

1. Project Description and Overview

1a. Executive Summary. Resilient Hawai‘i means that Hawai‘i’s people and land can survive and thrive through difficult economic, social and environmental shocks. The “**Resilient Hawai‘i: Good Jobs Challenge**” initiative (*Resilient Hawai‘i*) will connect individuals whose employment opportunities were disrupted by the COVID-19 pandemic, with employer-driven training that leads to good jobs. Led by the ten-campus University of Hawai‘i System (UH), system level entity, the overarching goal is to establish a sustainable, effective **regional workforce training system** that creates economic resilience and prosperity for the State of Hawai‘i’s individuals, businesses, and communities.

To this end, *Resilient Hawai‘i* invests \$16,351,025 in four strategic industry sectors identified as priorities for economic development. The strategic industry sectors have the potential to transform Hawaii’s ability to endure and recover from sudden economic challenges.

Hawai‘i Sector Partnerships

- Clean Energy
- Creative Industries
- Healthcare
- Technology

Backbone Organizations

- Hawai‘i State Energy Office (HSEO)
- Hawai‘i Creative Industries Division (HCI)
- Healthcare Association of Hawai‘i (HAH)
- Chamber of Commerce Hawai‘i (Chamber)

Through a coalition of 50+ employers, training providers, community-based organizations and key stakeholders, *Resilient Hawai‘i* will develop, design, and implement workforce development programs to get individuals back to work. The three-year initiative will train 3,000 participants including 1,000 Native Hawaiian or Pacific Islanders, and place 75% of completers into good jobs. The initiative will also enable systemic changes that improve effectiveness and equitable outcomes of the regional workforce training system that serve the state and all four of the state’s counties.

1b. System Lead Entity & Backbone Organizations. As the sole provider of public higher education in the state, UH takes seriously its responsibility to provide high quality education and training to meet the regional workforce needs. The 7-campus community college system, in particular, is equipped to implement employer-driven training models that enable participants to secure good jobs quickly. UH has the demonstrated ability to convene the necessary stakeholders and coordinate across sectors driving partners to action as presented in *Section 4d*. UH has a proven track record of successfully administering federal and non-federal funding totaling \$485.5M in 2020-2021. These grants included 82 new awards totaling over \$24M sponsored by the USDOC. UH has a demonstrated experience coordinating across sectors as evidenced the Hawai‘i Sector Partnership Initiative supporting employer centered networks in multiple industry clusters. UH has 15 administrators at the system and campuses who are general-funded, full-time employees and are dedicated to leadership at UH and in regional workforce training to address regional workforce issues and support Hawaii’s economic development. All UH campuses are recognized as Minority Serving Institutions by the U.S. Department of Education.

Backbone Organizations. The proposed backbone organizations are the ideal lead conveners for Hawai‘i by sector. All backbone organizations are recognized leaders in their sectors, have workforce development and economic growth of their sectors as organizational priorities, have the convening power, credibility and buy-in from the key industry stakeholders, and have dedicated full-time employees focused on addressing the sectors’ workforce issues and economic growth. The Healthcare Association of Hawai‘i (HAH) is a trade organization representing 170 members (acute care hospitals, skilled nursing facilities, assisted living facilities, hospices, etc.) and serving Hawai‘i for over 80 years. The Chamber of Commerce (Chamber) Hawai‘i works on

behalf of its 2,000+ member organizations to advance the state’s economic climate. The Healthcare Association of Hawai‘i (HAH) and the Chamber are currently leading existing sector partnerships in Healthcare and Engineering/IT that were initiated by the 2016-2020 grant work with the System Lead Entity. *Resilient Hawai‘i* will apply the sustainable, replicable model into two new sectors of high importance to the state economy. The Hawai‘i State Energy Office (HSEO) and Hawai‘i Creative Industries Division (HCI) are state agencies under the State of Hawai‘i Department of Business, Economic Development, and Tourism. HSEO is charged with leading Hawai‘i’s bold energy agenda locally—to achieve 100 percent clean energy by the year 2045, and globally—to position Hawai‘i as a proving ground for clean energy technologies and accelerate the transformation to a clean energy economy. HCI manages the development and growth of Hawai‘i’s Creative Economy, which has a core of copyright-based industries such as producers and service providers in film, video and digital media production, cultural businesses in Hawai‘i, and commercial and applied design firms

All organizations are EDA-eligible applicants and will serve as subawardees to the UH. Letters of commitment of all Backbone Organizations are included in Appendix 1.

| Figure 1.1. Regional Workforce System | | | | |
|---------------------------------------|---|--------------------------------------|-----------------------------------|-----------------------------|
| Region | State of Hawai‘i | | | |
| System Lead Entity | University of Hawai‘i System | | | |
| Sector Partnership | Clean Energy | Creative Industries | Healthcare | Technology |
| Backbone Organization | Hawai‘i State Energy Office | Hawai‘i Creative Industries Division | Healthcare Association of Hawai‘i | Chamber of Commerce Hawai‘i |
| Wrap-around Support Partners | <i>American Job Centers, Economic Development Alliance of Hawai‘i (EDA), Hawai‘i’s Hotel and Restaurant Industry Employment & Training Trust (HARIETT), HINET SNAP Employment and Training Program, We Are Oceania.</i> | | | |

2. Employer Leadership, Commitments, Stakeholders, & Partnerships

2a. Employer Leadership and Commitments. Hawaii’s employers have responded to the call to develop and strengthen *Resilient Hawai‘i* by committing time and resources to: i) advance sector partnership success, ii) extend expertise to align training programs to skills-needs, and iii) drive investment in placing successful participants into quality jobs.

Sectoral Partnership Success. Hawai‘i’s employers commit to be meaningfully engaged in the agenda-setting of sector partnerships and the development and implementation of strategies that meet their workforce needs. Thirty-nine (38) employers have provided letters of commitment documenting job placements and other commitments, included in the Appendices 2 – 5. All employers are specifically committing to: (1) Engage in the design and development of the Sector Partnership work with other employers and stakeholders in their area; (2) Provide input and leadership towards identifying skills needs and training program solutions; and (3) Hire and place workers upon successful program completion, demonstration of skill acquisition, and satisfaction of employer hiring conditions. The backbone organizations will engage more

employers as the partnerships develop further. Collectively, employers that are extending conditional hires expect to hire for **10,012 positions** in the next three years.

Creation of Training Programs. UH, the primary training provider, will work with employers to identify, develop, or refine the training programs needed to meet workforce needs. Project funds are requested to allocate faculty or subject matter experts to work with industry employers to initiate customized, short-term non-credit programs, or to develop credit-bearing curriculum and shepherd the curriculum through institutional processes. Additional Information on the process to gather employer skills-needs & develop into a training model is included in Appendix 10. The sector partnership allows many employers to coordinate and identify their shared needs, allowing UH to offer skills training for employer-demanded skills for quality jobs.

| Figure 2.1. Employer Commitments | |
|--|--|
| <p style="text-align: center;"><u>Employers (Healthcare)</u></p> <p>Adventist Health Castle Clinical Laboratories of Hawai'i, LLP Diagnostic Laboratory Services, Inc. Hawai'i Medical Service Association Hawai'i Pacific Health HARIETT (<i>Employer Labor Partnership</i>) Manoa Cottage 'Ohana Pacific Health Palolo Chinese Home Queens Health Systems Rehab Hospital of the Pacific UNITE HERE Local 5 (<i>Union</i>) Wahiawa General Hospital Healthcare Association of Hawai'i (170 members)</p> | <p style="text-align: center;"><u>Employers (Technology)</u></p> <p>Bank of Hawai'i Booz Allen Hamilton DataHouse Consulting Decision Research Corporation Dev Island Inc. eWorld Enterprise Solutions Hawai'i Defense Alliance Honolulu Board of Water Supply Island Holdings, Inc. Pacific Impact Zone Office of Enterprise Technology Services UH Information Technology Services Zippy's, FCH Enterprises, Inc.</p> |
| <p style="text-align: center;"><u>Employers (Clean Energy)</u></p> <p>County of Kaua'i (partner) Hawai'i Carpenters Apprenticeship & Training Fund (<i>Union/Worker Perspective</i>) Hawai'i Gas Hawaiian Electric Hawai'i Transportation Association Ho'āhu Energy Cooperative Molokai IBEW Local 1260 (<i>Union</i>) IBEW Local 1186 (<i>Union</i>) Kauai Island Utility Cooperative Moss & Associates, LLC Swinerton</p> | <p style="text-align: center;"><u>Employers (Creative Industries)</u></p> <p>International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts (IATSE) Local 665 (<i>Union</i>)</p> <p><i>*Recruitment for employer commitments planned in Phase I and Phase II of Creative Industries sector partnership development</i></p> |

Additionally, employers and UH will prototype new models of skills-based hiring and new hiring and training models. To manage evaluation and ongoing refinement, employers will rotate on the academic program's industry advisory boards.

Creation of Recruitment Requirements. Program faculty will utilize industry standards and employer feedback to create pre-requisite requirements. Cohorts may also be offered in closed formats (e.g. where all participants in the section are recruited or selected from within or by the same company or union) or "open" format that is available to receive applications from the

general public. Wraparound support partners will assist with developing recruitment requirements and assisting prospective participants in fulfilling pre-requisite requirements.

Involvement of Worker Perspectives. Union and Training Trust organizations provide guidance on the training opportunities needed to best increase the skills of their members. Letters of commitment to collaborate under *Resilient Hawai‘i* have been received from International Brotherhood of Electrical Workers (IBEW) Local 1260, IBEW Local 1186, the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States, Its Territories and Canada (IATSE), the Hawai‘i Carpenters Apprenticeship & Training Fund, the Hotel and Restaurant Industry Employment & Training Trust (HARIETT), and Unite Here! Local 5 Hawai‘i, and more are expected as the State Energy Office and State Creative Industries Division develop the sector partnerships. In addition to connecting their members with training, labor organizations will expand their partnerships with education (UH, Hawai‘i P-20, Community School for Adults, State of Hawai‘i Department of Education) to establish attractive pathways for their profession and develop the awareness, quality, and pool of pre-apprentices and potential members.

2b. Other Stakeholders and Partnerships

Stakeholder Roles and Responsibilities. The Chamber of Commerce Hawai‘i will serve as the backbone organization for the Technology sector and provide overarching facilitation and support for Hawai‘i State Energy Office, Hawai‘i Creative Industries Division, and Healthcare Association of Hawai‘i in a **sector partnership Community of Practice**. The intent of the Community of Practice is to promote shared learning, efficiency, and high-quality activities. Support will facilitate sector partnership administration and mechanics with the aim of consistency and improved communication. The level of support needed by each backbone organization will vary. All backbone organizations have signed agreements identifying the role (Lead Organization for Sector) and Key Responsibilities. While UH serves as the System Lead Entity--responsible for supporting and facilitating stakeholder connections across the regional workforce system--its core kuleana (*responsibility*) is as the education and workforce training provider for the State. Letters of support are provided from the ten-campus President and all seven independently accredited community college institutions.

Wrap-around Support Providers. Six stakeholders are specified as partners to provide intentional wrap-around support services for participants in all sectors. Partners will conduct outreach and provide wraparound services for underserved populations, particularly Native Hawaiians and Pacific Islanders. We Are Oceania, a non-profit organization, will provide language assistance and pre-employment skills navigation to promote equitable participation and success of job seekers from the Micronesian and Pacific Islander community. Hawaii’s Hotel and Restaurant Industry Employment & Training Trust (HARIETT), a non-profit organization and labor-management partnership that provides benefits to employers and members of UNITE HERE! Local 5 union, will provide outreach, recruitment, and case management for training participants in the hospitality, service, and healthcare industries seeking to upskill or reskill, especially those transitioning from the pandemic-impacted hospitality sector. The Hawai‘i Department of Labor and Industrial Relations will coordinate Workforce Investment Opportunity Act (WIOA) and state-funded wraparound services through comprehensive employment services via county-based “One-stop” American Job Centers. Economic Development Alliance of Hawai‘i (EDAH), the non-profit consortium of Hawai‘i’s economic development boards, will provide coordination and administration of their existing Aloha Connects Innovation (ACI) model to connect employers providing on-the-job training with selected participants. EDAH is

also responsible for managing the project and sector planning and coordination activities with members of the regional economic development boards. Hawai'i Community School for Adults (CSA), the provider for comprehensive adult basic education statewide, will support participants that could benefit from high school equivalency (GED or HISET), English literacy, or other services. Finally, HINET, a cross-sector partnership, provides social services support, including transportation and childcare, tuition assistance, and career and employment planning, for SNAP recipients who are in education and training. Letters of commitments including role of wrap-around support service providers are presented in Appendix 7.

Stakeholders Letters of Support. The System Lead Entity has the standing to convene all necessary stakeholders. As evidence, employers who have already committed to the UH-led *Resilient Hawai'i* initiative are listed in Figure 2. with commitments included in Appendices.

3. Regional Description

Project's Location and Primary Service Area. The statewide service area includes all four counties: Hawai'i (Island), Honolulu, Maui, and Kaua'i. This is a 100% State commitment from the Governor and Mayors of all four counties; letters of support are in Appendix 6.

Key Industries. Tourism is Hawaii's primary economic driver (17% of State GDP and 19% of jobs) affecting all other sectors of the economy [1]. The coronavirus pandemic exposed the state's high economic dependence on the tourism industry. At the onset of the pandemic with restrictions on travel, Hawai'i unemployment went from one of the nation's lowest (2.0% in 1/2020) to the nation's highest (21.9% in 5/2020) showcasing what the local economists describe as "riding the tourism roller coaster" [2]. While the pandemic had a severe impact on Hawaii's hospitality industry and workers, it has created a unique opportunity to address labor shortages and workforce needs elsewhere in Hawaii's economy. *Resilient Hawai'i* invests in key industries of Healthcare (69,000 jobs), Creative Industries (51,871 jobs or 6.5% of all civilian jobs), Technology (28,587 or 3.6% of all civilian jobs), and Energy (15,512 jobs) which are identified as strategic industry clusters towards a diversified and robust economy [3,4]. The "*Talent Roadmap to Support Economic Recovery in Hawaii*" [11] suggests now is the time to pivot to identified *recession-resilient* career clusters.

Shortage of Qualified Workers. For the sectors of Healthcare and Technology, the demand for qualified workers exceeds the supply. Healthcare employers (170 members in HAH) report across the board vacancies in all professions with 2,200 open non-physician positions or 10% of positions unfilled. Collectively, employers have prioritized the need for specific entry-level professions: Medical Assistants, Nurse Aides, Patient Services Rep, and Phlebotomist – to be addressed in *Resilient Hawai'i*. Similarly, the Technology sector found an insufficient supply of candidates with the right technical and professional skills, noting 894 job openings. The Hawai'i IT Workforce Needs Report [5] identified employers' most sought-after technical skills-needs (Computer Science, Operating Systems, Cyber Security, Information Systems, and Python), certifications (IAT Level II Cert., CompTIA Security+, and CISSP), and professional skills needed (communications, management, operations, troubleshooting, and ability to apply their technical skills within a worksite and as a working group member) [5]. Clean Energy employers cite the top three challenges in hiring as small applicant pool, lack of applicants' experience, training or technical skills, and difficulty finding industry-specific knowledge, skills, and interest.

Needs to be addressed: The most salient needs to be addressed are: (1) insufficient supply of nursing and healthcare workers; (2) technology employees/candidates with the right mix of technical skills, credentials, and professional skills including experience to be competitive; (3)

clean energy workers with industry specific knowledge, skills, and interest, and a regional workforce plan to staff a 100% renewable energy portfolio standard by 2045, and (4) creative industries' need to draw local training and workers for jobs in creative economy including television and movie production.

Target Participants to be Served. *Resilient Hawai'i* will target adults seeking new or better employment. This includes displaced workers affected by the pandemic, or unemployed, under-employed, and incumbent workers who can advance in their career path with new skills and competencies. The project will focus its efforts and resources on training participants for the skills, credentials, and occupations that employers need. Industry-valued credentials and targeted occupations for the initiative, by sector, are listed in **Table 3.1**.

| Target Sector & Industry Clusters | Short-term Training Programs Industry-Valued Credential (examples) | Target Occupations |
|---|--|---|
| Healthcare: Clinical & Community | Medical Assistant, First Aid/CPR, Basic Life Support, Advanced cardiac Life Support, Certified Nursing Assistant, American Heart Association Certification, Phlebotomist | Nursing: Certified Nursing Assistant, Licensed Practical Nurse Laboratory: Phlebotomist, Medical Lab Technician Patient Care: Patient Service Rep. Medical Assistant, Community Health |
| Technology: IT, Military and Defense, Professional, Scientific, and Technical | Certified Information Security Professional, CompTIA A+, Cisco Certified Network Associate, Project Management Professional, IAT Level I and Level II Certifications | Technology: Information Security Analysts, Software Developer and Software Quality Testers, Network and Computer Systems Administrators, Web Designer, Business Strategy |
| Clean Energy: Alternative Technologies for Energy and Transportation, Skilled Trades, Design, Installation, Maintenance | Occupational Safety and Health Administration Certification, Project Management, NFPA 70E Commercial Driver's License Class A, Solar Installer, Electrical Installation and Maintenance Tech, High Voltage, Certifications for Clean Technologies (manufacturer) | Skilled Trades and Construction: Electricians, Project Managers, Carpenters, Welders, Engineers, Equipment Operators, Transportation, Laborers, Occupational Health, Quality Control, Specialty Technicians (automotive, environmental, installers) Telecommunications: Technicians |
| Creative Industries: Arts & Culture, Computer & Digital Media, Music & Performing Arts, Marketing, Media | Creative Media, Film, TV, Video Production/Distribution, Creative Lab Hawai'i; Labor Union Apprenticeship program, Certification related UH non credit programs | Skilled Trades Various jobs in film and entertainment industry: Production Office, Television series Hawaiian Cultural Liaisons for Film and television, Creative/Tech Sector Upskilling: post-production, visual effects, Marketing and Business |

Alignment with the Regional Comprehensive Economic Development Strategy (CEDS).

The four sectors proposed are aligned with Hawaii's State and counties' targeted cluster industries identified in CEDS [7]. Letter of support confirming alignment with CEDS from the State DBEDT Office of Planning is included in Appendix 6.

| | Healthcare | Technology | Clean Energy | Creative Industries |
|-------------------------------|-------------------|-------------------|---------------------|----------------------------|
| 1. Statewide CEDS | ✓ | ✓ | ✓ | ✓ |
| 2. Hawai'i County CEDS | ✓ | ✓ | ✓ | - |

| | | | | |
|--------------------------------|---|---|---|---|
| 3. Honolulu City & County CEDS | ✓ | ✓ | ✓ | ✓ |
| 4. Kaua'i County CEDS | ✓ | ✓ | ✓ | ✓ |
| 5. Maui County CEDS | ✓ | ✓ | ✓ | ✓ |

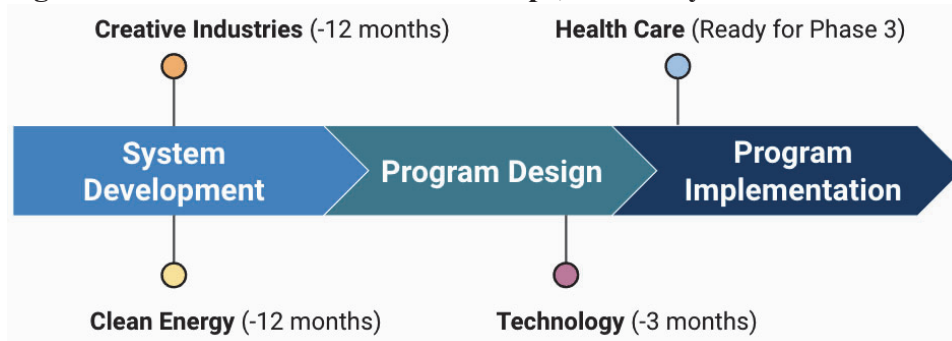
4. Impacts of the Regional Workforce Training System

4a. Project Components Addressing Regional Needs

Activities from all three components are proposed.

System Development Activities. *Resilient Hawai‘i* will build on the established regional workforce system previously developed with local industry, UH, HAH, and the Chamber under the 2016-2020 Hawai‘i Sector Partnerships Initiative. The project will strengthen two existing sector partnerships (Healthcare and Technology) and launch two new sectors (Clean Energy and Creative Industries). A Sector Partnerships Community of Practice, facilitated by the Chamber of Commerce, will support the backbone organizations in the best practices in administration and value creation of the sector partnerships in Hawai‘i. During the first year, Clean Energy and Creative Industries sector partnerships will conduct the stakeholder engagement and formalize the employer-led program design to enter Phase 3: Program Implementation in year two. In the first 3 months, the Technology sector anticipates preparing their sector stakeholders and identifying training (most likely existing training) that is aligned with employer needs, then entering the participant training phase with wraparound support.

Figure 4.1. Status of Sector Partnerships, February 2022



Program Design Activities. Program design activities, especially in the emerging sectors of Clean Energy and Creative Industries, are proposed to identify sector-wide workforce skills-needs, occupations and pathways prioritize for training models. The Training models will be multi-dimensional, including skills training programs, work-and-learn models (including apprenticeships), and industry-valued certification and credentialing programs. Healthcare and Technology Sectors have completed this work as a sector and documentation of their process to identify skills needs from employers, alignment into effective training models, and sample training curricula are provided in the supplemental materials. Program design implementation details will be described in Section 5b.

Program Implementation Activities. The project intends to recruit and train a total of 3,000 participants -- 650, 1,000, and 1,350 participants in years 1, 2, and 3 respectively -- with 75% of completers entering quality jobs with employers within 6 months of completing training. Training models will vary based on occupation but will include: **Work-and-Learn/employer-engagement models** where UH and employers partner to include a paid transition-to-practice phase in the formal education program such as in nursing, lab, and health professions; recruiting new or incumbent workers to earn **industry-valued certifications of credentials** such as in

Technology and digital media professions, **pre-apprenticeship training** that expands the pool and readiness of candidates for registered apprenticeships and journeyman licensure in the skilled trades such as carpentry, millwork, and electricians, **related technical instruction** for registered apprenticeship programs in skilled trades, and **On-the-Job skills training** where employers provide supervision, professional skills training, and practical learning experience. Implementation details will be described in Section 5b.

4b. Alignment to EDA’s Recovery & Resilience Investment Priority

The project directly aligns with **EDA Investment Priority #2: Recovery & Resilience** designed to address Hawai‘i’s economic resilience and long-term recovery from economic shocks. As presented in Section 3, Hawai‘i’s concentrated dependence on tourism makes the state economy susceptible to roller coaster volatility and limits growth. This project aims to address the workforce challenges of emerging sector clusters to promote a more robust, diversified local economy. **EDA Investment Priority #1: Equity.** Native Hawaiians and Pacific Islanders (NHPI) - the indigenous peoples of Hawai‘i, Polynesia, Micronesia, and Melanesia - are identified as minority populations that will directly benefit from the project through intentional community outreach and wrap-around support services for participants to enter and complete training with placement support into good jobs. One-third (33%) of Resilient Hawai‘i project participants will come from NHPI populations, a historically underserved community. Finally, this project meets **EDA Investment Priority #3: Workforce Development** investing in workforce education and skills-training models directly connected to the needs of local employers and leading to good jobs. The project will track placement into well-paying, quality jobs that (a) exceed the local prevailing wage for an industry in the region, (b) include basic benefits and/or is unionized, and (c) help the employee develop the skills and experiences necessary to advance along their career path.

4c. Job Outcomes, Earnings, & System Impacts

10,000 committed jobs. Collectively, employer partners have made conditional commitments to fill 10,012 jobs with qualified workers. This represents a high availability of jobs: 3 jobs for every 1 participant. The highest demand is coming from acute care hospitals, then medical testing laboratories, skilled-trades/contractors, long-term care facilities, and a diversity of private and public sector organizations seeking IT employees.

Annual Openings and entry-level earnings. Table 4.1 presents the statewide annual job openings and estimated earnings for the project’s target occupations in Health and Technology sectors based on EMSI data [6]. Target occupations for clean energy and creative industries will be determined based on employer, community, and stakeholder feedback.

| Table 4.1. Target Occupations: Annual Openings and Earnings, Hawai‘i, 2022 | | | |
|---|--------------------------|------------------------|-----------------------------|
| Sector | Target Occupation | Annual Openings | Entry-Level Earnings |
| Healthcare | Licensed Practical Nurse | 131 | \$43,098 |
| Healthcare | Nurse Aide/CNA | 606 | \$28,496 |
| Healthcare | Medical Assistant | 604 | \$31,075 |
| Healthcare | Phlebotomist | 82 | \$34,067 |

| | | | |
|------------|--|-----|----------|
| Healthcare | Medical Lab Scientist / Lab Technologist | 109 | \$40,560 |
| Healthcare | Patient Services Rep | 110 | \$22,500 |
| Technology | Software developer and quality tester | 171 | \$55,390 |
| Technology | Computer User Support Specialist | 103 | \$33,821 |
| Technology | Computer Systems Analyst | 125 | \$53,726 |
| Technology | Network & Computer Systems Administrator | 78 | \$54,808 |
| Technology | Information Security Analyst | 37 | \$39,520 |

Quality Jobs. Employer partners have committed to full-time jobs for approximately 7,000 positions and these jobs would have benefits based on Hawaii’s Prepaid Health Care Act which requires employers to provide health care coverage for eligible employees. Another 3,000 jobs are part-time (less than 20 hours per week), and most are expected to have some health insurance benefits. All positions help the employee develop the skills and experiences necessary to advance along a career path. Median quarterly earnings of program completers will be tracked via Unemployment Insurance wage records via UH’s P20W inter-agency longitudinal data system and will be compared with prevailing wages to assess attainment of “good-paying jobs.”

4d. Demonstrated System & Partnership Capacity

Track Record of Success and Evidence of Partnerships. The proposed partnership activities are achievable with the Hawai‘i Sector Partnerships Initiative as a direct example, investing \$7.9 million in 2016-2020 to organize and develop the first iteration of sector partnerships in Hawai‘i. UH has extensive experience in implementing skills training programs such as the Oahu Back to Work program that trained nearly 3,000 Oahu residents whose employment was disrupted by the pandemic; these rapid response, job training sprints in 2020-2021 were developed in partnership with the City & County of Honolulu. UH serves approximately 50,000 degree-seeking students and 13,000 non-degree seeking students in a variety of training models and modalities. Also, in 2020-21, UH sponsored or provide related technical instruction for 3,517 registered apprentices in healthcare and skilled trades including those needed for Clean Energy workforce.

4e. Target Demographics & Impacts for Participants, Stakeholders, & Community

Targeted Demographics and Rationale. Resilient Hawai‘i will follow the framework of the UH community colleges, an open-door, low-cost gateway to high quality training opportunities for all eligible residents of Hawai‘i. Target participants will reflect the rich diversity of the state including ethnicity, age, gender, ability, military status, and geographic diversity including rural areas and economic opportunity zones. The initiative has a focus on serving Native Hawaiians and Pacific Islanders who are underserved in higher education. Where prospective participants need more support to meet minimum qualifications for training, individualized support and referrals for services will be made. Project funds are requested for participants (estimated 5%) who could benefit from adult basic education including a high school equivalency (e.g., GED).

Projected Participants and Impacts. The project will recruit 3,000 individuals, including 33% (1,000) NHPI participants, into employer-driven training programs over the three-year period, as presented in Table 4.2.

| Sector | Participants | | | Completers (85%) | | | Job Placement (75%) | | |
|---------------------|--------------|-----|-----|---------------------|-----|-----|------------------------|-----|-----|
| | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 | Y1 | Y2 | Y3 |
| Healthcare | 450 | 550 | 650 | 383 | 468 | 553 | 287 | 351 | 414 |
| Technology | 150 | 200 | 300 | 128 | 170 | 255 | 96 | 128 | 191 |
| Clean Energy | 0 | 150 | 250 | 0 | 128 | 213 | 0 | 96 | 159 |
| Creative Industries | 50 | 100 | 150 | 43 | 85 | 128 | 32 | 64 | 96 |
| Project Total | 3,000 | | | 2,550 | | | 1,913 | | |

The project estimates an 85% program completion rate with a 75% job placement rate job placement. This is ambitious as historically UH System workforce development programs had a 55% completion rate during periods of low unemployment. Since the COVID pandemic began, rapid response workforce training programs indicate a higher completion rate of 85% with students motivated to complete trainings for in-demand certifications such as Certified Nurse Aide, HVAC technician, Python Coding, and PV Installer. In addition, the project will track participation and rates of success of NHPI to monitor the extent that the project is providing opportunities and benefits equitably to all of Hawai‘i’s communities. The target to train a minimum of 1,000 NHPI (33%) would exceed parity with the statewide population.

Project Goals and Objectives. The overarching goal of this project is to establish a sustainable, effective **regional workforce training system** that creates economic resilience and prosperity for Hawai‘i’s individuals, businesses, and communities. This will be accomplished through the following six (6) objectives.

- Objective 1. Recruitment:** Enroll 3,000 participants from the target population in employer-validated training programs. *Measure: Enrollment counts by sector and target populations.*
- Objective 2. Completion:** Upskill 85% (2,550) of enrolled participants (i.e., training completers). *Measure: Percentage of those awarded credentials, certificates, and/or program/course completion, among those enrolled.*
- Objective 3. Employment:** Place 75% (1,913) of program completers in employment. *Measure: Percentage of program completers who are confirmed as employed within the state in first or second quarter following program completion.*
- Objective 4: Good-paying jobs:** Train residents for good paying jobs. *Measure: Median earnings of completers in second and fourth quarter following completion, by targeted occupation (to be compared with prevailing wages).*
- Objective 5: Equity.** Train Native Hawaiians and Pacific Islanders at equitable rates at all levels. *Measures: 1,000 participants (33%) from NHPI groups; 85% completion and 75% employment, disaggregated by ethnicity.*
- Objective 6: Data Systems:** Establish Education-to-Workforce Data Sharing Systems *Outcome Measure: Annual report of industry-valued credentials awarded and impact of*

training on participants' wages.

Evaluation: Measurement and Tracking of Key Outcomes and Metrics. All training, to the extent possible, will be tracked via with UH's participant information system to streamline data collection and tracking capabilities. Employment outcomes will be tracked via UH's P20W inter-agency longitudinal data system which will link UH's participant information with the Department of Labor and Industrial Relations' Unemployment Insurance wage records. The initiative's reporting methods are expected to yield reliable, and meaningful performance data including the key measures listed. *Resilient Hawai'i* will track total average cost per worker, cost spent on wrap-around support, and the number of employer partnerships. The Workforce Development Council (WDC) Sector Strategies and Career Pathways Committee will provide system-level evaluation (formative and summative) and assess deliverables (sector partnership development; engagement with underserved communities; sector skills-needs analysis).

5. Funding Request and Program Design & Implementation

5a. Justification of Funding Request for Maximum Impact

The total requested funding amount is \$16,351,025 over a three-year project period. A detailed description of the requested budget is presented in the Budget Narrative. The proposed budget is prepared in accordance with federal regulations (2CFR 200) and is reasonable, cost-effective, and necessary to achieve activity objectives. The project will serve 3,000 participants at a total project cost of \$5,450 per participant served. The total training cost per worker is \$2,800 including \$2,000 in training subsidy, \$500 budgeted for wrap-around support provision, and \$300 for industry certification exam cost.

Overarching Program Funding. \$3,193,691 or 23% of total direct funds (excluding indirect funds) are requested for systemwide, overarching program resources including 4 full-time and 3 part-time project personnel, domestic travel, and information system expenses to operationalize and track key metrics of the project in all sectors through all phases.

System Development Funding. \$435,000 or 3% of total direct funds are requested for sector partnership development in Clean Energy and Creative Industries. No "phase 1" funds are requested for the workforce training system, Healthcare or Technology sector development. Through state investments and leveraging of other philanthropic and federal funding (e.g., Perkins, American Recovery Plan Act funds, Reimagine Workforce Preparation grant), UH will leverage the training facilities, capital assets, and equipment necessary to fulfill most training needs proposed. As such, no equipment, leases, or construction costs are requested.

Program Design Funding. \$570,441 or 4% of total direct costs are requested for program design. Funding to the Clean Energy and Creative Industries sector backbone organizations will support employer skills-needs assessments (such as the IT Workforce Skills Analysis completed in 2021 and biennial Health Care Workforce Survey), stakeholder engagement, and a prioritization of occupational needs in the industry. Curriculum development funds are allocated for subject matter experts to work with the employers to develop or redesign existing training models that best fit the industry needs. Curriculum development costs will also be leveraged with other funds, including federal Perkins and Education grants.

Program Implementation Funding. \$9,404,699 or 69% of total direct costs are requested for program implementation. Funds are requested at \$2,800 per participant support for a target of 3,000 participants served. \$2,000 are allocated per participant to enter employer-specified training programs/cohorts at low to no-cost; \$300 per participant is allocated to embed participant certification exam or industry-valued credentialing costs into training; \$500 per participant is allocated for provision of wrap-around support services including case

management, language assistance, and employment services. Description of implementation activities are presented in Section 5b.

5b. Description of Program Development, Design, & Implementation

Program Development Activities. Initial development activities focus on building the capacity of the team (onboarding project team), and new sector partnerships (Clean Energy and Creative Industries). The Community of Practice will be facilitated by the Chamber to lend support to HSEO, CID, and HAH on the administration and mechanics of an effective sector partnership. The Communications and IT staff will work with sector leads to develop marketing materials, employer/stakeholder recruitment strategies, and manage a communication plan for internal and external audiences.

Program Design Activities. The HSEO and Creative Industries will lead the *employer outreach and recruitment* and developing a strong process to identify/validate employer skills-needs in their sector. A Project Analyst will support the process with data collection, access to labor market data, analysis, and assessment. *Translating employers' skills needs into an effective training model.* The process to gather skills-needs from employers and translate these needs into effective training models, is included in Appendix 10. UH, as a training provider, will connect program faculty and subject matter experts in each respective occupational cluster to adapt or develop technical training (non-credit) and/or drive curriculum proposals through the UH's processes. Where existing programs meet the skills-needs of employers, industry members shall rotate on programs' Industry Advisory Committees to ensure the program delivers learning that is up-to-date and relevant to industry, labor, and practice. *Benefits the employer will receive from the system* include: (1) access and exposure to qualified workers (2) skills-based hiring; (3) access to wrap-around support services and expertise; (4) opportunities for improved retention, upskilling or reskilling for incumbent workers, and (5) feedback on workforce best practices.

Program Implementation Activities. Activities include recruitment, coordination with clinical or on-the-job training facilities, and provision of wrap-around support. *Outreach and recruitment plan for workers.* The project will utilize a diverse set of strategies and partners to recruitment 3,000 workers including 1,000 NHPI. These include: Communications - communications and marketing strategy to promote broad public awareness of the no-cost/low-cost training opportunities leading to good jobs; engagement of Native Hawaiian-serving organizations including Kamehameha Schools, the Office of Hawaiian Affairs, and Alu Like, Inc. as partners in identifying applicants and promoting training and employment opportunities; case management and intentional recruitment with Pacific Islanders with We Are Oceania; direct recruitment to unemployed through DLIR; recruitment from Unions and Labor Training Trusts; and employer partners. Redesigned delivery of training programs (online and hybrid delivery; asynchronous, weekend/evening/or non-traditional hours, part-time participation, competency-based assessments, among others) intend to remove barriers for incumbent workers to participate in formal education and training to advance along the career path. *Proposed Training models*

and curriculum. Training program models will vary based on skill-, occupation-, and employer needs.

**Figure 5.1. Education-Employment Integration Model
Entry-level Healthcare**

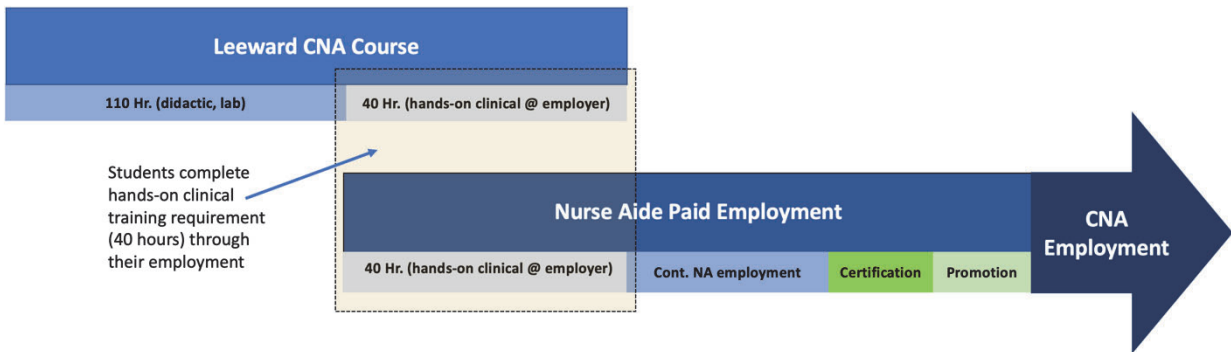


Figure 5.1 presents the **Education-Employment Integration Model** co-designed by healthcare employers and UH faculty to address entry-level healthcare professions. The UH-employer co-designed healthcare certificate program is innovative in that it integrates the employment process with the educational program and clinical education into the employed on-the-job training.

While completing their didactic education requirements, students will have opportunities to meet and interview with employers to secure employment. When selected, the student will have the benefit of extra hands-on clinical training through their employment in support of their transition-to-practice. Employees will then have opportunities to continue employment as a Certified Nurse Aide or Certified Phlebotomist following successful attainment of the appropriate credential (i.e., license or certification). Because the student’s clinical hands-on training is embedded within their employment as transition-to-practice support, employers will assume responsibility for the clinical training and completion of the student’s competency proficiency checklist.

An On-the-Job Skills Training program planned in the Technology sector is the **Leap-Start Experience Excelsator** for Information Technology and Cybersecurity candidates, as described in Figure 2.

A third training model proposed for implementation are **Certification and Credentialing Programs** managed by UH Hana Career Pathways initiative for multiple sectors including Healthcare, Technology, and Skilled Trades. Informed via Hawai‘i labor market analysis data and employer survey and focus group

Figure 5.2. IT Leap-Start Experience Excelsator.

The program is designed as a working partnership between the UH System and participating employers to give participants the best mix of credentials, technical, and professional skills sought by local industry.

Target Population: IT and Cybersecurity program students approaching graduation or recently graduated in need of substantive work experience to successfully compete for full-time positions.

UH Information Technology Services provides the basic screening and skills development, onboarding, and operational home as an intermediary to many;

Employers provide trainee-appropriate internship experience, projects, roles and supervision. Employers get exposure to the workforce talent may directly hire program participants at any point in the process.

feedback, the Hawai‘i’s *Promising Credentials Report* [9] identifies industry-valued credentials that lead to occupations with high volume or high growth, and meet or exceed living wages. Short-term training programs leading to attainment of the industry-valued credentials will be developed and provided by the UH Community Colleges at subsidized or no-cost to dislocated, underemployed, and unemployed workers. As part of the federal Reimagine Workforce Preparation grant, this model provided successful, training 460 to participants in 2021(CFDA #: 84.425G). *Resilient Hawai‘i* would expand the scope to promote attainment of industry-valued credentials in Clean Energy and Creative Industries. **Wrap-around services** supports to access training, employment, and additional resources with six community-based service providers outlined in Section 2b.

Key Project Personnel and Staff Plan. Key personnel provide leadership and management to the Project. Biographies/resumes for all key personnel are included in Appendix 9.

1. Principal Investigator - Tammi Oyadomari-Chun, UH Associate Vice President for Community Colleges
2. Project Director - Kathryn Matayoshi, UH Director of Workforce Innovation (Acting)
3. Lead Clean Energy - Maria Tome, Managing Director, HSEO
4. Sector Lead Creative Industries - Georja Skinner, Chief Officer, CID
5. Sector Lead Healthcare - Janna Hoshide, Sr. Director of Workforce Development, HAH
6. Sector Lead Technology - Keala Peters, EVP, Education & Workforce Development Executive Director, Sector Partnerships, Chamber of Commerce Hawai‘i
7. Training Program Lead – Nicolette van der Lee, Hana Career Pathways Program Manager, UHCC

The *Resilient Hawai‘i* staffing plan is presented in the Budget Narrative and requests personnel funds for 4 full-time positions: Project Manager, Fiscal Specialist, Communication Specialist, IT Specialist; and 3 positions which will be split-funded, leveraging other sources of funds: Project Analyst (0.50 FTE), Educational Specialist (0.5 FTE), and Training Program Manager (0.25 FTE) is presented in the budget narrative.

Feasibility of Program. Employer response to the proposed project has been very strong and lends greater confidence in the region’s ability to place participants into good jobs. Employers have extended conditional commitments totaling 10,000 positions over the next three years, more than 3 job opportunities for every 1 successfully trained participant.

5c. Mitigation Strategies for Anticipated Barriers & Sustainability Plans

Anticipated Barriers. Barriers to worker participation include: language, disability, responsibility for children and seniors, digital literacy and access to technology, health concerns including concerns related to COVID-19, systemic bias, basic needs including food security, housing, childcare, mental health, financial ability, and transportation.

Mitigation Strategies. The project design is to connect workers with the best resources available. These include: HINET, a UHCC and Dept. of Human Services program to provide SNAP Education and Training benefits; HARIETT to provide case management and wrap-around support for displaced hospitality workers; WAO to provide case management specifically for the underserved Micronesian and Pacific Islander population; and UH provision of Student-Parent, English language learner, and UH Disabilities Services. The project budgets or leverages resources to provide to all participants with access to technology (e.g., laptop loans, no-cost mobile hotspot service) to remove barriers. The promotion of online and hybrid learning environments may also reduce barriers to participation due to geographic isolation. Basic education support will be provided in partnership with the Community Schools for Adults and

new models of co-requisite literacy support for English Learners are being designed. Letters of commitment from wraparound support partners are included in the appendices.

Sustainability Plan for Participants. Project support for participants does not end with completion of training. Comprehensive employment services (employer match, career counseling, application and onboarding support) will be provided by project partner DLIR via American Job Centers (AJC) “One-stop shops” Additional training opportunities may be facilitated through WIOA Title I funding based on the participants eligibility and AJC will provide the assessment and case management to connect participants with other programs.

Sustainability Plan for Programming. The sustainability strategy to perpetuate the effective workforce training system/sectoral partnership programs of *Resilient Hawai‘i* is two-fold. (1) Regional Commitment: Key leaders and stakeholders from across sectors have committed to the sector partnerships to strengthen the workforce training system, including the Governor and mayors of all four counties; the state’s Workforce Development Council (Workforce Development Board), DLIR, and the association of county Workforce Investment Boards; the Business Roundtable and Chamber of Commerce; sector-specific industry associations and employers; community organizations reaching underserved populations; the UH system of education and workforce training; and local philanthropies which have organized as a workforce funder collaborative. The coalition is strong and members have made substantive commitments, as demonstrated in Appendix 6. Leaders are currently allocating or advocating for additional state resources or discretionary federal resources to be dedicated to workforce development. (2) Leveraged Resources: With the commitment of diverse stakeholders and the urgency of workforce needs, *Resilient Hawai‘i* catalyzes the coalition to achieve inter-agency, public-private, and industry-education efficiencies to increase impact of workforce training and support economic development. *Resilient Hawai‘i* will leverage many sources of funds, braiding resources to extend the reach of training in terms of number and types of participants served and the geographic location of participants. The ongoing sustainability of the system will depend on effective proofs of concepts, development of policies and procedures, interdependent networks of stakeholders with mutually reinforcing incentives, and leveraged funds.

Five resources are identified to leverage resources to support successful project outcomes during and beyond the project period: (1) *Hana Career Pathways* is an existing federal discretionary grant award (ED #V425G2000038) sponsored by the U.S. Department of Education, under the Education Stabilization Fund allotted from the CARES Act for grants to States with the highest coronavirus burden. *Resilient Hawai‘i* anticipates leveraging up to \$2,000,000 in participant training cost support and \$300,000 in distance learning materials (mobile hotspot and laptop loan program) to support recruitment, completion, and job placement; (2) federal *WIOA* Title I (Adult and Youth) and III (Wagner-Peyser) and (3) state programs administered under the Department of Labor and Industrial Relations (DLIR) Workforce Development Division (WDD) Hawaii’s *American Jobs Centers* one-stop resources to co-enroll participants in state-level programs such as the Registered Apprenticeship Program, Employment and Training Fund (ETF), Trade Adjustment Assistance, and Dislocated Worker programs; (4) *City & County of Honolulu American Rescue Plan Act (ARPA)* Oahu Back to Work with potential support for one half-time FTE to complement *Resilient Hawai‘i* Educational Specialist functional lead; the (5) *Perkins V* CTE – engaging pre-college (and CTE post-secondary) stakeholders with industry in Hawaii’s Work-Based Learning Continuum for Career, College, and Community Readiness. These activities align with the vision of a training system that creates economic resilience and prosperity for Hawaii’s individuals, businesses, and communities.