 

1658 Liholiho St #302 Honolulu HI 96822 

Summary

Experienced public and private sector professional with extensive knowledge and experience in the following:

- Financial and program management
- Investments
- Business strategy and entrepreneurship
- Security guard services

Degrees & Certificates

Master of Business Administration (MBA),
Chaminade University of Honolulu

**Bachelor of Arts (BA),
Public Administration/
Justice Administration**
University of Hawaii, West Oahu

**Associate of Applied Sciences (AAS),
Administration of Justice**
Honolulu Community College

**License/Certificate,
Principal Guard, Guard Employee, and
Guard Instructor**
State of Hawaii

**Certificate,
Emergency Management (Intermediate and
Advanced Incident Command Systems)**
Texas A&M University

**Certificate,
Emergency Management**
National Fire Academy

**Certificate,
Emergency Management**
Federal Emergency Management Agency
Emergency Management Institute
(FEMA – EMI)

Professional Experience

Hawaii Central Federal Credit Union
Accountant

November 2020 – August 2021

Reviewed and recommended fixed income investments for the credit union's investment portfolio; updated and reviewed journal entries for credit union accounts

TriSec, Inc.
President and Chief Administrative Officer
September 2020 - present

Responsible for recruitment, training, and on-boarding of security and administrative staff; reviewing and selecting fixed income investments for the corporate investment portfolio; maintaining corporate financial statements and transactions using QuickBooks; writing company policies for administrative and security field operations; monitoring State of Hawaii licensing requirements for employees

Truffle & Pop, LLC.
Advisor
September 2020 - present

Advised business owners on financial management strategies including budget, debt management, product pricing, tax preparation issues, and income and expense reporting

Private Security, Inc.
Security Officer
August 2012 – September 2020

Secured premises by patrolling property, inspected and monitored buildings, checked equipment and access points; reported and recorded surveillance activities

**City and County of Honolulu Department of Land
Management (DLM)**

Real Property Management Specialist
September 2018 – May 2019

Ensured the compliance of contracts and management of City-owned properties including residential affordable housing and commercial properties; reviewed, approved and recommended modifications to property operating budgets

Civic Engagement/ Volunteer Activities

**Hawaii Cyber Lions Club &
Hawaii Cyber Lions Foundation**
President and Member
November 2019 – December 2021

**Lions Club of Honolulu &
Lions Club of Honolulu Foundation**
President and Member
July 2015 – April 2019

Manoa Lions Club
Vice-President and Member
August 2013 – June 2015

Hawaii Public Health Association
Vice-President,
Treasurer,
Legislative Committee Chair,
Board Member
October 2009 – September 2013

Pearl City Neighborhood Board
Secretary/Treasurer,
Legislative Committee Chair,
Board Member
January 2008 – May 2010

City & County of Honolulu Department of Budget and Fiscal Services (BFS)

Budget Analyst

September 2016 – August 2018

Reviewed budget proposals for compliance and accuracy; composed recommendations in the development of agency operating budgets; reviewed agency reorganizations and requests for position reallocations

State of Hawaii Office of Hawaiian Affairs (OHA)

Program Improvement Specialist

October 2013 – July 2016

Managed qualitative and quantitative evaluations of completed grants centered on education, income and health programs; identified any program issues and conducted research to compose data-driven proposals for improved implementation of programs

Seeking Alpha

Contributing Writer

April 2013 – February 2014

Provided written commentaries on various investment ideas including domestic and emerging market economies and equities, government and corporate bonds, exchange-traded funds, and portfolio management strategies

State of Hawaii Department of Human Services Office of Youth Services (OYS)

Juvenile Justice Program Specialist

February 2012 – May 2013

Collaborated with various local city/county/state entities to develop and implement juvenile delinquency prevention programs; analyzed and modified program budgets to ensure adequate program spending; conducted audits of program financial and participant records

Jan-Guard Hawaii, Inc.

Field Supervisor

July 2011 – February 2012

November 2010 – January 2011

Oversaw the security operations for up to 18 security officers on Oahu for commercial, municipal and residential properties; provided training and conflict-resolution management for security staff

KEVIN HOLU

Honolulu, HI 96819

8083767438 - Kevin.Holu@Hawaiiiteamsters.com

SKILLS

- Leadership and People Development
- Integrity and Transparency
- Board Oversight
- Employee Motivation and Performance
- Contract Negotiation
- Organizational Leadership
- Mission and Vision
- Company Relations
- Approachable and Outgoing
- Adaptable and Flexible
- Innovative and Visionary
- Analytical and Critical Thinker

WORK HISTORY

- 01/2022 to Current **President and Principle Officer**
Hawaii Teamsters And Allied Workers Local 996 – Honolulu, HI
- Hired and managed employees to maximize productivity while training staff on best practices and protocols.
 - Partnered with workplace officials to refine and implement strategic plans while aligning workplace priorities with union core mission.
 - Inspired and directed union officials to promote continued development and management of organization and establish decision-making processes to enable union to achieve long- and short-term goals and objectives.
 - Presided over union meetings and promoted agendas with transparent information for union workers.
 - Collaborated with union members to build diverse and inclusive board of representatives highly engaged and willing to negotiate to improve workplace.
- 01/2022 to Current **Chairman**
Teamsters Health And Welfare Trust Fund
- Contributed to values, goals and strategic vision of organization.
- 01/2022 to Current **Chairman**
Teamsters Truckers Pension
- Contributed to values, goals and strategic vision of organization.
- 01/2022 to Current **Chairman**
Teamsters Meat Cutter Annuity Trust Fund

- Contributed to values, goals and strategic vision of organization.

01/2022 to Current **Chairman**

Teamsters Training And Opportunity Program

- Contributed to values, goals and strategic vision of organization.

11/1997 to 12/2021 **Bus Operator**

Oahu Transit Services – Honolulu, HI

- Contacted dispatchers and company mechanics to report vehicle issues and other problems.
- Performed regular bus inspections and checked brakes, steering and windshield wipers.
- Answered questions from passengers with respect and accuracy, providing information about fares, schedule details and baggage stowing.
- Transported customers to and from various locations around Oahu.
- Maintained full understanding of local roads and traffic patterns.
- Conducted pre-trip inspections of bus for safe operation.
- Transported passengers safely along prescribed routes according to tight schedules.
- Obeyed federal, State and local traffic laws and regulations to enable safe transportation outcomes for participants.
- Adhered to scheduled routes and accomplished timely drop-offs and pick-ups to comply with preset route criteria.
- Reported vehicle traffic violations, vehicle damage and accidents to management to comply with legal and insurance obligations.

EDUCATION

06/1991

High School Diploma

Nanakuli High School - Waianae, HI

CONSTANCE K.Y. FONG MITCHELL, A.P.R.N., M.S., B.C., Nurse Executive

EDUCATION

Case Western Reserve University, Frances Payne Bolton School of Nursing Cleveland, OH
Candidate in Doctor of Nursing Practice Program (2004-2007)

University of Hawaii (UH) at Manoa School of Nursing, Honolulu, HI
Masters of Science in Nursing (1987-1989) conferred 1989 - Psychiatric Mental Health Nursing

University of Hawaii (UH) at Manoa School of Nursing Honolulu, HI
Bachelors of Science in Nursing (1974-1978) conferred with Honors, 1978

CERTIFICATIONS/LICENSURES

CPR (Cardiopulmonary Resuscitation), American Heart Association, current
Licensed as a minister in the State of Hawaii, 1996 to present
Licensed as a registered nurse in the State of Hawaii #RN-22400, 1978 to present
State of Hawaii Advanced Practice Nurse License #APRN-3, 1998 to present

PROFESSIONAL EXPERIENCE

IHS, THE INSTITUTE FOR HUMAN SERVICES, INC.-June 2006 to Present
Executive Director

- Provides Executive leadership for Honolulu's oldest and largest social service agency focused exclusively on the needs of homeless persons and those at risk for homelessness. Oversees government and foundation grants, collaborations with community agencies to provide spectrum of services on-site
- Grew the organization's \$4.5 million budget to \$13 million; 2 service sites to 8; staff from 85 to 155. Currently provides 8 core services including, emergency shelter, meals, children services, outreach, housing and employment, case management and health services.
- Established a Wellness Center and Street Medicine Team to triage and assess guest requiring urgent care, referral for primary care or follow up nursing care.
- Developed specialized Case Management programs to serve mentally ill, substance abusers, families, recently released offenders, and the medically fragile
- Established screening standards for shelter admissions to include TB, child immunizations, and for Micronesian migrants: Hansen's Disease, Hepatitis.
- Established specialty shelters for couples, homeless persons with pets, medically and mentally fragile homeless being discharged by hospitals, Veterans in transition
- Developed community hubs for homeless services

UH SCHOOL OF NURSING AND DENTAL HYGIENE-August 2003 to 2012
Adjunct Clinical Faculty

- Instructed, as needed, for Advanced Practice Nurse graduate program. Emphasis on clinical competencies and developing leadership skills while working with mentally ill,

substance abusing and/or forensic populations.

HAWAII STATE HOSPITAL, DEPARTMENT OF HEALTH-February 2001 to April 2006

Director of Nursing

- Provided leadership for 190-bed psychiatric hospital and participated in hospital strategic planning including management of \$42 million budget and day to day operations of department of 350+ staff; met compliance with JACHO standards, Federal court-ordered Remedial Plan and settlement agreement with Department of Justice regarding patient care issues.
- Facilitated partnerships with local schools of nursing providing learning experiences, and facilitated establishment of two Treatment Malls in the hospital
- Designed programs to meet evolving needs of very mixed population (acute/rehab, male/female, forensic/civil, patients w/mental illness and substance use/abuse disorders).

UHM SCHOOL OF NURSING / HAWAII STATE HOSPITAL/ADULT MENTAL HEALTH DIVISION (AMHD)-October 1999 to January 2001

Unit Manager for Admissions and Stabilization Units.

- Led change initiatives and served as point of accountability for 2 hospital units; oversaw 3 interdisciplinary treatment teams responsible for care management and forensic resolution, developed programs for Admissions and Stabilization and ensured compliance with JCAHO.

UHM SCHOOL OF NURSING /AMHD-August 1998 to September 1999

Program Specialist/ Instructor

- Developed policies and procedures for AMHD, wrote RFPs, monitored contracts, reviewed utilization, established care management system, assisted Mental Health Centers in CARF accreditation preparation, provided statewide care and utilization management and treatment/service planning of staff, and taught Masters level nursing students in Psychiatric Nursing program.

UHM SCHOOL OF NURSING, RECRUITMENT & RETENTION PROJECT / HAWAI'I COUNTY COMMUNITY MENTAL HEALTH CENTER-July 1997 to August 1998

Advanced Practice Nurse Clinic Manager/Clinical Nurse Specialist

- Established rural mental health clinic in Ka'u on island of Hawai'i developing programs for underserved population diagnosed with mental illness and substance use/abuse disorders and assisted in developing interactive training series for rural mental health staff and consumers, and provided CARF accreditation and development of training program consultation to Hawaii County Mental Health Services' Chief.

UHM/HAWAII STATE HOSPITAL, RECRUITMENT AND RETENTION PROJECT-September 1990 to July 1997

Instructor/Clinical Nurse Specialist

- Provided ongoing staff development via clinical supervision, unit-based in-services, instruction for paramedical assistants and RNs and created and implemented dual diagnosis program and STEP unit in hospital including clinical outcome evaluation and competency programs for nursing staff.

CASTLE MEDICAL CENTER-June 1988 to January 1989

Staff RN, Human Services (Acute Psychiatric Ward)

- Provided acute care for adolescent and adult psychiatric patients to include admission assessments, developing nursing care plans, medication administration, and restraint application.

BIODYNE CENTER (Federal research/demonstration project)-June 1984 to June 1987**Director of Outreach**

- Developed outreach effort toward high users of medical services in Medicaid population, performed community outreach home visits, individual brief therapy in home or at office, co-led anxiety and stress management groups and acted as agency liaison to HMSA, social service agencies, mental health and medical professionals.

AWARDS

- June 2017 - YWCA Women's Leader Luncheon Honoree
- November 2016 – Hawaii Lodging and Tourism Association Kahiau Award for community service
- 2016 – University of Hawaii Manoa Nursing Alumni Hall of Fame induction
- May 2013 – Outstanding Community Mental Health Leader – Mental Health America
- 2012 – Hawaii Community Foundation – Ho'okele Award for Nonprofit Leadership
- 2011 – Harry & Mary Lake Award for Compassion
- 2009 – Dwayne Walker Award for Leadership in Nursing
- June 2003 – Sustained Superior Performance Award for exemplary management and work performance. Presented by Department of Health, State of Hawaii.
- April 2000 – Employee of the Quarter, Hawaii State Hospital for work as Unit Manager

COMMUNITY SERVICE

- Mental Health Association of Hawaii Board 1980-1984
- EPIC Ohana Board of Directors, 2013 to present
- Pacific School of Religion Board of Trustees, 2012 to present

TREVOR R. BRACHER
127 Kalalau Street, Honolulu, HI, 96825

Cell 808-462-3726
trevor.bracher@sheraton.com

- Over 30 years of diverse hotel experience providing top quality guest services
- Superior relationship building, influencing, presentation, and communication skills
- Proven self-discipline and motivation to function autonomously in a team atmosphere
- Able to accomplish numerous tasks simultaneously under extremely strict deadlines

EMPLOYMENT HISTORY

Marriott International (Starwood Hotels and Resorts)

1998 to Present

COMPLEX DIRECTOR, HUMAN RESOURCES, Waikiki Cluster
(Jan 2017 – Present)

Responsible for the effective coordination of the Human Resources function for 4 Hotels in the Waikiki, Honolulu Area including the Central Human Resources Team which supports the 4 Hotels and approximately 3,000 employees.

- Prepare the department's budget and ensure fiscal management of expenses within approved budget constraints.
- Wage and salary administration, benefits and leave management, workers compensation, training, employee/labor relations, and organizational development.
- Works closely with the Regional Director of Human Resources and the Area Managing Director to implement, achieve and maintain the hotel and Starwood's goals and objectives.
- Participate as an Executive Committee member for the Sheraton Waikiki Hotel.
- Oversees labor relations planning, management and effectiveness for the Waikiki Complex (Sheraton Waikiki, Sheraton Princess Kaiulani, Royal Hawaiian, and Moana Surfrider, a Westin resort and the Central Human Resources Team).
- Ensures that the Human Resources/Labor Relations needs for the complex properties are efficiently met and that cost effectiveness and human capital are maximized.

AREA DIRECTOR, HUMAN RESOURCES, Eastern Canada, VT, VI, DC (Starwood Hotels and Resorts Worldwide Inc. Jan 2014 – December 2016)

Responsible for the effective coordination of the Human Resources function for Eastern Canada, VT, VI and DC.

Coordinate and Administer the Pension and Benefits Plan for all of the Starwood Owned / Managed properties across Canada.

- Act as the Human Resources Lead for all Starwood Canada Associates, the Toronto Metro Market and, the Revenue Metro Market.
- Lead the Talent Development Team and coordinate the recruitment strategies, as well as the Learning and Development Strategies within the Toronto / Ottawa / Quebec properties.
- Guide the HRD's through Labour Relation issues, Ethics Claim Investigations and CBA Negotiations.

DIRECTOR, LEARNING AND DEVELOPMENT, THE AMERICAS (Starwood Hotels and Resorts Worldwide Inc. Corporate Office January 2006 to 2014)

Responsible for the effective coordination, implementation, maintenance, and evaluation of the region's Learning & Development strategy, standards, and processes. Worked collaboratively with the Regional Teams, and partnered with GM's, HRD's and SDOs, assessing regional and property-wide developmental needs to implemented training initiatives/programs that

strengthened WWT core competencies and improve business performance. Manage, direct and oversee the day-to-day management of Corporate Branded Guest Service Training Programs to assigned hotel properties to ensure customer satisfaction and maximum profitability.

- Function as a senior-level manager for the America's to manage and oversee essential Corporate Training operations.
- Manage and oversee the effective delivery of branded guest service training programs directly to management and to property trainers through train-the-trainer certification programs.
- Facilitate leadership training modules to property management teams to ensure the implementation of service culture change is in place at each assigned property.
- Conduct follow-up reviews and property visits to ensure the training delivered was implemented and executed effectively with ongoing follow-up techniques and support.
- Liaise with North America Division Human Resources to plan, schedule and coordinate property visits, training sessions and budget controls.
- Evaluate and analyze all service and brand related training programs to measure effectiveness and provide quantitative data to support efforts.
- Establish, implement and enforce Corporate Brand Training policies and procedures.

DIRECTOR, HUMAN RESOURCES (Sheraton Gateway 2004 to Dec 2005)

Responsible for short and long-term planning and management of the Human Resources function. Participate in total hotel management as a member of the hotel's executive committee. Recommend the department's budget and manage expenses within approved budget constraints. Major areas of responsibility include employment, wage and salary administration, benefits, training, labour relations, organizational development and payroll.

- Reduced non-culpable absenteeism by 20% for a cost savings of approximately \$17,000 in 10 months.
- Reduced grievances by 30% within 12 months.
- Assumed the lead role in improving Labour Management Relations resulting in the achievement of a 78% Engagement score.
- Standardized training and recruitment processes for many of the Canadian properties.
- Developed a mandatory best practice process for all Canadian properties by utilizing the Six Sigma process resulting in the decreased usage of Personnel Action Forms. This increased efficiency in Payroll processing and decreased number of system edits and manual cheques by 80%.

DIRECTOR, HUMAN RESOURCES (Westin Harbour Castle 2003 to 2004)

Responsible for short and long-term planning and management of the Human Resources function. Participate in total hotel management as a member of the hotel's executive committee. Recommend the department's budget and manage expenses within approved budget constraints. Major areas of responsibility include employment, wage and salary administration, benefits, training, labour relations, organizational development and payroll.

- Enhanced current return to work program by identifying modified work opportunities in all departments thereby increasing productivity levels and decreasing lost days due to injury.
- Developed and facilitated a progressive discipline training program for the leadership team.
- Implemented the SuperHR and payroll interface, which streamlined the interaction between these two departments and enhanced their productivity.

- Initiated "lunch and learn" sessions for the leadership team increasing Health and Safety awareness, Collective Agreement Training, Work Life Balance Seminars as well as Collective Agreement interpretation sessions.

HUMAN RESOURCES MANAGER (Sheraton Centre Toronto 2002 to 2003)

Consulted and advised management and associates regarding labour relations issues. Responsible for administration of associate benefits and workers' compensation claims. Supervised all aspects of the Human Resources department. Coordinated associate recognition programs and events.

- Instrumental in the successful negotiation of the collective agreement between the Sheraton Centre and HERE Local 75.
- Organized and conducted training for all associates in both the Sheraton Cares for You and Sheraton Service Promise training programs.
- Reduced the number of union grievances by 60% for fiscal year 2002 through mutually beneficial collaboration with union representatives.

AREA STAFFING MANAGER and HR MANAGER (1998 to 2002)

Provided the leadership expertise, which ensured the effective and efficient operation of the recruitment process for several hotels in the Greater Toronto Area. Developed, directed and oversaw hotel recruitment and hiring processes and strategies for all union and non-unionized positions. Assisted in the recruitment of candidates for all executive positions. Conducted wage, salary and benefit surveys for the local market and recommended enhancements to the hotels' compensation plans. Managed and implemented cooperative education and internship programs within the hotels. Attended job fairs, colleges and universities and promoted Starwood's vision to graduating students, the media and Human Resources Development Canada through recruitment and public speaking engagements.

- Coordinated Starwood Canada's participation in the Globe and Mails 50 Best Employers Survey resulting in the company being ranked one of Canada's Best Employers.
- Introduced web-based recruitment tools, making it easier for Canadian properties to post vacancies, reducing recruitment costs by approximately 85% within 1 year.
- Designed and created a high quality job fair booth, still used today by all Canadian properties.
- Expanded and enhanced involvement in cooperative education programs, resulting in an approximate labour cost savings of \$300,000 per year.

Crowne Plaza Toronto Centre**1997 to 1998****MANAGER, RECRUITMENT & PROGRESSION**

Responsible for the development and management of plan to recruit and retain employees in a highly competitive and constantly changing industry

- Liaised with Department Heads to ensure staffing requirements and company policies and procedures were being met
- Interviewed potential and current associates for all positions within the organization
- Assisted associates in analyzing training needs and development of career path plans
- Designed and produced internal and external marketing of available positions
- Coordinated Co-op placement programs from various colleges and universities
- Prepared monthly reports monitoring staff turnover
- Maintained personnel files for more than 350 people
- Facilitated Orientations for all new associates
- Acted as duty manager for entire hotel twice monthly

**Royal York Hotel - Canadian Pacific Hotels and Resorts
HUMAN RESOURCES COORDINATOR****1993 to 1997**

Responsible for the recruitment of management, administrative, service and maintenance personnel for all departments. Analyzed and resolved Human Resource issues in an often volatile unionized setting comprised of more than 1250 employees

- Liaised with Department Heads to ensure staffing requirements and company policies and procedures are being met
- Interviewed potential and current associates for all positions within the organization
- Assisted associates in analyzing training needs and development of career path plans
- Coordinated Co-op placement program from various colleges and universities
- Facilitated Orientations for all new employees
- Provided support to Director and Managers as needed
- Designed and produced internal and external marketing of available positions
- Coordinated associate functions including Annual Children's Christmas Parties, Long Service Awards and Company Picnics

**SkyDome Hotel - Canadian Pacific Hotels
HUMAN RESOURCES PAYROLL COORDINATOR****1992 to 1993**

Directly responsible for the preparation and processing of the payroll system.

- Maintained the Human Resources Information System
- Maintained all associate files
- Processed the termination payments and Records of Employment
- Purchased all supplies and equipment for hotel

Prior Experience to 1992 (Details available upon request)**L'Hotel - Canadian Pacific Hotels
FRONT DESK AGENT
CHIEF CASHIER
CONCIERGE****1989 - 1992****Holiday Inn - Bass Hotels
WEEKEND COORDINATOR
ASSISTANT FRONT OFFICE MANAGER
NIGHT AUDITOR
BANQUET SERVER / BARTENDER****1985 - 1989****EDUCATION**

- Laurentian University, Law and Justice Program
- Grimsby Secondary School
- Queen's University – Certificate in Industrial Relations

Lisa Truong Kracher, MBA

5763 Kalanianaʻole Hwy, Honolulu, HI 96821

Phone: (808) 772-6109

LKracher@staffingsolutionsofhawaii.com

Management Experience

Kahu Malama Nurses – 7/2019 – Present **President & VP of Array Corp.**

Honolulu, HI

- Oversees company's operations and pursue areas of advancement and growth within Honolulu's healthcare workforce.
 - Acquired the company, and officially deemed President and CEO in July 2019
 - Expanded staff and will be moving into a larger office to accommodate two companies under one roof tentatively in May 2020.
 - Successfully maintained Joint Commission Accreditation in October 2019
- Process Improvement:
 - Begun creating new and updated policies and procedures within all departments: Staffing, Recruitment, HR, Marketing, Accounting and Management.

Staffing Solutions of Hawaii – 1/2010 – Present

Honolulu, HI

President & VP of Array Corp.

- Oversees company's operations and pursue areas of advancement and growth within Honolulu's workforce.
 - Increased sales by 122% in 6 years (2010 sales of \$1.9m; 2013 sales of \$4.6m; 2019 sales of \$5.6m)
 - Rebranded the company's mission, vision and values. Created our 'Core Values' wall which includes 49 of our values in which we live by each week.
 - Expanded staff in 2013 and moved into a larger office space in preparation to expand our services.
- Process Improvement:
 - Went paperless in 2010 for easier access to records and environment proactivity.
 - Implemented a new staffing software, Tempworks to replace outdated system. New features allowed staff employees to easily input candidates into our system, utilize more reports to analyze and recruit for jobs using social media and internet with ease.
 - Developed reports to measure internal customer satisfaction metrics to assist in continuous improvement in the company's overall service to our clients and employees. (i.e. employee retention rate, assignment completion and fill ratio, client and employee satisfaction surveys)
 - Created policies and procedures for our new hire, onboarding, exiting and training materials.
- Mentor, train and develop team and managers to become top performers, community service volunteers and to deliver excellent customer service in our community.

Director of Business Operations

- Responsible for leading and managing internal staffing team and accounting team.
- Work directly with sales, recruiting, and support personnel to ensure the acquisition, growth, and retention of long-term customer relationships.
- Responsible for talent management, performance management, quality control, and measurable progress toward the company's goals for continuous improvement and teamwork.

Kaiser Permanente – 3/2008 – 12/2009 (Left for business ownership opportunity)

Honolulu, HI

Senior Consultant for Hawaii Region under the Federation (Headquarters in Oakland)

- Provided consulting services for all 15 Kaiser Clinics on Oahu, Maui and Big Island.
- Assisted all primary care clinics to reach regional performance metrics. Such metrics included: hypertension, cardiovascular, diabetes and process improvements.
- Developed patient and physician satisfaction surveys to measure desired outcomes.
- Presented findings to the regional executive team and clinic leads.
- Participated in Lean Six Sigma training and implemented several process improvement initiatives.

Achievements

Individual:

- 2012 Pacific Business News - Forty Under 40
 - 2012 - 2015 Pacific Business News - Top 25 Women Owned Business
 - 2014 Small Business Association (SBA) - Women in Business Champion of the Year – City of Honolulu
- Staffing Solutions of Hawaii:
- 2012 - 2013 Pacific Business News - Hawaii's Fastest 50
 - 2013 Better Business Bureau - Torch Award Finalist (Medium Business Category)
 - 2014 Better Business Bureau - Torch Award Recipient (Medium Business Category)
 - 2014 Hawaii Psychological Association - Psychologically Healthy Workplace Award
 - 2015 Proclamation for National Staffing Employee Week September 28 – October 4, 2015
 - 2019 Hawaii Business Magazine's Top 250
 - 2019 Pacific Edge Magazine Gala Business Woman of the Year – Finalist
 - 2019 Pacific Business News Best Workplaces – Award Recipient (Staffing Solutions of Hawaii)
 - 2019 Pacific Business News BLH Awards – Business Leader of the Year in the Small Business category.

Education

University of Phoenix – 5/2002 – 6/2004

Ontario, CA

Graduate Student

- Master of Business Administration (MBA) with an emphasis in Health Care Management (HCM)

California State University, San Bernardino – 9/1994 – 3/1998

San Bernardino, CA

Undergraduate Student

- Bachelor of Science in Business Administration (B.S) with an emphasis in Marketing
- American Marketing Association, AMA & American Advertising Federation, AAF

- Supervised and instructed employees on medical record maintenance, patient flow management, customer service, telephone etiquette, and office duties.

Sales & Marketing Experience

GlaxoSmithKline Pharmaceuticals – 9/2000 – 5/2002 (*Left to pursue graduate MBA program*) Pharmaceutical Representative

Pomona, CA

- Marketed and distributed Diabetes and Anti-Depressant drugs to physicians; presented mechanism of action, side effects, drug interaction, dosing, and benefits of drugs to patient, physicians, and nurses.
- Attended seminars and training courses related to diabetes and depression.
- Researched physician prescribing habits and use that information to increase market share.
- Completed extensive training on presentation, communication, market research, and sales techniques.

Professional Affiliations

- Chamber of Commerce Hawaii: Member from 1991 - Present
- Better Business Bureau: Member from 1992 - Present
- SHRM Hawaii – Board of Directors: Member from 2011 - 2019
 - 2011 - 2012 Co-Chair Legislative Committee
 - 2013 - 2014 Co-Chair Workforce Development Committee
 - 2015 Chair Compliance Committee
 - 2016 Co-Chair Conference Committee
 - 2019 Chair Executive Professionals
- Vietnamese Professionals of Hawaii (VPH): Board of Directors: Member from 2017 - Present
- YWCA – Advisory Board: Patsy T. Mink Center for Business & Leadership from 2013 - 2015
- Organization of Women Leader's (OWL): Member from 2013 – 2015

Community Involvement

- University of Hawaii, Shidler College of Business: Guest Speaker from 2010 - Present
 - Business Executive Society of Tomorrow (BEST): Resume & Interview Workshops
 - SHRM Aloha: Resume & Interview Workshops
- Junior League Sacs & the City: 2013 Sponsor
- Arthritis Foundation Walk for the Cure: 2014 Sponsor and Volunteer at Registration
- Make A Wish: 2014 Sponsor & Donor
- Chamber of Commerce Young Professionals Professional Development Class: 2013 Sponsor
- Chamber of Commerce Young Professionals Exec Connects: 2014 Guest Speaker
- East West Center: 2014 Host Mentor - Ms. Molly Marita from Solomon Islands
- East West Center: 2015 Host Mentor - Ms. Trang Thuy Tran from Vietnam
- YWCA Dress for Success: Member and Volunteer from 2012 - Present
- YWCA Rise! (Formerly Going Places Network): Member and Volunteer from 2013 – Present
- YWCA Girl's Summit: Resume and Interview presenter 2015 – Present
- Chamber of Commerce Young Professionals Sponsor – 'Mentor Hawaii 2020' Executive Mentor
- Society of Human Resources Management Young Professionals Mentor
- Hie Hie Project Clean: 2019 Volunteer
- Susan G. Komen Race for the Cure: 2019 Participant
- Jingle to Mingle Toy Drive and Networking Event: 2019 Sponsor
- Arthritis Foundation Taste of Town Gala: 2019 Sponsor

Kaiser Permanente – 3/2007 – 2/2008 (*Left for job advancement*)

Pasadena, CA

Senior Associate Consultant for Business Consulting & Implementation

- Regional consultant for the Practice Ownership Pilot (POP). Lead 6 medical center teams in Southern California to implement innovative test of changes to achieve outcomes in metrics such as: patient bonding, patient & staff satisfaction, CSGs, PMPM, essentially the total member's 'care experience'
- Created and presented formal client communications which were clear, succinct and compelling
- Proactively participated in coaching and mentoring of staff at all levels both formally and informally
- Structured conclusions and recommendations of analysis to facilitate decision-making

Kaiser Permanente – 8/2005 – 3/2007 (*Left for job advancement*)

Baldwin Park, CA

Project Manager for Population Care Management (PCM)

- Project lead for the Proactive Panel Management Program: managed and trained staff consisting of Clerk, MAs, RNPs, & PharmD, assist PCM Directors.
- Developed MS Access database to track daily tasks, productivity measures, and case management interventions.
- Developed workflow diagrams, access databases, and policies and procedures.
- POINT Champion: responsible for POINT/Care Management drilldowns, and queries for Diabetes outreach, analyze CSG (clinical strategic goal) data and comparisons.
- Maintained staff competencies: license, certificates, education, Kaiser Permanente programs, department requirements, scope of practice, etc.

Kaiser Permanente – 9/2004 – 8/2005 (*Left for job advancement*)

Baldwin Park, CA

Project Manager for Pharmacy Operations

- Project lead for Meds Now Initiative (Aspirin, Lovastatin, Lisinopril. ALL): managed CAD/Diabetes patient list that meet: ≥ 55 , missing lipid lowering Rx, and missing ACEI/ARB.
- Project lead for Hypertension Initiative: managed non-CVD patient list that meet: HEDIS +, Thiazide +, and uncontrolled blood pressure.
- Utilized Kaiser Permanente's POINT system to drill down patients' chart checks and queries.
- Built business relationships with internal and family Medicine physicians, and Department Administrators at Baldwin Park, West Covina, Montebello, and San Dimas.

Kaiser Permanente – 6/2003 – 2/2004 (*Internship ended*)

Downey, CA

MBA Intern for Pharmacy Operations

- Developed Pharmacy Professional Affairs Business Development Plan, including designing department brochure, organizational chart, leading monthly staff meetings, and tracking current and ongoing department projects.
- Assisted and designed a \$1 million dollar project, New Kaiser Permanente Pharmacy Bag to promote Kaiser Permanente's Members Website, and encouraged patients to refill their prescriptions online.
- Trained to develop databases using Microsoft Access. Database Projects included State Board of Pharmacy Citation and Fines, and Kaiser Permanente's Pharmacy Yellow Pages.
- Shadowed several Kaiser Permanente Leaders in an array of health care functionalities, including Human Resources, Home Health Care, Project Management, Business Development, Finance, Marketing, and Compliance.

Trang Truong, M.D. & Lien Truong, D.D.S. – 7/2001 – 6/2003 (*Left for MBA internship opportunity*)

Redlands, CA

Office Manager & Certified Medical/Dental Biller

- Involved in starting up two private practices for Internal Medicine and General Dentistry.
- Managed and coordinated all clinical activities including scheduling, billing, inventory of dental/medical supplies, and keeping accurate information in patient and employee files.
- Responsible for marketing and promoting of clinic including attending community events, contributing to charities and fundraisers, and designing and distributing promotional flyers.

Mel Resonable

Mililani, HI · E-mail: melresonable@gmail.com · Cell: (310) 748-8654 ·

OBJECTIVE

To utilize my diverse background in the areas of HR Business Partnering, Talent and Organizational Development, Talent Acquisition, Program/Project Management, and HR Technology to lead and drive people strategies that support an organization in achieving its strategic business objectives.

EXPERIENCE

Hawaii Gas

11/2017 - Present

Sr. Manager, Human Resources

6/2018 - Present

Honolulu, HI

- Promoted to Sr. Manager (Head of HR) after seven months as HR Generalist for the company. As Sr. Manager, I am responsible for the leadership of the HR function, setting the strategy and ensuring the delivery of high-quality HR business partnership, services and products in the areas of Talent Acquisition, Learning & Organizational Development, Labor Management, Employee Relations, Benefits, Payroll, and HR Operations. Responsible for ensuring talent strategies align with corporate objectives
- Lead, motivate, and develop a staff of 5 HR professionals

Human Resources Generalist

11/2017 – 6/2018

Honolulu, HI

- Responsible for full-cycle recruiting including the assessment of organizational talent needs, recruitment strategy setting, compensation benchmarking, sourcing and recruitment, offer negotiation, and onboarding
- Led recruitment technology and marketing efforts by implementing iCIMS and launching the Hawaii Gas Career Website: <https://www.hawaiiigas.com/careers>
- Successfully recruited and filled key positions from bargaining unit to senior leadership roles. Managed partnerships with a select group of external recruiters
- Responsible for Labor and Employee Relations

Hawaiian Host, Inc.

5/2017 – 9/2017

Talent & Organizational Development Manager

Honolulu, HI

- In partnership with the VP, Human Resources, planned, executed and managed the corporate talent development and organizational development functions, including HRIS management. Oversaw the employee relations function for HHI, Inc. employees.
- Led talent acquisition efforts for the corporate entity by driving, tracking, and measuring recruiting activities. Mapped recruiting process to identify process improvement opportunities and to establish recruiting service level agreements (SLAs). Conducted job analyses and compensation benchmarking for key roles
- Designed, launched, and evaluated a new temporary onboarding program for production staff located in Gardena, CA which contributed to improved temporary employee job preparedness through focused job training and mentorship

Southern California Edison (SCE)

8/2014 – 3/2016

Sr. Human Resources Consultant

Rosemead, CA

- Senior internal consultant to HR business partner teams and business leaders in areas such as performance management, talent strategy development, team and employee goal setting, talent and succession planning, and career development

- Designed, delivered, and evaluated training content in the areas of Performance Management, Effective Performance Feedback, and Employee Goal Setting. Facilitated sessions for employees and leaders via both in-person and Skype web sessions
- Functional HR Lead for the implementation of Success Factors HCM: Goal Management module. Successfully launched the 1st module for all leaders and employees across the enterprise

Electronic Arts, Inc. (EA) **11/2004 – 8/2014**
Lead HR Business Partner/HR Manager **2/2006 – 8/2014**
Playa Vista, CA

- As the Lead HR Business Partner/HR Manager (Studio HR Leader), drove key HR initiatives that were aligned with business and organizational goals. Initiatives included talent planning, performance management, succession planning, training and development, rewards and recognition, change management, and organizational development and effectiveness
- Partnered closely with business leaders to proactively assess talent resourcing needs. Discussed emerging talent requirements, talent gaps, headcount forecasting and ramp planning. Partnered with the Talent Acquisition team throughout the recruiting and selection process including talent evaluation, compensation analysis, offer preparation, offer negotiation, and onboarding
- Collaborated with leaders and employees to identify training and development needs. Developed and delivered training content or partnered with internal and external trainers to develop and facilitate training sessions. Sessions included Peer Mentorship, New Leader Training, Performance Evaluations, Goal Setting, and new HRIS modules/features
- Spearheaded talent planning activities. Led senior leadership discussion on promotion readiness and succession and mitigation planning for key talent groups, i.e. high retention risks, high potentials and high/low performers, etc.

Sr. HR Technology Analyst (HRIT) **11/2004 – 2/2006**
Redwood City/Playa Vista, CA

Trend Micro, Inc. **2003 – 2004**
Global HR Business and Systems Analyst (HRIT)
Cupertino, CA

Hewlett-Packard Company (HP) **1999 – 2003**
Global HR Business Process Engineer/Project Lead (HRIT)
Palo Alto, CA

Sony Electronics **1998 – 1999**
Staffing Specialist
San Jose, CA

EDUCATION

Master of Arts · Organizational Psychology – John F. Kennedy University, CA (2003)

Bachelor of Arts · Industrial/Organizational Psychology – San Jose State University, CA (1997)

CERTIFICATION

SPHR – Senior Professional in Human Resources - HRCI

TOOLS

Success Factors, Workday, PeopleSoft, ADP, iCIMS, Taleo, Cognos, Microsoft Office Suite

RODNEY K.C. LEE

rodders.hi@gmail.com / m: 808.375.5936

Experienced Multi-Disciplinary Professional

Qualified for brand, economic development, research and analyst role, consulting experience in the areas of brand, business, design and construction. Strong critical thinker with good analytical skills and strong background in brand, strategy and execution, business operations, change management and development. Work experience in various countries and regions.

AREAS OF EXPERTISE

- Brand strategy & development
- Research
- Analysis
- Community outreach
- Business operations
- Community development
- Change Management
- Strategic Planning
- Marketing
- Process reengineering
- Interior/architectural design
- Construction

PROFESSIONAL EXPERIENCE

Spire Hawaii LLP

Accounting and Consulting Firm

January 2014 - Present

Executive Vice-President

Responsible for firm management, strategy and operations. Consulting service practice lead for major consulting projects. Provides consulting services for the State of Hawaii, Office of Hawaiian Affairs, Hawaiian Host, Hawaiian Humane Society, Oahu MPO and Anthology Marketing Group.

Highlights

- Lead consultant for the State of Hawaii Uniform Chart of Accounts project. Responsible for structuring, pitching and winning the firm's first large consulting project to develop a uniform standard to classify and categorize transactions across the State of Hawaii
- Lead Analyst for the Office of Hawaiian Affairs (OHA) project. Responsible for providing financial analyst services to the OHA board to include budget, contracts, policies and other financial matters.

Synaptiq

Start-up Consulting Firm

February 2013-September 2013

Vice-President of Business Development

Responsible for business setup, marketing and business development efforts to establish leads and contacts for Hawaii region. Created marketing collateral and presentations to prospective clients

Sopogy • Hawai'i

MicroCSP Technology

Sr. Director of Corporate Marketing

May 2012-November 2012

Part of the corporate development team that is responsible for setting up operations in various locations. Strategic lead on all corporate marketing and communications across the company. Lead market researcher and venture capital series E raise team member.

VP of Marketing & Communications

August 2011- April 2012

Strategic lead on all corporate and product marketing and communications globally. Developed brand & communications strategy to encompass all aspects of media and brand experience. Executed marketing campaigns to build relevance and awareness for the company and its products. Assisted with due diligence efforts for venture capital raise.

RODNEY K.C. LEE

rodders.hi@gmail.com / m: 808.375.5936

Highlights

- Participated in venture capital raise and due diligence sessions with investment banks and venture capital funds
- Revised and streamlined corporate and product marketing efforts to leverage on current accomplishments and positive product attributes. Activities included revising key content, reorganizing and developing key messages and vehicles.
- Headed the team that won the Oahu APEC Business Innovation Showcase Award, which provided global promotion of the company and its products as well as gain access to many of the APEC events including the CEO Summit
- Guided, participated, and/or supported corporate community actions such as participating in STEM education programs, UH Engineering internships, Community business leaders outreach, and SEE-IT exhibition

Marketing & Communications Manager

January-July 2011

Developed two-year corporate marketing plan. Reorganized functions and revised existing processes for efficiency. Developed comprehensive sales toolkit to support sales and channel partner efforts. Standardized corporate communications and enforced standardization of format, design, nomenclature and terminology.

Bedrock – Hawai'i • Oakland • Houston • Jakarta

2003 - 2010

Brand and business consultancy

Director

Joint operations manager and studio lead for organization. Led service innovation and development for the organization. Provided brand and business consulting for various clients to include, Chevron, ConocoPhillips, Kaiser Permanente, CSAA, Actus Lend Lease, Kamehameha Schools, Servco Pacific, HMSA, First Insurance and the City and County of Honolulu.

Highlights

- Developed and lead Chinatown Economic Development plan development, establishing buy-in and cooperation from landowners, business owners, community organizations and residents for the first time in decades
- Led strategy, change management and process reengineering efforts to optimize Army Hawaii Family Housing that total \$700k in savings over four months and \$16 million over 4 years.
- Part of the development team that instigated new healthcare environment and operations movement for Kaiser Permanente Hawai'i, which contributed to a nation-wide movement toward care environment and experience planning.

Rodney Lee Design – Hawai'i

1996-2003

Interior architecture and design

Co-Owner/President

Lead new business development and design efforts in hospitality, commercial development and residential projects in various locations in Hawaii, Tahiti, and China. Well versed in areas of design, design development, construction and contract administration

Wong Design Group – Hawai'i

Interior architecture and design firm affiliated with Hirsch Bedner & Associates

Partner

1995-1996

Team member and manager in hospitality, commercial and residential projects, performing design and construction administration roles

Chaminade University of Honolulu

1992-1996

Adjunct Professor of Design

Taught and lead architectural drafting and design classes and directed study programs. Participated in curriculum planning and reviews.

JASON CHRISTIAN CHANG

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SUMMARY

Ten years of executive leadership in acute care hospitals with Tenet and UHS. Expertise in strategic development including organic construction, acquisition, lean process implementation and developing new service-lines. Experience coordinating the implementation of a hospital owned insurance plan, Clinical Integration Network and bundled payment initiatives. Vast experience in competitive markets and working within multi-hospital systems. Outside my career, I am the National Vice President of the Japanese American Citizens League.

PROFESSIONAL EXPERIENCE

The Queen's Health Systems

EVP & Chief Operating Officer (October 2015 – Present)

Responsible for system leadership of hospital, ambulatory and land company. Queen's Health System is comprised of Queen's Medical Center a 575 bed tertiary facility, QMC West Oahu (150 beds), North Hawaii Community Hospital (75 beds) and Molokai General Hospital (12 beds), Queen Emma Land Company, Queen's Development Corp, The Queen Emma Foundation, Diagnostic Lab Services, Queen's Medical Group and Akoakoa ACO.

- Services include ACS trauma level 1, transplant program, advanced stroke center w neurovascular interventions, TAVR & LVAD programs, affiliation w University of Hawaii GME (8 residency programs and 3 fellowships),
- Operating budget of \$1.3B; EBIDA of \$144M and operating margin of 7%
- \$2.4B in net assets – Moody's A1 rated

McAllen Medical Center • Universal Health Services

Interim Chief Executive Officer (September 2014 – September 2015)

Providing interim leadership of the flagship hospital with 452 beds and level II trauma designation. The hospital houses a transplant program, University of Texas residency program and skilled nursing facility.

McAllen Heart Hospital & South Texas Health System • Universal Health Services

Chief Executive Officer (September 2013 – September 2015)

Responsible for redefining the hospital's trajectory, creating novel growth initiatives, implementing cost saving measures and responsibility for the fiscal budget. Responsibilities are system-centric and include leadership of the employed medical group and ambulatory services. The system (\$800M net revenue) is comprised of five hospitals, 840 licensed beds, a Heart Hospital, level II trauma center, a children's hospital, behavior hospital, two freestanding ERs, University of Texas residency program and a network of 120 employed physicians in 17 locations.

- Led the implementation of Prominence Health Plan, a novel UHS Medicare Advantage & PPO product.
- Developed a Clinical Integration network (South Texas Quality Alliance) focused on saving \$15M annually.
- Constructed the first Hybrid OR in South Texas to advance technology around the Cardio-Vascular service-line and reduce outmigration, a \$3.1M project.
- Developed TAVR program in partnership with UT Health Science Center in San Antonio.
- Developed LVAD Share Care program in partnership with St Luke's Medical Center in Houston.
- Construction of a \$6.7M four OR Ambulatory Surgery Center syndicated with community surgeons.
- Constructed UHS' second two Freestanding Emergency Departments, a \$17.5M project.
- Developed the Metabolic, Bariatric Weight Loss & Plastic Surgery program.

Edinburg Regional Medical Center & Edinburg Children's Hospital • Universal Health Services

Chief Operating Officer (June 2012 – September 2013)

Responsible for leading hospital operations, implementing cost saving initiatives and developing growth strategies. Notable achievements include reopening the Labor & Delivery service line, leading the EHR conversion to Cerner, adjusting productivity standards, renovation of an MOB, introduction of the regions first 3T MRI and redesign of Surgical Services.

- Reopened Labor & Delivery and NICU, a \$4.2M project.
- Constructed UHS' first two Freestanding Emergency Departments, an \$18.6M project.
- Creation of Senior Care, a trademarked, senior focused program for emergency, surgical and inpatient care.
- Redesign of Surgical Services focused on physician efficiency, cost per case and satisfaction at ERMHC, redirecting surgeons to our campus and driving \$5M incremental net revenue annually.
- Development of thirteen DSRIP projects focused on primary care expansion and expansion of chronic care services, \$24M in Federal funding.

- ❖ 1st Vice-Governor of the Central California District Council, Jan 2009-2012
- ❖ NCAA Division I Football Scholarship, 1995 – 1998
- ❖ Class President, 1991, 1992, 1993, 1994, 1995
- ❖ American Legion's Award, 1995
- ❖ Golden State Biology Award, 1994 and 1995
- ❖ California Scholastic Federation Life Member

EDUCATION

University of Massachusetts – Amherst, MA
MBA, Isenberg School of Management

Northern Arizona University – Flagstaff, AZ
Bachelor of Science, Pre-Medicine

SUZIE SCHULBERG

1102 Kaluanui Road, Honolulu, HI 96825 | (808) 741-6109 | ssschulberg@arcadia-hi.org

OBJECTIVE

Provide an overview of experience and credentials for the Oahu Workforce Development Board nomination.

SKILLS & ABILITIES

Extensive knowledge of senior living. Licensed Nursing Home Administrator and licensed Assisted Living Administrator.

Strong leadership skills; works well both collaboratively and individually.

Comprehensive understanding of processes and how to maintain and improve quality senior living and senior services, and the financial strength and requirements for the companies.

Knowing the right questions to ask, the right concerns to address, and the rights steps to take to ensure good decisions are made and satisfactory implementation is achieved.

Involvement in community and industry leadership.

EXPERIENCE

January 2019 –
Present

President & Chief Executive Officer, *Arcadia Family of Companies*

- Develops and implement a strategic plan that aligns our goals and plans for each operating company with our mission, vision, and core values; prepares analysis and plans for the maintenance and development of all properties; maintains financial systems and performance at levels that will meet all bond, bank, and accreditation requirements and provide finances for growth; selects, employs, develops, and mentors managerial personnel who will manage the operating companies; reports to the Board organizational performance on a timely basis; and appraises the Board of industry trends and issues and potential future directions for ACS and its family of companies

March 2017 –
December 2018

Chief Operating Officer, *Arcadia*

- Responsible for the day-to-day operating activities, including revenue and sales growth; expense, cost and margin control; and, achieving monthly, quarterly and annual financial results with acceptable operating and capital ratios.

- November 2010 – February 2017 Chief Operating Officer, *15 Craigside*
 · Assisted with pre-sales, and organized operational staff to open, run and stabilize resident services and daily operations.
- March 2006 – November 2010 Director of Marketing & Outreach, *Arcadia*
 · Responsible for marketing and sales of the family of companies including Arcadia, Central Union Church Adult Day Care & Day Health Center, Kilohana Senior Enrichment Center, Arcadia Home Health Services and pre-selling 15 Craigside.
- January 2004 – March 2006 Assistant Administrator, *Arcadia*
 · Assisted in planning for all activities and departments of the Health Care Center, subject to federal and state rules and regulations to ensure proper health care services for the residents.
- October 2001 – January 2004 Administrator in Training, *Arcadia*
 · Became the first Administrator in Training candidate at Arcadia with the purpose of gaining knowledge and experience required for licensure as a Nursing Home Administrator.
- January 2001 – October 2001 HR Clerk, *Arcadia*
 · Assisted as part time employee with various clerical duties in the HR department.
- July 1998 – September 2000 Human Resources Representative, *First Hawaiian Bank*
 · Responsible for staff recruitment for Central and West Oahu and Neighbor Islands.

EDUCATION

High School Diploma, Honolulu, HI, *Iolani School*

BA History, Santa Clara, CA, *Santa Clara University*

MBA, Honolulu, HI, *Hawaii Pacific University*

Advanced Certificate in Gerontology, Honolulu, HI, *University of Hawaii, Manoa*

LEADERSHIP

Policy Advisory Board for Elder Affairs, 2013 – 2017 and 2017 - 2021

Pacific Business News Forty Under 40, 2014

Pacific Century Fellow, 2010

Hawaii Pacific Gerontological Society, 2003 – Present

Catherine Lederer
7002 Hawaii Kai Drive, PH 117
Honolulu, HI 96825
(808) 561-0039

SUMMARY

A well-rounded professional with experience in program management, program development, community building, large-scale community service project planning and execution, fundraising, relationship building, and volunteer management. Manages multiple projects while staying focused on the organization's objectives and goals while maintaining a sensitivity to participating parties and time constraints. An effective, self-driven team leader and team player who is comfortable with public speaking and coalition building to strengthen Hawaii to become a better place to live, work, and play for all.

DEMONSTRATED STRENGTHS:

- Rapport builder who develops trusting relationships and partnerships of collaboration
- Problem solver, intuitive and analytical, and assess multiple impacts of an issue
- Flexible and able to manage change/issues in a professional confidential manner to achieve a desirable outcome and goal
- Exceptional work ethic, positive attitude, self-motivated, and professional demeanor
- Detail-oriented, organized, good time management skills, and thorough
- Team leader and team player
- Effective and experienced communicator: both orally and written
- Proven program development and implementation abilities
- Proficient in Microsoft Office Applications, Google Apps/G Suite, and QuickBooks

WORK HISTORY:

Hawaii State AFL-CIO's Labor Community Services Program (LCSP) Director

January 1, 2016-Present

Responsible for the development and management of the LCSP under the Hawaii State AFL-CIO. Management of the program that offers direct services, community service projects, implementation and coordination of learning sessions, and fundraising to offer programs to assist those in need.

Developing and budget management, coalition building to the establishment of partnerships to increase engagement of our internal and external community. Identifies, develops, and implements projects and events responding to opportunities aligning with the organization's and stakeholders' mission and goals. Builds and maintains relationships with donors, volunteers, community leaders, community members, and organizations.

Aloha United Way-State Liaison-Hawaii State AFL-CIO Community Services /Vice President-Labor Participation

April 2013-December 31, 2015

Responsible for the development and management of the Labor Community Services Program for Hawaii. The program offered direct services, fostered collaboration through community building and community service events and projects, and hosted educational events, and fundraisers for the United Ways of Oahu, Maui, and Hawaii Island. Supported and oversaw 4 staff members on Oahu, Maui, and Hawaii Island to ensure goals and program outcomes were met statewide. Built and maintained relationships with donors, volunteers, leaders, and community organizations. Identified, assessed, developed, and implemented projects and events responding to opportunities aligned with the organization and stakeholders' mission and goals.

**Summer School Administrative Coordinator-Kamehameha Schools
Kapalama, May 2011-April 2013**

Responsible for the administrative duties for the KS Kapalama Summer School program for grades 1-12. Worked closely with Summer School Coordinator and HR in securing summer school teachers, procurement department in securing all supplies for summer school, coordination with the transportation department of summer school routes of all student data, all field trips, and daily internal campus bus schedule, coordination with IT department for laptop use for current KS and KS summer school only students and set up for classrooms, campus operations, and facilities departments as we changed over from regular to summer school and back again, and coordinated staff and faculty meetings. Created, monitored, and reconciled budgets, ensuring timely submission of deliverables to all K-12 faculty and staff. Developed and managed correspondences to staff, faculty, and families. Managed the Summer School website.

**Administrative Assistant for English Department, Kamehameha Schools Kapalama
March 2005-April 2011**

Assisted the Department Head of the high school English department with administrative duties and department management. Worked closely with Department Head to ensure the department ran smoothly to ensure students and families received the quality education and experience expected. Worked with the procurement department in securing all supplies for summer school, coordination with the transportation department of summer school bus routes of student data, all field trips, campus operations, and facilities departments, and coordinated staff, and faculty meetings. Created, monitored, and reconciled budgets. Developed and managed correspondences to staff, faculty, and families. Managed the Summer School website.

EDUCATION:

University of Hawaii Manoa-BBA, Marketing 1993
Kaiser High School-High School Diploma 1987

REFERENCES:

Randy Perreira-Hawaii State AFL-CIO, President, and HGEA Executive Director
(808)-543-0012
Wendy Hickman Miller-Tripler Army Medical Center, Child Life Special
(808)-228-0205
Kristine Crabbe-Service Assistant for the Administration
Service Officer of the DOD
(808)277-7362

**OFFICE OF THE MAYOR
CITY AND COUNTY OF HONOLULU**

530 SOUTH KING STREET, ROOM 300 • HONOLULU, HAWAII 96813
PHONE: (808) 768-4141 • FAX: (808) 768-4242 • INTERNET: www.honolulu.gov



**KIRK CALDWELL
MAYOR**

**ROY K. AMEMIYA, JR.
MANAGING DIRECTOR**

**GEORGETTE T. DEEMER
DEPUTY MANAGING DIRECTOR**

October 23, 2019

Ms. Sherry Menor-McNamara
President and CEO
Chamber of Commerce Hawaii
733 Bishop Street, Suite 1200
Honolulu, Hawaii 96813

Dear Ms. Menor-McNamara:

It is my pleasure to appoint you to the Oahu Workforce Development Board (OWDB). Your appointment is per the federal Workforce Innovation and Opportunity Act of 2014 to fill the specific union membership category of PL 113-128, Sec. 107 (C)(iii). Your term will expire on June 30, 2023.

The purpose of the Workforce Innovation and Opportunity Act is to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth. The Act creates Local Board nationwide.

Thank you for your volunteer service as a member of this Board.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Caldwell", is written over a horizontal line.

Kirk Caldwell
Mayor

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**KIRK CALDWELL
MAYOR**

**ROY K. AMEMIYA, JR.
MANAGING DIRECTOR**

**GEORGETTE T. DEEMER
DEPUTY MANAGING DIRECTOR**

October 23, 2019

Ms. Mimi Sroat
Director
Hawaii Electricians Training Fund
1935 Hau Street, Suite 301
Honolulu, Hawaii 96819

Dear Ms. Sroat:

It is my pleasure to appoint you to the Oahu Workforce Development Board (OWDB). Your appointment is per the federal Workforce Innovation and Opportunity Act of 2014 to fill the specific union membership category of PL 113-128, Sec. 107 (C)(iii). Your term will expire on June 30, 2023.

The purpose of the Workforce Innovation and Opportunity Act is to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth. The Act creates Local Board nationwide.

Thank you for your volunteer service as a member of this Board.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Caldwell", is written over a horizontal line.

Kirk Caldwell
Mayor

Local Workforce Development Board Membership Requirements

LWDB Members	Who May Satisfy The Requirement
Representatives of Business [WIOA § 107(b)(2)(A), 20 CFR 679.320(b)]	The majority of the members of the Local Board must be representatives of business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Boards may also serve on the State Board. Each business representative must meet the following criteria: 1. be an owner, chief executive officer, chief operating officer, or other individual with optimum policymaking or hiring authority; 2. have employees, and provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA § 107(b)(2)(A)(ii); and 3. are appointed from among individuals nominated by local business organizations and business trade associations; other than their employers
Representatives of Workforce [WIOA § 107(b)(2)(B), 20 CFR 679.320(c)]	Not less than 20 percent of the members of the Local Board must be workforce representatives. These representatives: 1. must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; 2. must include one or more representatives of a joint labor- management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists; and may include:

	In addition to the representatives enumerated above, the Board may include the following to contribute to the 20 percent requirement: 1. one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and 2. one or more representatives of organizations that demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
Representatives of Education and Training [WIOA § 107(b)(2)(C), 20 CFR 679.320(d)]	The balance of Local Board membership must include: 1. At least one eligible provider administering adult education and literacy activities under WIOA title II; 2. At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and 3. At least one representative from each of the following governmental and economic and community development entities: a. Economic and community development entities; b. The state Employment Service Office under the Wagner- Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and c. The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title. [Special Rule: If there are multiple eligible providers serving the local area by administering adult education and literacy activities under Title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, the representative of Title II and the representative of an institution of higher education must be appointed from among individuals nominated by local providers representing those providers or institutions. WIOA §107(b)(6)] In addition to the representatives enumerated above, the CLEO may appoint other appropriate entities in the local area, including:

	1. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment; 2. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs; 3. Philanthropic organizations serving the local area; and 4. Other appropriate individuals as determined by the chief elected official.
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Nothing in WIOA expressly prohibits a person from representing more than one local board membership category. Assuming no representation of multiple categories occurs, the minimum size of a Local Workforce Development Board will be 19 members as described in the formula below:

MINIMUM LOCAL BOARD MEMBERSHIP		
Category	Count	Total
Business	9 + 1 (to maintain a majority) =	10
Workforce	3 (2 labor + 1 apprentice) + 1 (to maintain 20%) =	4
Education/Training	2 (1 adult education/literacy + 1 higher education) =	2
Economic/Community Development	1 (1 economic/community development) =	1
Government	2 (1 Wagner-Peyser + 1 Vocational Rehabilitation) =	2
Minimum Local Board Membership:		19

 Local Workforce Development Area

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP ROSTER
Current LWDB Membership

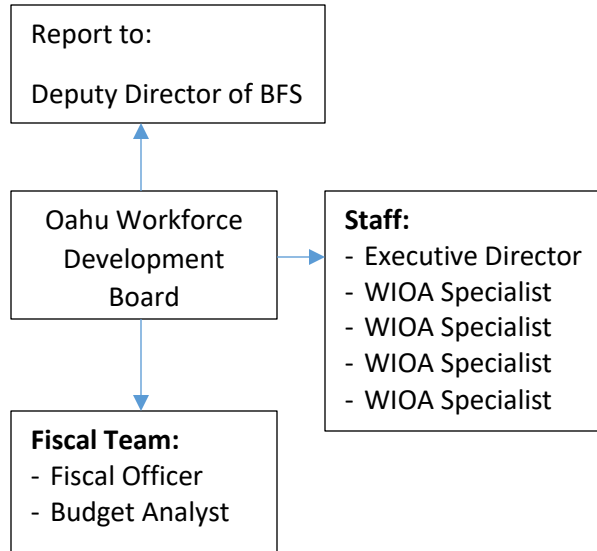
- A. For each member include the Nomination Form (Attachment 2) and resume, except for the following:
- The Title II representative employed by the Department of Education;
 - The representative of an institution of higher education employed by the University of Hawaii system;
 - The economic development representative employed by a state or county agency;
 - The representative of the State Employment Service Office under Wagner-Peyser;
 - The representative of the State Division of Rehabilitation.
- B. In the chart below, list the individuals currently appointed to the LWDB, their titles, and their respective membership category (e.g., business, local education entity, labor organization, community-based organization, etc.).

	Name	Title	Organization	Nominated by	Membership Category
1.	Christopher Lum Lee	Founder and CEO	TriSec, Inc.	TriSec, Inc.	107(b)(2)(A) Business
2.	Wesley Akamine	Director of Operations and Project Management	‘Ōlelo Community Media	Oahu Workforce Development Board	107(b)(2)(A) Business
3.	Trevor Bracher	Complex Director of Human Resources	Kyo-ya Hotels & Resorts Marriot International	Hawaii Lodging and Tourism Association	107(b)(2)(A) Business
4.	Andrew Giles	Chief Operating Officer	Kaiser Permanente	Healthcare Association of Hawaii	107(b)(2)(A) Business
5.	Sarah Guay	President and CEO	Hawaii Employers Council	Oahu Workforce Development Board	107(b)(2)(A) Business
6.	Carla Kobashigawa	Director	Applied Computer Training & Technology, Inc.	Career Development Center of Hawaii, Inc.	107(b)(2)(A) Business 107(b)(2)(C) Eligible Provider
7.	Sherry Menor-McNamara	President and CEO	Chamber of Commerce Hawaii	U.S. Chamber of Commerce	107(b)(2)(A) Business

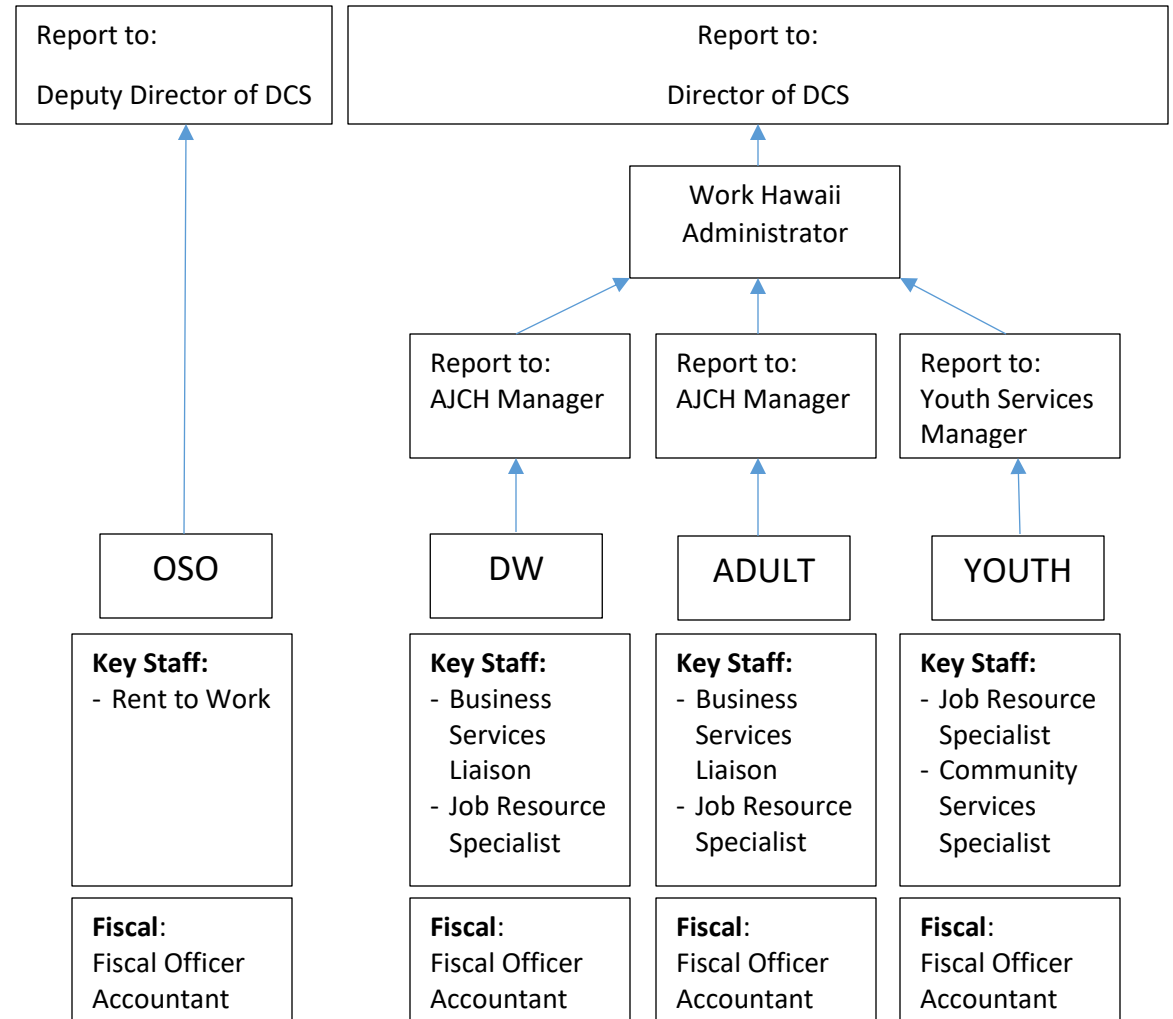
8.	Andrew Rosen	Executive Director	Native Hawaiian Chamber of Commerce	Oahu Workforce Development Board	107(b)(2)(A) Business
9.	Suzie Schulberg	President and CEO	Arcadia Family of Companies	Healthcare Association of Hawaii	107(b)(2)(A) Business
10.	Lisa Truong Kracher	Vice President	Array Corporation	Chamber of Commerce Hawaii	107(b)(2)(A) Business
11.	Jeff Wagoner	President and CEO	Outrigger Hospitality Group	The Queen's Health Systems	107(b)(2)(A) Business
12.	Janna Hoshide	Vice President of Workforce Development	Healthcare Association of Hawaii	Oahu Workforce Development Board	107(b)(2)(A) Business
13.	Vacant				107(b)(2)(A) Business
14.	Steve Goo	Assistant Vice President of Administration	Lanakila Pacific	Lanakila Pacific	107(b)(2)(B) CBO
15.	Kevin Holu	President and Principal Officer	Hawaii Teamsters & Allied Workers Union 996	Hawaii Teamsters & Allied Workers Union 996	107(b)(2)(B) Union
16.	Catherine Lederer	Director of Labor Community Services	Hawaii State AFL-CIO	Hawaii State AFL-CIO	107(b)(2)(B) Union
17.	Mimi Sroat	Director	Hawaii Electricians Training Fund	International Brotherhood of Electrical Workers Local Union 1186	107(b)(2)(B) Registered Apprenticeship
18.	Vacant				107(b)(2)(B) Labor
19.	Pat Anbe	Principal	State of Hawaii Department of Education, Waipahu Community School for Adults		107(b)(2)(C) Education

20.	Della Teraoka	Interim Vice President	University of Hawaii - Community College System		107(b)(2)(C) Education
21.	Su Lazo	Workforce Development Program Manager	Office of Economic Revitalization		107(b)(2)(C) Economic Development Organization
22.	Pina Lemusu	Oahu Branch Administrator	State of Hawaii Department of Human Services, Division of Vocational Rehabilitation		107(b)(2)(C) Vocational Rehabilitation
23.	Frederick Pascua	Oahu Branch Manager	State of Hawaii Department of Labor and Industrial Relations, Workforce Development Division		107(b)(2)(C) Wagner Peyser

Budget and Fiscal Services (BFS)



Department of Community Services (DCS)

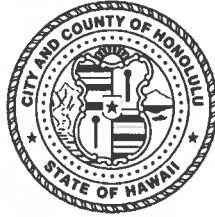


**OAHU WORKFORCE DEVELOPMENT BOARD
CITY AND COUNTY OF HONOLULU**

715 SOUTH KING STREET, SUITE 211 • HONOLULU, HAWAII 96813
PHONE: (808) 768-7790 • www.OahuWDB.com

Attachment J

RICK BLANGIARDI
MAYOR



CHRISTOPHER K. LUM LEE
CHAIR

HARRISON KURANISHI
EXECUTIVE DIRECTOR

July 1, 2025

**OAHU WORKFORCE DEVELOPMENT BOARD
WORKFORCE INNOVATION AND OPPORTUNITY ACT
POLICY #34-25**

SUBJECT: 2025 PROGRAM NEGOTIATED LEVELS OF PERFORMANCE

PURPOSE:

To provide the City and County of Honolulu service providers with negotiations, performance accountability, and sanctions requirements for Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker, and Youth Programs.

BACKGROUND:

Section 116 of WIOA outlines the purpose of performance accountability, which is to establish performance accountability measures that apply across the core programs to assess the effectiveness of the State and Local Areas in achieving positive outcomes for individuals served by WIOA programs. The performance accountability system is crucial in evaluating the effectiveness of programs to ensure that individuals served acquire the skills necessary to succeed in today's economy.

The performance indicators under WIOA include new employment outcomes, such as earnings and effectiveness in serving employers, as well as educational measures for credential attainment and measurable skill gains. While WIA allowed eligible States to receive incentive awards for exceeding their adjusted levels of performance in Title I and Title II, WIOA eliminates the incentives provision and instead applies sanctions for States that fail to meet their performance targets.

POLICY:

The Oahu Workforce Development Board has determined the performance levels for PY25 for the City and County of Honolulu.

ADULT:

Employment Rate 2nd Quarter after Exit: 83%

Employment Rate 4th Quarter after Exit: 83%
Median Earnings 2nd Quarter after Exit: \$8,700
Credential Attainment: 75%
Measurable Skills Gain 85%

DISLOCATED WORKER:

Employment Rate 2nd Quarter after Exit: 83%
Employment Rate 4th Quarter after Exit: 83%
Median Earnings 2nd Quarter after Exit: \$11,700
Credential Attainment: 85%
Measurable Skills Gain 85%

YOUTH:

Education and Employment Rate 2nd Quarter after Exit: 77%
Education and Employment Rate 4th Quarter after Exit: 83%
Median Earnings 2nd Quarter after Exit: \$5,650
Credential Attainment: 80%
Measurable Skills Gain 85%

ACTION:

This policy is effective immediately and remains in effect until such time that amendments to this policy are made or a new policy is issued.

INQUIRIES:

For inquiries regarding this policy, please get in touch with Harrison Kuranishi, Executive Director of the Oahu Workforce Development Board, at 808-768-7790 or h.kuranishi@honolulu.gov.



Harrison Kuranishi
Executive Director

**OAHU WORKFORCE DEVELOPMENT BOARD
CITY AND COUNTY OF HONOLULU**

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PHONE: (808) 768-7790 • www.OahuWDB.com

Attachment K

RICK BLANGIARDI
MAYOR



CHRISTOPHER K. LUM LEE
CHAIR

HARRISON KURANISHI
EXECUTIVE DIRECTOR

July 1, 2025

**OAHU WORKFORCE DEVELOPMENT BOARD
WORKFORCE INNOVATION AND OPPORTUNITY ACT
POLICY #28-25**

SUBJECT: WIOA PRIORITY OF SERVICES

PURPOSE:

The purpose of this instruction is to transmit updates to the Priority of Service Policy.

BACKGROUND:

The Workforce Innovation and Opportunity Act (WIOA) has established a priority requirement for funds allocated to a local area for individualized career and training services. Priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services. Under WIA, career services were identified as core and intensive services, and participants would progress through each level of service to eventually receive training. WIOA clarifies that individuals receiving services in one-stop centers must obtain the services necessary to assist them in meeting their job search goals. It does not require a fixed sequence of services that may not be necessary to serve the individual effectively.

POLICY:

Adults who receive services from WIOA-funded staff beyond self-service and information must be determined eligible, enrolled, and considered a participant for WIOA Title I services. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

First Priority: Veterans and eligible spouses who are low-income, include recipients of public assistance, or who are basic skills deficient;

Second Priority: Low-income Individuals, to include recipients of public assistance, or basic skills deficient;

Third Priority: Veterans and eligible spouses who are not low-income, or are not recipients of

public assistance, and are not basic skills deficient; and

Fourth Priority: Individuals outside of the groups given priority.

Definitions

Low-income Individual:

An individual who meets any one of the following criteria satisfies the low-income requirement for WIOA Adult services:

- Receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through SNAP, TANF, or Supplemental Security Income (SSI), or state or local income-based public assistance;
- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the most recent Family Income Guidelines issued via LWDA Instruction;
- Is a homeless individual as defined in the McKinney-Vento Homeless Assistance Act or the Violence Against Women Act of 1994; or
- Is an individual with a disability whose own income meets the income requirement above, but who is a member of a family whose income does not meet this requirement.

Basic Skills Deficient:

WIOA defines basic skills deficient as an adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant's family, or in society. OWDB further defines basic skills deficient as an individual who meets any one of the following indicators:

- Lacks a high school diploma or equivalent; or
- Scores 8.9 or below on the Test for Adult Basic Education (TABE) or
- Is enrolled in Title II adult education for English as a Second Language (ESL).

It is expected that basic skills deficiency will be determined using an objective, valid, and reliable assessment, such as the indicators listed above. However, when a formal evaluation is not available or practical, case manager observations, customer acknowledgment, and documented case notes are acceptable. (Example: A case manager may observe that the adult is experiencing difficulty in reading or filling out an application form or has poor English language skills and may be appropriate for ESL. However, an individual should not be determined as basic skills deficient merely because they lack soft skills or the occupational skills needed for a particular job.) WIOA Title I funds cannot be used for assessing basic skills deficiencies before eligibility certification. Further, if not already a program participant, the use of funds for assessment will constitute enrollment in the program.

Documentation Requirements:

It is beneficial to capture all applicable priority of service categories to reflect efforts in serving those most in need. Additionally, these characteristics are likely to have a positive impact on future performance negotiations as the statistical adjustment model is implemented. Therefore, all applicable priority of service criteria should be recorded in HireNetHawaii, and the documentation required for each criterion recorded must be maintained in the participant's case

file.

ACTION:

This policy is effective immediately and remains in effect until such time that amendments to this policy are made or a new policy is issued.

INQUIRIES:

For inquiries regarding this policy, please contact Harrison Kuranishi, Executive Director, Oahu Workforce Development Board at 808-768-7790 or h.kuranishi@honolulu.gov.



Harrison Kuranishi
Executive Director