STATE OF IDAHO

Strategic Five-Year State Workforce Investment Act Plan

for

Title I of the Workforce Investment Act of 1998

and The Wagner-Peyser Act

Planning Period of July 2012 – June 2017

September, 2012

Introduction

The following represents the state of Idaho's strategic workforce plan, operational plan and required assurances as set for the by Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act.

The Development Process (§112(b)(1).)

Idaho's plan reflects policy statements and priorities set by Governor C.L. "Butch" Otter who became Governor in 2007. This plan also relies extensively on policy and strategic planning recommendations from the Governor's Workforce Development Council and is a direct result of their input and participation in the planning and goal setting processes. The Council's Vision Mission and Goals as provided in the Council's Vision, Mission and Goals detailed in the state's plan.

As reflected in the narrative of the plan, Idaho is committed to close collaboration with a wide range of stakeholders to ensure the most inclusive and integrated state plan is developed. Input obtained over the last several years from representatives from economic development, education, community service organizations, business leaders and other interested parties serves as the foundation for Idaho's plan development process.

Public Availability and Comment Period ((§§111(g) and 112(b)(9).)

This plan is the subject of public Workforce Development Council review during its meetings over the last year. Notices of meetings are distributed to media outlets statewide announcing the opportunity for the public to attend and participate in the process. Meeting notices, agendas, policy proposals and minutes are published on the Workforce Development Council page on the Idaho Department of Labor website. The draft plan and waiver requests were announced and distributed statewide and made available on the Department's website from August 13 – 26, 2012 encouraging public review and comment.

Pending (____ public comments were received for this planning period).

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SECTION 1 – STATE WORKFORCE STRATEGIC PLAN

A. Governor's Vision

This portion of the Integrated Workforce Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

Governor C.L. "Butch" Otter took office on January 1, 2007 and was re-elected in November 2010. His overarching workforce and economic development priority is to help businesses create jobs for Idahoans.

The following goals outlined by his administration underlie the vision for the workforce investment system:

> *"My goal as your Governor is to empower Idahoans to fulfill their individual potential and be the architects of their own destiny, so that Idaho can remain all that America was meant to be. I hope you will join me in that endeavor."*
>
> *"Creating career-path jobs for Idahoans requires a plan that harnesses Idaho's resources, talents and entrepreneurial spirit and leverages them with public-private partnerships that work in the marketplace and our communities."*

The Governor launched his **"Project 60"** campaign soon after he was elected, which is a comprehensive initiative to grow Idaho's Gross Domestic Product to $60 billion by 2015. Designed to strengthen both rural and urban communities, the plan will create quality jobs for all Idahoans by fostering systemic growth, recruiting new companies to Idaho, and selling Idaho's trade and investment opportunities to the world. It includes the following elements:

- Improve Idaho's economy by making the Gem State's business climate more attractive by taking care of our existing workers, cultivating a highly skilled workforce, establishing a method to get research from the Idaho National Laboratory and our universities to the consumer market, and improving our statewide infrastructure.

- Make domestic business recruitment a continued priority by adopting a "Top-2-Top" Business Attraction Strategy that recruits a network of Idaho executives to engage their peers nationwide, encouraging them to move or expand their companies into Idaho.

- Grow Inward Foreign Direct Investment can provide Idaho firms with new, global markets and marketing channels, less expensive production facilities, access to new technology, products, skills and financing.

- Adopt the" Hire One Act" to encourage Idaho businesses to reinvest in the personnel and recruiting new enterprises by providing tax incentives for creating more career opportunities in Idaho communities.

Governor Otter's vision is that Idaho's workforce and education system will be accessible, highly integrated, accountable to the citizens and businesses in the state, and constantly striving to exceed customer expectations. The state's workforce development delivery system and organizational structure as further described in Section II is broadly defined to include the Idaho's array of education, workforce and economic development programs and services and is the foundation for such an integrated system.

The governor's vision for developing a talent pool that drives business success relies on improved performance in the K-12 system, improved transitions to postsecondary education and enhanced access to information and services through the state's 25 One-Stop Career Centers. To achieve these goals the State has adopted the ***"Students Come First"*** educational reform initiative in the 2011 Legislature. Among other changes this initiative seeks to assure that *"all students will be prepared for college, career, and the ever-changing world that awaits them."*

Relying on this policy direction, the Governor's Workforce Development Council adopted the following Vision at its March 2011 meeting:

> ***Idaho will sustain a workforce development system that will produce an innovative and skilled workforce that allows business to thrive and provides economic opportunity to Idaho workers and their families.***

This vision recognizes that Idaho's economy requires all potential workers possess the education and skills that contribute to business competitiveness while engaged in work that brings personal and financial rewards. This is true whether layoffs or workforce shortages dominate the conversation.

Governor Otter recognizes that workforce preparation begins in early childhood, is honed by an education system that focuses on achievement of sound academic and workplace skills, and continues throughout a person's lifetime.

B. State Strategies

The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.
Cross-Program Strategies – The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy. *Partnerships* – The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. **(WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)**
Leveraging Resources – The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. **(WIA Section 112(b)(10).)** *Policy Alignment* – The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in **WIA Section 121(b). (WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).)**

The Idaho Department of Labor is fully committed to the delivery of a One-Stop workforce delivery system that offers all of its programs under a single umbrella that provides seamless access to services for job seeker and business customers and is an inclusive arena for education, workforce, economic and industry collaboration. Simply having all One-Stop system primary programs and services housed in the same facility allows the state to avoid duplication of services, keep administrative costs significantly lower than those of other systems where programs are segregated, and naturally supports a high level of policy and procedural alignment. Idaho is proud of its One-Stop Workforce Delivery System and continues to identify ways to improve upon an already well-developed system. The following excerpts from a news article interviewing Hamdi Ulukaya, founder and CEO of Chobani, showcases the spirit of collaboration and the level of integration that exists within the Idaho One-Stop system.

Yogurt Processor Announces New $128 Million Facility in Twin Falls, Will Create More than 400 Jobs:

"We felt the warmth in Twin Falls"

"Everybody's involvement and hands and touch really make it different because it's a handcrafted product," he said in an interview. "It's not automated. Robots are not making our product. We are making it. Yogurt masters are making it. So it's very important to have that quality of the workforce and we thought it was one of the best."

Implementing cross-program strategies, partnerships and leveraging resources are all inherent to Idaho's system partners and are demonstrated in a variety the state's policies, operations

and initiatives at the state and local level throughout the state's plan. Idaho's long-standing One-Stop system and structure lends itself well to quality partnership throughout the workforce system. This also lays the foundation for the development other strategically aligned partnerships designed to meet the needs of the state's targeted populations and industries. In short, partnership in Idaho comes naturally.

The Idaho Department of Labor is the state's designated One-Stop Operator. The Idaho Department of Labor is also the administrative entity responsible for the administration of WIA Title I, Wagner-Peyser, Labor Market Information, Unemployment Insurance, Trade Adjustment Assistance and Trade Readjustment Allowances, Jobs for Veterans State Grant, Migrant and Seasonal Farm Worker and a host of cost reimbursable grants including WOTC and W2W Tax Credits, the Foreign Labor Certification as well as a state funded training program – the Workforce Development Training Fund. Additional entities under the Department of Labor's administration include the State Wage & Hour, the Idaho Career Information System, the Idaho Human Rights Commission and Serve Idaho. This co-location allows the state to take full advantage of day-to-day operational opportunities for collaboration, leveraging resources across the broad spectrum of services.

Idaho's workforce development system also engages critical partners to leverage resources and streamline service delivery. This partnership includes the Idaho Department of Commerce, State Board of Education (including Higher-Education and K-12), Idaho Division of Professional-Technical Education (including Adult Basic Education and Carl Perkins), Idaho Vocational Rehabilitation, Idaho Department of Health and Welfare, Idaho Commission on Aging/SCSEP, Idaho State Corrections, Idaho Juvenile Corrections, Labor Organizations. Special populations are represented in the state's partnership by Native American Tribes and Migrant and Seasonal Farm Workers.

These strategic partnerships are purposefully aligned to meet the needs of the state's employers and job seekers by improving the workforce system and the services it provides.

The following four goals, metrics, benchmarks and strategies reflected in this section were adopted by the Workforce Development Council in 2011 to fulfill the Governor's vision of the Council. These goals and strategies as detailed in **Attachment #1 – Council Vision, Mission and Goals** identify several examples of cross-program strategies, leveraged resources and well-aligned policies of primary programs and partners in the One-Stop system. These goals also reflect the Governor's priorities and are informed by the state's comprehensive analysis of labor market and workforce trends detailed in Section I.C. (Economic and Workforce Information Analysis) highlighting the following key factors:

- Idaho is a large geographical state yet sparsely populated. Although the state is still experiencing some in-migration there remains a significant rural population, requiring stakeholders and policy makers to be ever-mindful of this as strategies were developed.
- Idaho's population continues to grow and age, yet there must be emphasis on connecting youth to employment and long-term retention of our future workforce.
- Idaho suffered unprecedented losses in gross domestic product in 2009, a leading

indicator of business activity and measure of the state's economy, but 2011 yielded strong growth indicating Idaho is on the right path for recovery as it implements the strategies outlined in this section.

- Non-farm jobs still lag from pre-recession levels of 2007.
- Idaho's private sector, non-farm employment currently rests at 82% in service-sector employment, not typically offering sustainable wages or career opportunities, yet opportunities for growth present themselves in a variety of other professional/business service positions.
- Technical skill sets currently in demand and required of today's workforce have evolved, particularly with the rapid progression of technology and it is more critical than ever that education, workforce and economic development systems work collaboratively to address the skill needs of growth industries.
- While strong technical skills are necessary to job function, the demand for interpersonal (or "soft") skills continues to be a key concern of employers.
- Sectors targeted by the state are those that can bring economic stability and growth back to Idaho.

Other strategies for serving targeted populations identified in the state's analysis and as prioritized within the One-Stop delivery system, are further detailed later the following Section II.C. (State Operational Plan-Services to State Target Populations).

GOAL #1 - Create jobs that sustain Idaho workers and grow the economy.
The primary goal of the council is for creation of jobs to return the unemployed to work, especially those unemployment insurance claimants who are the long term unemployed.

Metrics

- ***Reduce Idaho's unemployment rate by 40 percent by 2015.***
  Benchmark: February 2011 Unemployment Rate* of 8.9 percent (2010 annual average: 8.8 percent)
  **Idaho's official, published "Unemployment Rate" is defined as the total unemployed as a percent of the civilian labor force.*

- ***Reduce Idaho's underemployment rate by 40 percent by 2015.***
  Benchmark: The 2010 Underemployment Rate* was 16.4 percent.
  **The "Underemployment Rate" is defined as total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force.*

- ***Create 40,000 jobs with at least two-thirds with $12 or better wage rates with health benefits by 2015.***
  Benchmark: Annual average number of jobs for 2010: 603,600

- ***Attain the Governor's "Project 60" goal by 2015.***

Benchmark: $53.7 billion in GDP for 2009

Strategies

- ***Sector Strategy Approach*** **-** The state has been working diligently for many years to better help Idaho businesses create jobs by aligning resources of education, economic development and workforce providers to meet their workforce needs. The Council leads this effort by bringing Idaho's key business leaders to the table with leaders of education, workforce and economic development, to increase awareness of challenges facing business and the workforce system. Collaboration with these key stakeholders creates opportunities for innovation and ensures development of successful and the most relevant strategies.

  Over the past two years the Council has advanced this strategic redirection effort by adopting a "Business Solutions Initiative" based on a sector strategy approach to more successfully address their primary goal of creating jobs. This effort includes training of One-Stop management staff and selected workforce consultants to conduct outreach and consultation with businesses in targeted industry sectors, engage with employers to better understand their workforce needs and help provide solutions by coordinating the resources of education and workforce providers.

  Idaho's sector strategies were developed based on the state's analysis of key industries, occupations, demographics and other workforce and economic conditions. The state's analysis identifies a broad array high-growth, high-demand, livable wage jobs, or those showing trends toward the same. The state has prioritized specific sectors and occupations determined to be the most appropriate for which to focus and leverage its resources. The targeted industry sectors within the state (Energy, Health Care, Technology and Advanced Manufacturing with an emphasis on Aerospace and Food Processing) have been identified by various regional, economic development, industry, and community leaders. These industries are viewed as the economic engines within the region – driving economic growth and providing individuals with strong wages and career paths.

  The state adopted the sector approach because it is more directly responsive to industry demand when compared to traditional job-matching and training services. Sector initiatives:

  - Are problem-oriented, not program-oriented;
  - Address needs interdependently, not independently;
  - Work with employers in a target industry collectively, not as individual firms allowing stakeholders to maximize and leverage resources;
  - Develop customized, accurate solutions to the needs of employers in the target industry.

  Sector initiatives better serve both employer and workers by meeting the skill, recruitment, and retention needs of employers and the training, employment, and

career advancement needs of workers. Sector initiatives:

- Address the needs of employers by focusing intensively on the workforce needs of a specific industry sector over a sustained period, often concentrating on a specific occupation or set of critical occupations within that industry;
- Address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs;
- Bolster regional economic competitiveness by creatively engaging economic development experts in workforce issues and aligning education, and workforce development planning;
- Engage a broader array of key stakeholders through partnerships; and
- Promote systemic flexibility and change that achieves ongoing benefits for the industry and workers.

The state has dedicated the Governor's Employment Service 10% Reserve Funds to pay for the following priorities in moving forward the Business Solutions Initiative:

- Four regional business service specialist positions hired by the Department of Labor;
- Enhanced business services activities using a sector strategy approach such as: emphasis on outreach, one-on-one meetings with employers within a targeted sector to listen and learn their workforce needs, leading office team discussion and strategy regarding how best to respond to identified needs of employers within a targeted sector, coordinating workforce needs of targeted industries with education, economic development and workforce partners;
- Staff training for selected workforce consultants and managers within the 25 One-Stop Centers on business outreach techniques, sales and marketing of services, and how to more effectively work with industry sectors prioritized by the regional planning process.
- Implementation of the Customer Relationship Management system providing automated business services tracking and information management system available in all One-Stops necessary for collaborative service delivery and identification of real-time sector activity, trends and needs at the local, regional and statewide level.

- ***Longitudinal data system –*** The Council is strongly supporting the creation of a longitudinal data system and other initiatives to improve workforce information for critical business decision-making within targeted industries and selected sectors (health care, advanced manufacturing, energy and technology as it relates to renewable energy, software, agricultural-science and health science).

- ***Other initiatives –*** The Council supports a variety of economic and workforce

development initiatives such as:

- **"Hire One"** tax incentive campaign,
- **Workforce Development Training Fund** that provides state training resources to businesses creating or retaining Idaho workers,
- **iGEM** (Idaho Global Entrepreneurial Mission) to create a more dynamic research and tech transfer infrastructure

GOAL #2 - Facilitate development of an Idaho workforce that is highly skilled, committed to continuous learning, and aware of opportunities available in the market-place.
The Council understands that workers must be highly skilled, committed to continuous learning and aware of opportunities in the market place. Idaho ranks high in its high school graduation rates but is lagging in the go to college rates and fares poorly in the retention of first year students. The state analysis further identifies the diversity of skills required for success in Idaho's targeted sectors and in the general market-place. The state will strive to develop these skills through the following strategies:

Metrics

- ***Increase Idaho's "go-to-college" rate, including all postsecondary education, by 30 percent by 2018.***
  Benchmark: Currently, 49 percent of Idaho's secondary students go to postsecondary education.
  Source: National Center for Higher Education Management Systems

- ***Reduce the need for remediation for new college entrants by 50 percent by 2020.***
  Benchmarks:
  - Full time students who have been out of high school less than 12 months who need remediation – 40.3 percent (2009-10)
  - Full time students who have been out of high school over 12 months who need remediation – 39.4 percent (2008-09)
  - All other students who need remediation – 26 percent (2008-09 data)

  Source: National Center for Higher Education Management Systems

- ***Ensure that 60 percent of Idaho workers obtain a certificate, industry recognized credential, apprenticeship or degree beyond high school by 2020.***
  Benchmark: Currently, 30 percent of Idahoans 18 to 64 years old have an Associate's degree or more in educational attainment. Another 30 percent had "some college or no degree."
  Source: 2009 U.S. Census survey

Strategies

- ***Educational Attainment Task Force*** - In May 2012 the Council established an "Educational Attainment" task force to make recommendations for policies and strategies to the Governor and the State Board of Education to assure Idaho

achieves the following Council goal: Sixty percent of Idaho workers will have a degree, certificate, industry recognized credential, or apprenticeship beyond high school by 2020.

In alignment with this goal, the Idaho State Board of Education has established a similar goal of having 60 percent of Idahoans ages 25-34 will have a degree or certificate by 2020.

The Governor has invited 20 key stakeholders from business, education and government to serve on this task force, which will be co-chaired by Tim Komberec, CEO of Empire Airlines and Chairman of the Workforce Development Council, and Bert Glandon, president of the College of Western Idaho, the largest community college in the state.

The goal to increase training and educational attainment beyond high school has been established for the following reasons:

- Idaho must grow talent within the state to fuel innovation and economic competitiveness;
- Increased education attainment improves the quality of life for Idahoans and drives a vibrant, diverse economy;
- Idaho's increased education attainment must be responsive to businesses that will employ the workforce of the future;
- It is imperative we commit to efficiently and effectively increase postsecondary degrees and certificates; and
- Changing the projected trend lines to enhance economic development and job creation.

The specific focus of task force will be to:

- Identify the training needs of specific industries that require certificate level workforce training beyond high school.
- Understand current barriers and challenges in meeting these industry identified workforce training needs.
- Make specific design improvement recommendations focused on creating a more responsive and flexible education/training delivery system that meets the needs of the marketplace by developing greater opportunities for workers to build marketable and in-demand credentials.

Some of the issues that will be addressed by the task force to accomplish these goals include:

- <u>More flexible timing for training and education courses</u> - Increase responsiveness to adult learners who may have part-time or full-time jobs or who need to receive training on a shorter schedule than the traditional 16 week college semester approach to make education and training offerings more accessible.

- Make workforce training credit bearing - Develop articulation agreements so industry focused, workforce training currently being provided by community colleges and technical schools may be counted as credit courses that could lead to greater certificate and degree attainment.

- Stackable credentials – Develop more complete career pathways so that credits received through various training and education courses or even academic credit for work experience already obtained can "stack" up to allow individuals to more easily attain a certificate and a degree.

- Establish data benchmarks for certificates – Establish a means or process to have a reliable measure of the number of Idahoans who possess certificates issued by public and private organizations. Establishing a benchmark of current certificate and degree attainment will be important to track progress towards the goal. Because industry certificates and credentials are often issued by private organizations, documenting the number of Idahoans completing such certificates may be challenging.

- Better match of degrees and certificates to workforce demands – Improve processes to help make education and training more responsive to specific industry skill demands and determine what degrees and certificates would be most helpful to encourage meaningful employment in higher wage jobs.

- Delivery methods – A combination of classroom instruction, on the job training, work experience and assignments, internships, labs and online components could improve the accessibility of education to adult learners. This means possibly using more than one method for a single course. There may be infrastructure and/or cultural issues that stand in the way of such methods.

- Awareness - As the Board of Education is targeting 25 to 34 year-olds in their goal, there may need to be an education effort to make that group of adult learners aware of items such as: 1) availability of certificates, 2) cost effectiveness of certificate attainment, 3) industry need for certificate holders, and 4) time needed to complete certificate programs.

- ***Students Come First*** – In 2011 the Idaho Legislature adopted the Governor's "Students Come First" K-12 public education reform initiative to help assure all Idaho students will be prepared for college, career and the ever-changing world that awaits them. Through this initiative the state and local school districts will make every classroom a 21st Century Classroom, ensure every student has access to a highly effective teacher every year in school and give parents immediate access to understandable information about their child's school and district.

Some of the new elements of *Students Come First* include the following:

- Students who complete high school graduation requirements early can take up to 36 college credits for free.
- Every student will take the ACT, SAT or Compass paid for by the state.
- Every classroom will be equipped with state of the art technology and every Idaho student will have access to computers and technology, no matter where they live.
- A long-term plan will be developed to invest in classroom technology and professional development for teachers.
- Districts will receive new funds to hire more math and science teachers
- Teachers can earn up to $8,000 in bonuses every year beyond their base pay for leadership, teaching in hard to fill positions, and helping students grow academically.
- Student achievement will be 50 percent of a teacher's and principal's evaluation.
- Teachers with tenure will keep it but new teachers will be on a one-year or two-year contract instead of gaining tenure after three years.
- How long a teacher has taught cannot be the criteria used in determining who is laid off.
- All teacher negotiations will be held in the public domain.

- ***Engage employers and expand work-based learning opportunities*** – the state will continue to emphasize and coordinate learning-rich, work-based opportunities such as internships, on-the-job training, work experiences and apprenticeships as a method to:
  - Connect employers to the future workforce
  - Expose youth to quality employment opportunities, real-world experiences and to the skills (both technical and non-) required for success on the job.

- ***Youth Subcommittee*** - The state convenes a workgroup to define Idaho's strategic vision for services for youth in the state. The group includes representatives from the Idaho Department of Labor, the Department of Health and Welfare, and the Departments of Education and Juvenile Corrections. Representatives from local and regional agencies that provide youth services to targeted populations are also invited to participate in this effort. Individual agency service data is provided to this group to determine the focus of the group's efforts in identifying and serving those youth most in need. An assessment of the service data presented is provided to each agency and organization with recommendations from the work group that would help to direct the provision of services toward the state's neediest youth including, but not limited to, youth in foster care, youth offenders, homeless youth, out-of-school youth, migrant/seasonal farmworker youth and pregnant and parenting youth. Recommendations from this group are made to the Workforce Development Council for consideration and implementation.

- ***Partnering with private sector efforts*** - The state is also partnering with the "Go On" campaign sponsored by Idaho's leading education foundation, the JA & Kathryn Albertsons' Foundation to encourage students and adults to attain education beyond high school. An "Are You Ready to Work" campaign is planned as a complementary effort to ensure that job seekers possess the necessary work habits and skills to give them an edge in the hiring process and ensure retention. This goal assures Idaho will have an effective talent development system.

GOAL #3 - Support a comprehensive education and workforce delivery system.
The state is continuing to focus on improvements in the one stop system, in part to improve coordination among partners, particularly in services to businesses.

Metrics

- ***Idaho's Workforce Development System will meet or exceed program performance measures.***
- ***Establish sector partnerships for each of the targeted industries (health care, technology, energy and advanced manufacturing) by 2012.***

Strategies

- ***Accountability*** - The state is improving the effectiveness of the workforce system through the creation of an accountability system that includes:
    - The adoption and implementation of core academic standards and measures in K-12 education
    - The development of a longitudinal data system to track progress of workforce and education services. This will be critical for measuring success. These efforts will help assure the effective and efficient coordination of workforce investment and workforce infrastructure within the state.
    - An annual review by the Council of the federal core performance measures of the various workforce programs within the One-Stop system to assure quality services are being maintained.

- ***One-Stop Career System*** - Idaho maintains a quality One-Stop Career System that connects employers and workers to workforce and education services and information through:
    - 25 One-Stop Career Centers located throughout a state;
    - A website (www.labor.idaho.gov) that includes our *IdahoWorks* labor exchange system that matches job seekers with job openings;
    - Use of social media; and
    - One-Stop workforce partner agencies.

- ***Build Strategic Sector Partnerships*** – Examples of the strong industry sector and agency partnerships the Council has fostered over the past two years within the One-Stop Career System are highlighted below.

Advanced Manufacturing -- Aerospace

The Idaho Aerospace Alliance was established as a direct result of our efforts to help facilitate the growth of this emerging industry in the state. The group will work to promote the industry and its priorities include creating a statewide directory of aerospace companies and suppliers to connect aerospace businesses together.

The group took immediate action to create jobs by supporting Tamarack Aerospace in its efforts to address concerns with the Federal Aviation Administration's "sequencing process" requirements that have caused delays in the review and approval of new projects. At the Alliance's request, Idaho's Congressional delegation and the Governor's office successfully obtained a positive response from the FAA to expedite Tamarack's project.

Advanced Manufacturing – Food Processing

Because Idaho ranks third in the nation for dairy processing as well as number one in potato production the food processing industry is critical to the state's economy. Over 10 million pounds of milk is produced daily and processed to be shipped to worldwide markets.

Our staff business expertise in issues faced by the food processing workforce was a critical part of Agro Farma's decision to locate a facility in Twin Falls to produce Chobani Greek Yogurt. With our assistance the company will grow to 1,500 employees in the Magic Valley.

Working with Amalgamated Sugar a training plan is being prepared for local college and high school students to develop the mechanical skills needed to succeed as entry-level Mechanic Helpers. Participating students can apply for a paid summer work experience and as full-time higher wage positions become open participants will be given opportunities to apply. Dairy processors indicate that a lack of skills related to laboratory occupations exists in the current workforce pool. We are working to develop a high school curriculum to prepare science students with an interest in chemistry and biology for laboratory services careers. The project's goal is to eventually certify students as lab technicians within the food industry while still enrolled in or as they complete high school.

Energy

The department is a key member of the Regional Workforce Innovation (RWIT) team in Eastern Idaho that is focused on the energy sector. This partnership includes: Idaho National Laboratory, Center for Advanced Energy Studies, Idaho Power, Premier Technology, Idaho State University College of Technology, Partner of Prosperity, Eastern Idaho Technical College, Basic American Foods, Idaho Science and Technology Charter School, Technology Ventures Corporation and all of the local economic development organizations.

Business Solutions staff has been effective in creating On-The-Job-Training opportunities with energy companies such as Diversified Metals and internships with companies like Idaho Power.

The department has completed an Energy and Power Business Scan. The number of jobs in Idaho's core energy economy grew four percent between 2007 and 2010. Those jobs accounted for seven percent of the 603,000 nonfarm jobs in Idaho. Eastern Idaho is the main cluster for the energy industry. The full report is available at: http://labor.idaho.gov/publications/Energy_Report_f.pdf

The department helped coordinate a state-wide "i-STEM" effort with Department of Education, Professional-Technical Education, Idaho Technology Council, educators, businesses, and industry to support science, technology, engineering and math (STEM) education.

As the administrative entity for a USDOL Green Innovation Grant, the department has worked with Idaho State University's Energy Systems Technology and Education Center to expand its curriculum in Renewable Energy. As part of the grant the Energy Sector Partnership has been established as a subcommittee of the Workforce Development Council.

Health Care

The department has helped establish the Idaho Health Care Workforce Planning Partnership as a committee of the Workforce Council. The partnership convened a meeting of primary care, education and workforce experts from throughout the state to focus on the development of a coordinated workforce data and information system. The intent is to establish a strong workforce supply and demand foundation for planning purposes and to inform policy decisions. Primary care disciplines include: physicians and physician assistants, nursing including nurse practitioners, dentistry including hygienists, psychologists, social workers, and marriage and family therapists. Representatives from the germane boards of licensure, professional associations, education and labor are participating.

This effort expands upon the successful partnership the department has developed with the Idaho Board of Nursing to establish the Idaho Nursing Workforce Data Center, which is now housed at the department. The Idaho Board of Nursing has drafted legislation that will allow them to use licensure fees to pay for workforce data development.

Business specialists participate in monthly board meetings of "The Core" enterprise zone anchored by St. Luke's Hospital in Meridian, Idaho. It has three areas of emphasis: 1) Nuclear medicine in conjunction with the INL, 2) Health Care Informatics (use of robotics, etc.); and 3) Bio-Engineering (nano-technology). Its mission is to create healthcare-related core competencies through technology and innovation.

Health Care business specialists have gathered information from health care providers to identify trends and skill gaps to help recruit, educate or train/ retain skilled healthcare workers.

Technology

The department has formed a sector partnership with Boise State University, the Idaho Technology Council and the following technology companies in Boise: Balihoo, Healthwise, Hewlett Packard, Micron, Tsuvo, and White Cloud Analytics. This partnership developed and applied for a $5 million federal grant to develop customized training. While the grant application was unsuccessful we are continuing the partnership to help provide unemployed individuals with the recognized credentials to fill high-demand computer software programmer and developer positions available within these companies and other technology businesses.

The department has completed a Technology Business Scan. This is the initial step of a larger research study focusing on the technology industry's supply and demand issues. The report is available at: http://www.lmi.idaho.gov/ResearchProjects/tabid/2407/Default.aspx.

Goal #4 - Improve awareness of the workforce system among employers, workers, partners and policy makers and expand its use and effectiveness.

The state is working to overcome a lack of awareness of opportunities within the workforce and education system and the benefits of the system by using a variety of strategies. The goal is to ensure Idaho citizens are aware of services available to improve business and personal opportunity for success.

Metrics

- ***Establish a measure of Idahoans who are aware of the resources available through the Workforce system.***
  Benchmark: The Department of Labor recently conducted is conducting a survey of Idahoans during 2011 to establish a benchmark of awareness of the workforce system.

- ***Increase the use of the IdahoWorks labor exchange system to list jobs by employers as a percentage of all new hires by 10 percent by 2015.***
  Benchmark: During calendar year 2010 employers listed 68,853 job openings within the Idaho Works system and reported 141,108 new hires during the same calendar year. This is a 49 percent "penetration rate" of job openings compared to new hires.

Srategies

- ***Customer Surveys –*** During 2011 the state conducted a comprehensive customer survey attitudes and awareness of programs and services to provide a foundation for aid us in conducting effective outreach and to provide a benchmark for

performance improvements (see **Attachment #2-Survey Results**).

- ***Expand One-Stop Services through Rural Libraries*** – During 2011 and 2012, the Idaho Commission for Libraries used a grant to provide broadband Internet and public-access computers to rural libraries all across Idaho to collaborate with the One-Stop System. Through this partnership, we have developed new customer tools including an online job search workshop and a series of online videos on how to file an unemployment insurance claim, effectively expanding our reach beyond our 25 One-Stop offices to any location with computer access. We have formed strong working relationships with the libraries throughout the state and educated library staff on these available tools so they can effectively assist their patrons who frequently come in seeking help with their job search, finding educational opportunities or filing for unemployment insurance. This partnership has been a tremendous opportunity to leverage resources and improve service delivery in rural Idaho. We have also partnered with the libraries through our summer youth employment program to provide Digital Literacy Coaches to approximately 30 libraries around the state. These WIA youth are receiving work experience and helping library patrons learn to use computers and access the internet.

- ***Outreach Campaign –*** The state has contracted with Drake-Cooper, Inc., a full-service media company who has conducted extensive market research using focus groups and surveys of both job seeker and employer customer groups statewide, to develop a comprehensive outreach campaign to increase the awareness and use of the workforce services offered through the One-Stop Career System. Elements of this effort include the following:

- ***TV and Radio Public Service Announcements*** – Beginning in March, the department launched a series of 30 second television ads promoting job seeker services available through the One-Stop system. Funds were leveraged with the Idaho Commission on Libraries to show these throughout the state. The additional fiscal support from the Commission on Libraries added to the promotion by encouraging citizens to use computers in their facilities to access the One-Stop services available online. This also promoted the new "Maximize Your Job Search" workbook and online workshop produced by Idaho Department of Labor.

  In addition, a series of radio ads were broadcast on several stations throughout the state encouraging businesses to report their new hires to the Department of Labor from March through April. This effort is important to assure that we have good data in measuring the outcomes of our service efforts.

- ***New Website Portals –*** The department is partially finished with an entire redesign of the labor.idaho.gov Web portal to improve navigation for One-Stop customers. The look will be updated to reflect the new branding and "look and feel" of the agency, but more importantly, the ability to find information will be streamlined.

The business portal is first to launch, with the job seeker portal to launch next. The business portal has been tested in-house and to business customers in the state to ensure ease of use. The new look will be incorporated throughout the website as the content and navigation updates are completed for each section. The reaction to the new look and the improved ease of use from customers and throughout One-Stop partners has been overwhelming positive.

- ***Social Media –*** The department developed a presence on LinkedIn, Facebook and Twitter a few years ago that continues to evolve as new uses are discovered. LinkedIn targets young professionals and businesses; Facebook targets high school, young professionals and Baby Boomers; one Twitter account targets media and businesses; and the second Twitter account targets job seekers. These are all updated regularly, often several times a day. Customers who leave messages receive prompt replies. Idaho Labor's YouTube account features Labor's recent television ads, interviews and presentations about the economy and workforce issues; how-to videos on such topics as filing for unemployment insurance; stories focusing on Labor's services (http://www.youtube.com/watch?v=7lhEOGrO7qg&feature=related) and more. Social networking sites serve several purposes:
    - Connect job seekers to jobs
    - Connect businesses and community groups involved in workforce development activities
    - Inform businesses about new and existing services
    - Promote job seeker services

- ***Outreach Material –*** Based on the extensive market research and data collected between the Department of Labor and Drake Cooper, a branding and marketing strategy was identified. Participants wanted to see photos of "real" people they could identify with in the materials. With that in mind, photos of "real" Idahoans have been used throughout all the outreach material campaigns, starting with the "Green" microsite and materials developed in 2010 and 2011 as part of a $1.5 million grant from the American Reinvestment and Recovery Act. Branding evolved from the "green" project to identifying a new "look and feel" that included modernized and more eye-appealing graphics, colors, fonts and formats.

  Materials promoting career development and job search for youth were developed initially. Large floor banners and table top displays were created for trade shows, job fairs and other career development events in which the Department of Labor participates. These promote the programs and services the department offers youth.

  For job seekers, outreach material recently rolled out to all the One Stop Centers and libraries throughout the state -- brochures, rack cards in both Spanish and English promoting the online job search workbook and workshop, and posters

promoting the job search services we offer, driving customers to participate with all the job seeker services the agency offers online.

For business customers, a 12-page services pamphlet has been developed, along with a rack card promoting all of the online and personal services we offer to businesses and a presentation folder to use at trade shows, presentations and meetings with business customers. Six sets of trade show materials – pull-up banners and large table-top displays – are being distributed throughout the state to local offices to use at a variety of events. The 25 One-Stop Centers will "share" the sets of materials.

C. Economic and Workforce Information Analysis

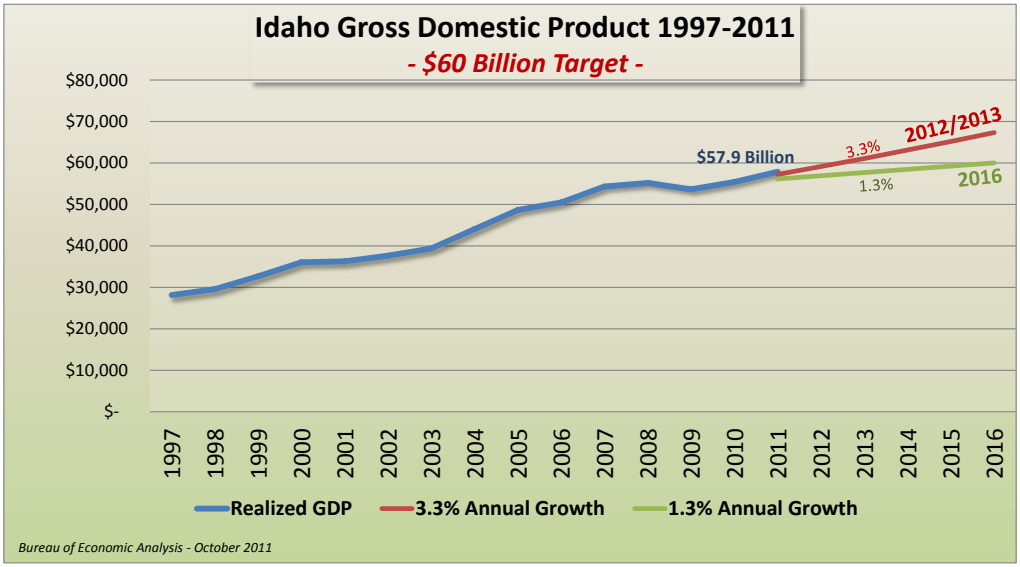
The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan. The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB). The Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:

- An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and industrial and occupational sectors
- An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state
- A description of the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities
- Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan
- An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment
- A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps

Criterion 1: An assessment of the current situation and projected trends of the state's economy, industries and occupations including major economic regions and sectors within the state and across state lines.

Idaho is a large, sparsely populated state with a 2011 population of 1.585 million spread across more than 82,000 square miles. The majority of the population – 63 percent – resides in six urban counties – Ada, Bannock, Bonneville, Canyon, Kootenai and Twin Falls – with the balance in 38 rural counties. Boise is the only city with a population that exceeds 200,000 at 210,145. It is 2.5 times larger than the next the second most populous city, Nampa, at 82,755. Boise added nearly 3,900 people between 2010 and 2011, accounting for nearly 30 percent of the state's growth. While 63 percent of the state's population is urban, that majority lives on only 6 percent of the state's land – a density of over 2,200 persons per square mile. The population density in the rest of the state is 5.6 people per square mile. The rural areas, often separated by large distances and even mountain ranges from their regional urban hub, pose a challenge for service access and require special consideration when creating any statewide system.

Personal income and gross state product rebounded in 2010 following a significant drop in 2009. Personal income and gross product are leading indicators for measuring the business activity in a state and a broad measure of the state's economic wealth. Idaho's Project 60 is a plan to strengthen the economy by fostering systemic growth, recruiting new companies and encouraging direct foreign investment. Idaho suffered unprecedented losses in gross product in 2009. As of 2011, both economic indicators were at record levels when adjusted to current dollars. Idaho is well on its way towards the Project 60 goal.

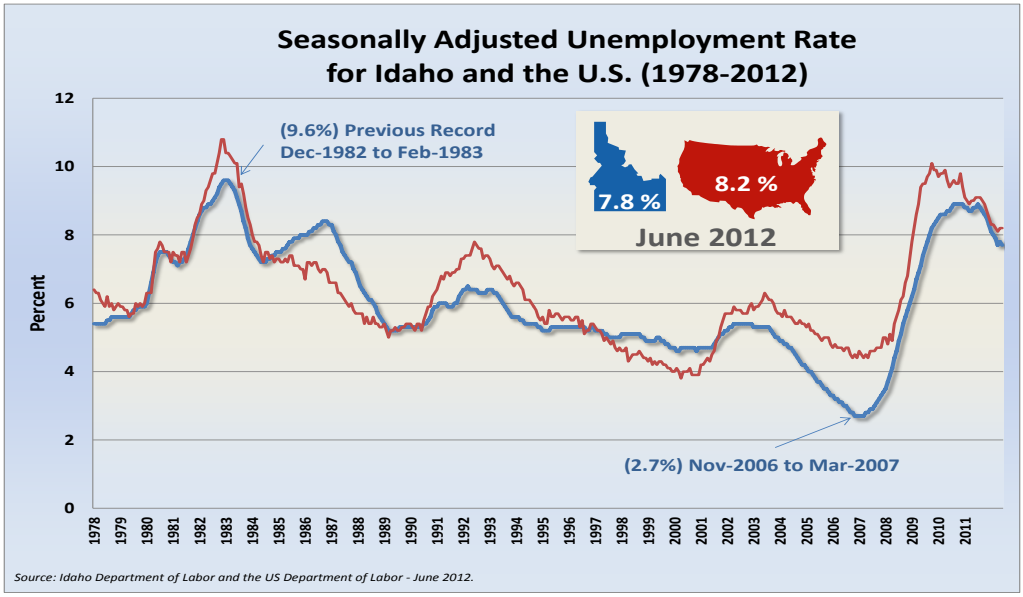


Jobs grew at a healthy pace from 2002 through 2006. By early 2007, the growth began to slow and ended in June when the number of people employed began to decline. This trend continued through 2009. In January 2009 employment fell over 3,700. The seasonally adjusted unemployment rate was increasing from a record low of 2.7 percent in early 2007 to 8.9 percent in late 2010 and again in July 2011. The rate remained higher than at any time since 1983. In a sign that Idaho's economy is improving, albeit slowly, the number of unemployed workers in June 2012 was below the number a year earlier for the 10th straight month.

Selected Idaho Economic Indicators
(in thousands)

Year	Gross Product	Personal Income
2008	$55,143	$50,801
2009	$53,683	$48,183
2010	$56,038	$50,114
2011	$57,927	$52,821

Labor turnover peaked in 2005 and 2006 at 11.1 percent. First quarter 2011 data indicate the rate has declined to 8.8 percent, another sign of increasing job market stability.



For 21 consecutive years, the Idaho economy added jobs, even through the 1990 and 2001 recessions. That changed in 2008 with a decline of 6,800 jobs followed by 38,900 lost in 2009. Over 52,000 jobs were shed between 2007 and 2010 – an 8 percent decline. The state saw improvement in 2011 when nearly 2,200 jobs were added.

While prerecession seasonal employment patterns are returning to Idaho's labor landscape, some instability remains. Several industries are still struggling – construction, financial services, federal and state governments. In Idaho the national recession combined with a long-term decline in natural resource-based employment, highlighting the job losses in several significant industries. Except for health care and both public and private education services, Idaho nonfarm jobs are significantly below their 2007 level.

To help Idaho's economy grow, the Idaho Department of Labor targeted five industrial sectors – advanced manufacturing, high technology, power and energy, aerospace and health care.

These sectors comprise 30 percent of Idaho jobs. The largest is heath care at 11.6 percent and the smallest is aerospace at 0.3 percent. During the recession, only health care continued to grow but at a much slower rate than prior years. High-tech is bouncing back after a loss of over 6,300 jobs in 2009. Job losses in the other three sectors in 2011 were less than 1,000.

Idaho's workforce is overwhelmingly engaged in service industries including government – 85 percent of nonfarm jobs. If private industries were only included, service-sector employment drops to 82 percent. Government accounts for 18 percent of nonfarm jobs in Idaho. The dramatic impact of the recession on Idaho jobs is shown in **Data Appendix, Table 1 – Annual Average Nonfarm Payroll Jobs**. Between 2008 and 2010 the number of jobs dropped by over 45,000, 7.2 percent. Over half of the jobs lost were in goods production. Construction shed 13,800 jobs while manufacturing lost 10,000. Computer and electronic products manufacturing only lost 3,800 in the last two years but that was in addition to 5,700 lost in the previous eight. Between 2008 and 2010 the only major industries to post job gains were education, health care and local government. This job loss is changing the industry make-up of Idaho from a natural resource-base to services. In 2011 good producing jobs account for 15 percent of the total jobs compared to 19 percent in 2007.

Government provides nearly one in five jobs in Idaho. The public education system employed over 52,400 workers in 2011, more than 50 percent of all jobs in state and local government. Although education employment dropped in 2010, the number of jobs in 2011 has nearly returned to 2008 levels. Much of the job loss was in federal government, down 900 from the 2002 level of 13,600. State and local non-education jobs were slightly above the 2005 level of 50,500.

Idaho has a large percentage of workers in professional and business services. The nuclear energy research facility provides thousands of jobs in eastern Idaho. Call centers have also gravitated to the state because workers generally lack an accent and the heavy concentration of members of the Church of Jesus Christ of Latter-day Saints provides a pool of people fluent in other languages.

For every four jobs in the trade industry, three are in retail, which is growing with Idaho's expanding population. National big box stores and other chains have found their way to the state. Wal-Mart is now the second largest private employer in the state.

In 2011 health care overtook retail trade and local government as the state's second biggest employer with 12.6 percent of all jobs, replacing local government, which fell to third with 12.4 percent of the jobs. Health care remained the largest sector of the economy and is one of the fastest growing. A billion-dollar industry, it employs over 76,000 workers. The aging population and technological advances ensure that this sector of Idaho's economy will remain robust.

Manufacturing jobs have been dominated by computer and electronic equipment makers and food processors for the past 10 years. But the number of computer related manufacturing jobs was been declining. In 2002, this industry had 28 percent of the employees in manufacturing.

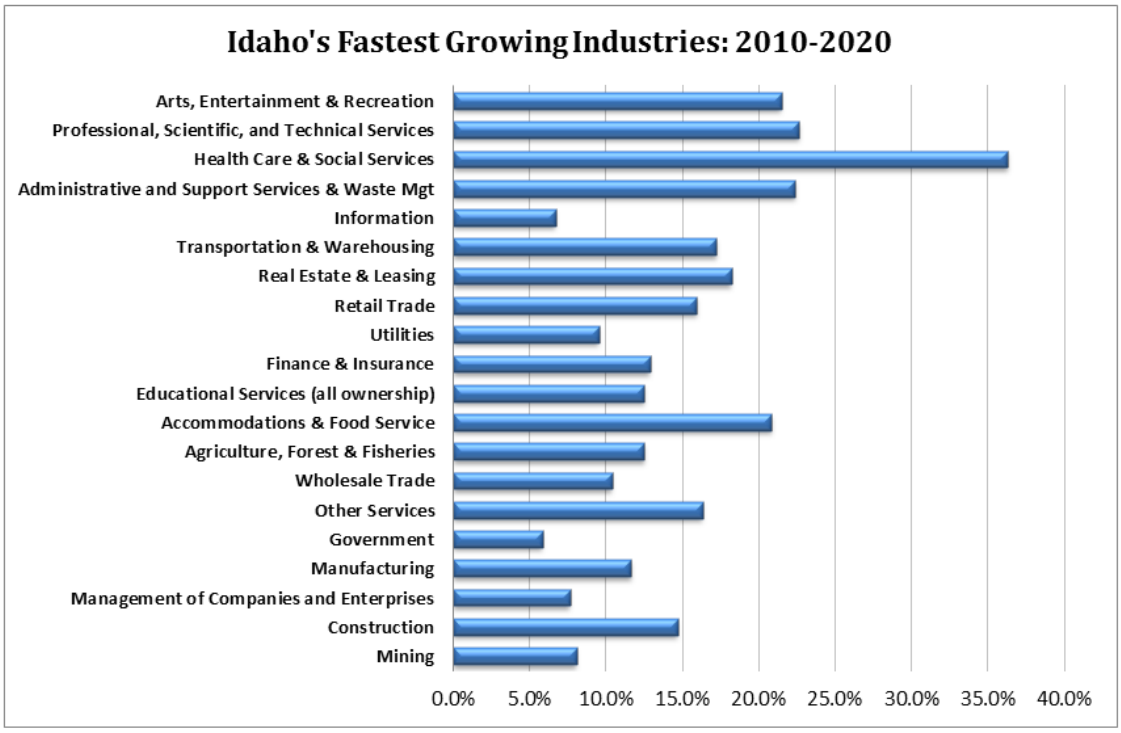
By 2011 employment had dropped to 21 percent as a result of major layoffs at the state's largest manufacturer, Micron Technology Inc. The number of jobs in food manufacturing also dropped but by only 1,000 in the last decade. The declines in other manufacturing subsectors were greater so that food processing's share of manufacturing jobs jumped from 25 percent in 2002 to 28 percent in 2011. Dairy processing in south central Idaho has had a positive impact on employment levels.

Construction, which accounted for almost 9 percent of the jobs in 2006, dropped to 4.9 percent of the jobs in 2011. The recession had a devastating effect on this sector. Nearly 12 percent of Idaho's unemployed workers came from the construction sector.

In general, Idaho's population and economy are expected to continue to grow as the economy recovers. The forces that drove Idaho's expansion during the previous decade still exist as they did in the 1990s. Population has grown primarily through in-migration of people attracted by Idaho's quality of life despite wage and income levels that rank near the bottom of the states. Increasing population creates more demand for goods and services, which has led to the predominance of the service sector and more opportunities for self-employment ventures.

The natural resource and manufacturing sectors will continue to churn. There is some certainty that manufacturing industries will continue to be more diverse and grow, but the number of very large plants will diminish. At the same time, dislocation in traditional natural resource-based industries and the volatile electronics industries are likely to occur.

Growth Industries:



Over the long-term, **health care and social assistance** will be the state's fastest growing sector with 29,000 new jobs projected by 2020. The aging workforce and in-migration of retirees will continue to drive significant growth in this sector.

Over one-third of the growth is projected to occur in ambulatory health care services, which include doctor's offices, outpatient care centers, home health care and laboratories. Hospitals will add over 9,900 jobs in the next eight years. Nursing homes and residential care facilities will add nearly 3,600 jobs by 2020. The economic conditions are having a greater impact on social assistance, where over 4,700 new jobs are projected. As more individuals and families are seeking counseling and help with retraining, food, shelter and day care services, the number of establishments and employees grows. This sector has been one of the fast growing in the state, and that trend will continue as the population expands and ages in spite of rising health costs. Additional training capacity is being developed at several postsecondary schools. Idaho's health care is growing at 36 percent, a faster rate than the nation's 34 percent. As a result, there are still shortages in most health care occupations.

Professional and business services are forecast to add nearly 16,000 jobs over the next eight years. In professional and technical services the demand for 7,100 workers will come in several areas. Among the fastest growing are computer-related occupations including software engineers and network analysts. Accountants and other types of financial workers will be in demand. Demand for workers in scientific research should continue to grow. Administrative support, the other major component of this sector, is projected to add over 8,300 jobs. This industry includes call centers, employment agencies, janitorial services, lawn maintenance and a myriad other business support services.

While the proliferation of big-box retailers slowed during the recession, jobs in **trade** will expand as the population grows and the overall economy improves. Although slower than in some other sectors, trade employment will increase 14 percent, over 14,600. The major growth will be in general merchandise stores and motor vehicle and parts dealers. These industries are dominated by retail salespeople and clerks, the top two high-demand occupations. Other high-demand occupations include first-line supervisors and managers of retail sales workers; bookkeepers, accounting and auditing clerks, stock clerks and order filers. Most of these jobs will require little education beyond high school. The Internet will continue growing as a market for goods and services.

Nearly 85 percent of the estimated job openings in **leisure and hospitality** will occur in food services. The estimated 10,300 jobs openings will include waiters and waitresses, food preparation and serving workers, counter attendants, dishwashers and cooks. Only the restaurant cooks require more than short-term training. However, most of these jobs require will require interaction with the public so good people skills are required. Population growth and a busy lifestyle contribute to the increase in this industry.

Education services are forecast to add over 7,000 jobs by 2020, in both public and private schools from kindergarten through post-secondary. As unemployment grew, so did enrollment

at a variety of schools to accommodate the unemployed seeking retraining. For example, the College of Western Idaho in Nampa welcomed students in January 2008 and enrollment has increased to over 7,300 by the spring semester 2012. Increasing student populations and the demand for education, which accounts for about half the jobs in local government, are going to continue. Rising budget pressures on kindergarten, elementary, secondary and postsecondary institutions, which account for 48 percent of state government employment, are a constraint. In addition, the urban migration has reduced attendance at some rural schools, forcing staff cutbacks and constraining higher education expansion into new programs. Inadequate public school facilities and overcrowding is expensive to address but can become a barrier to attracting new residents to an area. The current budget pressures on public education will have a direct effect on the structure of Idaho's economy.

Surprisingly, **agriculture** is forecast to add nearly 2,700 jobs during the decade – nearly three-quarters in animal production, primarily dairy cows. The rest will be in crop production, forestry, logging and support activities. This may not be a fast growing industry, but it is vital to the rural economy. Every job added in animal production generates another job elsewhere in the economy, and the earnings multiplier is even greater at 2.22. Agriculture employment, both covered by the state's unemployment insurance law and non-covered seasonal jobs, grew from 35,300 in 2002 to 48,100 in 2011

In spite of the overall decrease in **manufacturing** jobs, the projections indicate the future of manufacturing does have some bright spots. Transportation equipment, computer and electronic, machinery, fabricated metal, wood, food and chemical production will add about 5,800 jobs by 2020. All manufacturing will have replacement needs, but the small manufacturers are the source of real growth. Ample evidence collected recently through community forums, business conferences and other discussions indicate Idaho's small manufacturers are experiencing growth and have the ability to grow even more. But most are concerned about access to an adequate pool of skilled workers.

Although **construction** employment continues to decline amid stagnant demand and problems in the financial sector, construction will add over 4,500 jobs by 2020. Nearly two-thirds of the new jobs will be in specialty trades. Heavy construction and civil engineering will have the smallest uptick at 450 jobs. As the available stock of homes diminishes and the financial climate improves, jobs in building construction will increase by over 1,200. Average employment in 2011 was 29,600, a decline of 53.9 percent and a loss of about 22,900 jobs from 2007.

Declining Industries:
As the economy improves, the number of industries projected to lose jobs has decreased significantly. The 2020 projections report only five compared to 11 in the 2018 projections. **Federal** employment is projected to decline by 1,300. **Printing and paper manufacturing** will shed 300 jobs combined, and **publishing** and **rail transportation** are each anticipated to lose 100 jobs.

Target Industries (Data Appendix Table 2):
Since 2007 **health care** and the basic **power and energy** sectors have shown positive growth. Businesses and individuals are looking for ways to conserve energy, which leads to research and development in all sectors of Idaho's economy. As we look at occupations, growth in this area has great potential. The slow recovery of Idaho's computer manufacturing sector will also lead to a slow growth in **high-tech** and **manufacturing**.

Growth Occupations:
Occupations generally cross all industries. Some will be more prominent in specific industries but can be found to a lesser degree in others. That being said, remember a nurse maybe needed in a manufacturing plant just as a food prep worker could be in a school lunchroom. Employment opportunities are frequently limited by individual perception rather than reality. The following data on growth occupations can be found in **Data Appendix Table 3 - High Demand Occupations**. The occupations have been ranked by the number of annual openings, which includes not just new jobs but replacement jobs. The top 20 high-demand occupations have been divided into major sectors with the findings presented below. Education levels are defined in **Data Appendix Table 4 and** additional information on the Fastest Growing Occupations can be found in **Data Appendix Table 5**.

Sales and related occupations are the number one occupation on the high-demand and share-of-labor-force lists, a reflection of retail being the second fastest growing industry in Idaho. Annual demand for sales workers has been forecast at 3,155. Retail salesperson is the most prominent at an estimated 952 openings a year. Cashiers are next at 925 openings. Both require less than a high school education. However, they do require good customer relations and math skills. First-line supervisors of retail sales workers at 313 annual openings ranked 13$^{th.}$ It requires a high school diploma or equivalent. Most of these occupations will be found in the retail industrial sector. These a high-demand jobs because of frequent turnover, low wages and low training requirements.

Office and administrative support occupations ranked number one in annual openings with 3,637 new workers needed each year. The most prominent occupation is customer service representative at 738 openings a year. This occupation ranked third in high-demand and requires a high school diploma or equivalent and short-term on-the-job training. Office clerk ranked seventh at 571 openings per year. It also requires a high school diploma or equivalent and short-term on-the-job training. First-line supervisors of office and administrative support workers at 293 annual openings ranked 16th in high demand and requires a high school diploma or equivalent and one to five years for work experience. All of these occupations are found in most industries.

Food Preparation and Serving Related Occupations are the third major occupation group with a projected demand of 2,739 annual openings between 2010 and 2020. The three high-demand occupations in this group are waiters and waitress ranking sixth with 608 annual openings, food preparation and serving workers including fast food outlet workers ranking eighth with 479 annual openings and counter attendants in cafeterias, food concessions and coffee shops

ranking 11th with 381 annual openings. All of these occupations require less than a high school diploma with short-term on-the-job training. Once again while most of these jobs can be found in the leisure and hospitality industry, there are opportunities in other sectors.

Miscellaneous High-Demand Occupations do not fit a major occupational category.

- Farmworkers and laborers on Crops and at nurseries and greenhouses ranked fourth with an estimated 683 annual opening. Workers do not need a high school diploma but will require short-term on-the-job training. The median wage is just over $9 per hour.
- Registered nurses ranked fifth with 675 annual openings. The training level for this occupation is an associate degree. The median wage is $28 per hour.
- Personal care aides ranked ninth with 428 annual openings. Workers do not need to have a high school diploma but will require short-term on-the-job training. The median wage is just under $9 per hour. As people age, the desire to stay in their own homes means needing help, this is driving the demand in the occupation.
- Heavy and tractor-trailer truck drivers ranked 10h in annual openings at 387. Workers in this occupation need a high school diploma or equivalent with one to five years of experience and short-term on-the-job training.
- Ranking 12th are Laborers and freight, stock and material hand movers with 368 annual openings. Once again workers do not need a high school diploma but will require short-term on-the-job training. The median wage is just over $11 per hour.

Declining Occupations:

As with growing occupations, declining occupations may be prominent in one industry but found to lesser degrees in others. Twenty-six occupations are projected to lose employment from 2010 to 2020. However, each will have at least one opening to replacement an existing worker. Data on declining occupations can be found in **Data Appendix Table 6**. Of the 26 declining occupations, 12 were in **office and administrative support**, which is expected to lose 975 jobs between 2010 and 2020 although there will be 308 openings for replacements. The largest losses were reported in three postal service occupations at 530, but they will have annual openings of 59 for replacements. The other 24 declining occupations averaged a loss of 18 jobs but will add 10 replacement jobs over the 10-year period.

The largest number of annual job openings in the declining occupations was 99 forest and conservation technicians. This job is among the life, physical and social science occupations. It accounted for one-third of the replacement jobs. These workers provide technical assistance in the area of natural resources and require an associate degree.

Hot Jobs & High Demand:

The list of 50 Hot Jobs proves an overview of occupational demand (**Data Appendix Table 7**). These are the jobs that for the most part require more training, pay a better wage and will have a high demand. Some of these jobs will have fewer than 50 openings a year. This information is used to help the state determine the needs of special regions or areas of Idaho and identify ways for job seekers to fill those needs.

Of the top 50 Hot Jobs, 35 require some type of training beyond high school, and only three of the top 20 do not. These types of projections coupled with education data and direct input from industry lend strong support to the state's goals to increase educational attainment beyond high-school. It is vital that Idaho's labor force seek educational opportunities to qualify for the hot jobs that will be available over the next 10 years. The top 10 hot occupations, all requiring postsecondary education or training, are:

- Registered Nurses - Associate Degree
- Medical and Health Service Managers – Bachelor's Degree
- Physical Therapists – Doctoral or Professional Degree
- Dental Hygienists – Associate Degree
- Pharmacists – Doctoral or Professional Degree
- Software Developers, Applications – Bachelor's Degree
- Management Analysts – Bachelor's Degree plus one to five years of experience
- Physicians and Surgeons, All Other – Doctoral or Professional Degree
- Network and Computer Systems Administrators – Bachelor's Degree
- Market Research Analysts and Marketing Specialists – Bachelor's Degree

Each of these occupations will be in demand – some before enough workers can be adequately trained, however many of these occupations can be part of a career ladder and lend themselves to stackable credentials in education. A nurse could start as a certified nursing assistant or licensed practical nurse. A pharmacist technician could work while going to school to be a pharmacist and have inside knowledge of the job. Workers need to understand that one step on the career ladder does not limit them if they take advantage of all available training opportunities.

The number of occupations, projected annual openings and education necessary for each of the 50 hot jobs by major occupational group.

- Management – Eight occupations, 470 openings with five requiring at least a bachelor's degree
- Business and Finance – Eight occupations, 550 openings with seven requiring at least a bachelor's degree
- Computer and Mathematical – Six occupations, 440 openings with five requiring at least a bachelor's degree
- Architecture and Engineering - Six occupations, 230 openings with all requiring a bachelor's degree
- Life, Physical and Social Science - One occupation, 50 openings requiring doctorial or professional degree
- Community and Social Service - Two occupations, 120 openings requiring a master's degree
- Education, Training and Library - One occupation, 270 openings requiring a bachelor's degree
- Healthcare Practitioners and Technical – 12 occupations, 1,250 openings requiring from a doctoral or a professional degree to a postsecondary non-degree award

- Health Care Support – One occupation, 110 openings requiring a high school diploma or equivalent
- Sales and Related – two occupations, 160 openings requiring a high school diploma or bachelor's degree
- Construction and Extractions – one occupation, 120 openings requiring a high school diploma or equivalent
- Installation, Maintenance and Repair – two occupations, 230 openings requiring a high school diploma or equivalent

Whether students or displaced workers, they need to come to the workplace with basic skills. Successful employees must be able to communicate with others because every job requires sharing ideas, concerns and accomplishments with peers or supervisors. They will need basic mathematics skills because all jobs require knowledge of adding and subtracting. If job applicants do not have those skills, they cannot move on to the higher levels of mathematics required of software engineers, or any engineer, accountants, nurses and other professions.

Occupations Related to Industry:
Using data from the High Demand and Hot Jobs lists, occupations were classified by major industry. These will be industries that will grow in the next decade. Each occupation shows the annual openings and training level.

Health Care:

- Registered Nurse – 675 openings – Associate Degree
- Pharmacists – 68 openings – Doctorial or Professional Degree
- Dental Hygienists – 61 openings – Associate Degree
- Physicians and Surgeons, All Other – 42 openings – Doctorial or Professional Degree
- Medical and Health Services Managers – 83 openings – Bachelor's Degree
- License Practical and Vocational Nurses – 153 openings – Postsecondary Non-degree Award
- Physical Therapists – 54 opening – Doctorial or Professional Degree
- Nursing Aides and Orderlies – 309 openings – Postsecondary Non-degree Award
- Personal Care Aides – 428 openings – Less than a high school diploma
- Home Health Aides – 289 openings – Less than a high school diploma
- Physician Assistants – 30 openings – Master's degree
- Medical Assistants – 108 openings – High School Diploma or Equivalent

Education:

- Elementary School Teachers excluding Special Education – 273 openings – Bachelor's Degree
- Secondary School Teachers excluding Special and Vocational Education – 153 openings – Bachelor's Degree
- Special Education Teachers for Preschool, Kindergarten and Elementary Schools – 53 openings – Bachelor's Degree
- Teacher Assistants – 223 openings – High School Diploma or Equivalent

Agriculture:

- Farm, Ranch and Other Agricultural Managers – 83 openings – High School Diploma or Equivalent with more than five years of experience
- Farmworkers and Laborers for Crops, Nurseries and Greenhouses – 683 openings – Less than a high school diploma

Science and Technology:

- Computer and Information Systems Manager – 35 openings – Bachelor's Degree and more than five years of experience
- Software Developers for Applications – 53 openings – Bachelor's Degree
- Computer Software Engineers for Applications and Systems Software – 52 – Bachelor's Degree
- Network and Computer Systems Administrators – 49 openings – Bachelor's Degree
- Electrical Engineers – 73 openings – Bachelor's Degree

Cross Industries:

- Accountants and Auditors – 136 openings – Bachelor's Degree
- Sales Managers – 249 openings – Bachelor's Degree and one to five years of experience
- Management Analysts – 89 openings - Bachelor's Degree
- Training and Development Specialists – 39 openings – Bachelor's Degree
- First-Line Supervisors and Managers of Office and Administrative Support Workers – 328 openings – Work Experience
- General and Operators Managers – 284 openings – Associate Degree with one to five years experience
- Computer Systems Analysts – 40 openings – Bachelor's Degree
- Computer Programmers – 86 openings – Bachelor's Degree
- Computer Support Specialists – 170 openings – Some college, no degree
- Information Security Analysts, Web Developers and Computer Network Analysts – 40 openings – Bachelor's Degree
- Office Clerks, General – 571 - High School Diploma or Equivalent

Target Industries: The state is focusing job development efforts on advanced manufacturing, energy, high technology, aerospace and health care. **Data Appendix Tables 8 through 12 define these target industries**. The target sectors can include many of the same industries – industries in advanced manufacturing may also be included in energy, high technology or aerospace.

Advanced Manufacturing Data Appendix Tables 8a & 8b includes all of manufacturing since most industries have incorporated high-tech processes in their production. In 2011, 9 percent of the nonfarm jobs were in manufacturing.

High-Tech (Data Appendix Table 9a & 9b) included 44 industries in all sectors except construction, education, health care and leisure and hospitality. High-tech is defined as design, development and introduction of new products or innovative manufacturing processes through the systematic application of scientific and technical knowledge. But establishments are not

limited to the manufacturing sector. An establishment is considered high-tech if employment in technology oriented occupations accounted for a proportion of that industry's total employment that was at least twice the 4.9-percent average for all industries. Scientific, engineering and technician occupations are high-tech. In 2011 over 8 percent of all nonfarm jobs could be considered high-tech.

Energy (Data Appendix Tables 10a & 10b) is made up of 41 industries in mining, utilities, construction, manufacturing and professional, scientific and technical services. It involves fossil or renewable energy. Approximately 3 percent of the nonfarm jobs were in energy in 2011.

Health care (Data Appendix Tables 11a & 11b) provides medical care and nursing and residential care. The services provided by establishments in this sector are delivered by trained professionals. All establishments have labor inputs of health practitioners or social workers with the requisite expertise. This is a major industrial sector in Idaho with 11.6 percent of all workers in either public or private health care activities.

Aerospace (Data Appendix Table 12) is comprised of 13 industries – four in manufacturing, eight in transportation and one in education. In 2011 three-tenths of a percent of nonfarm jobs were in aerospace. Northern Idaho has focused on this industry.

These targeted groups and their occupations cross industries and include many of the same industries. The occupations below are sorted by projected annual openings, both new and replacement, through 2020. Each occupation is followed by the targeted sector that includes it. A complete listing can be found in **Data Appendix Table 13**.

Rank						
Hot Job	**High Demand**	**Occupational Title**	**2020 Projected Employment**	**Annual Openings***	**Hot Jobs Wage**	**Education**
1	**5**	Registered Nurses - HC	16,188	675	$28.24	AD
67	**14**	Nursing Aides, Orderlies, and Attendants - HC	9,470	309	$10.89	PNDA
69	**17**	Home Health Aides - HC	6,056	289	$9.04	LHS
29	**33**	Computer Support Specialists - HT	4,400	170	$18.65	SCND
14	**36**	Licensed Practical and Licensed Vocational Nurses - HC	3,609	153	$18.22	PNDA
90	**46**	Electricians - E	3,469	120	$23.10	HSDE
50	**51**	Medical Assistants- HC	3,085	108	$13.76	HSDE
63	**54**	Welders, Cutters, Solderers, and Brazers - AM & E	2,451	100	$15.32	HSDE
73	**61**	Dental Assistants - HC	2,567	93	$14.39	PNDA
40	**70**	Computer Programmers - HT & E	2,540	86	$25.47	BD
16	**87**	Electrical Engineers- HT & E	2,124	73	$42.69	BD
85	**97**	Pharmacy Technicians - HC	1,997	70	$14.11	HSDE
5	**100**	Pharmacists - HC	1,726	68	$52.13	DPD
4	**106**	Dental Hygienists - HC	1,573	61	$34.11	AD
18	**107**	Industrial Machinery Mechanics - AM	1,630	60	$21.11	HSDE
33	**110**	Construction Managers - E	3,112	59	$32.02	AD

15	**111**	Mechanical Engineers - AM, HT & E	1,370	58	$39.05	BD
11	**114**	Radiologic Technologists and Technicians - HC	1,399	56	$24.46	AD
3	**117**	Physical Therapists - HC	1,453	54	$34.28	DPD
6	**121**	Software Developers, Applications - HT & E	1,697	53	$30.83	BD
61	**122**	Machinists AM & E	1,542	53	$17.95	HSDE
9	**129**	Network and Computer Systems Administrators - HT	1,406	49	$29.76	BD
8	**146**	Physicians and Surgeons, All Other - HC	1,211	42	$102.41	DPD
38	**143**	Information Security Analysts, Web Developers, and Computer Network Architects - HT	1,477	42	$26.76	BD
17	**149**	Computer Systems Analysts - HT	1,174	40	$29.20	BD
27	**159**	Architectural and Engineering Managers - HT & E	1,202	37	$56.12	BD
39	**165**	Computer and Information Systems Managers - HT	1,271	35	$40.35	BD
81	**171**	Dentists, General - HC	938	34	$90.37	DPD
12	**172**	Family and General Practitioners - HC	918	33	$80.60	DPD
41	**182**	Engineers, All Other - E	927	31	$37.45	BD
30	**185**	Respiratory Therapists - HC	634	29	$25.55	AD
31	**191**	Industrial Engineers - AM, HT & E	807	28	$39.26	BD
43	**193**	Industrial Production Managers - AM	778	28	$34.56	BD
13	**200**	Physician Assistants - HC	732	27	$42.96	MD
42	**210**	Electronics Engineers, Except Computer - HT	680	26	$39.74	BD
64	**205**	Medical and Clinical Laboratory Technologists - HC	727	26	$26.98	BD
99	**209**	Surgical Technologists - HC	678	26	$18.47	PNDA
21	**214**	Veterinarians - HC	627	25	$33.88	DPD
24	**219**	Occupational Therapists - HC	601	24	$32.24	MD
70	**250**	Speech-Language Pathologists - HC	535	19	$28.91	MD
36	**270**	Nuclear Engineers - HT & E	387	17	$50.69	BD
52	**267**	Diagnostic Medical Sonographers - HC	368	17	$31.95	AD
91	**268**	Architects, Except Landscape and Naval - E	496	17	$32.79	BD
86	**280**	Environmental Engineers - HT & E	429	16	$34.77	BD
51	**289**	Surgeons - HC	430	15	$123.04	DPD
93	**329**	Database Administrators - HT	327	12	$31.81	BD
87	**334**	Internists, General - HC	309	11	$106.83	DPD

E - Energy, AM - Advanced Manufacturing, HT- High Tech, HC - Healthcare

* See Data Appendix Table 13

Idaho Hot Jobs

The Idaho Department of Labor's Research Division has defined as "critical" those that are the most plentiful in the state's economy, have the most annual openings and pay the highest wages. These are called Idaho Hot Jobs. The assigned values reinforce the priority of the occupational groups and industries discussed throughout this plan. All of these jobs require at least a high school diploma or equivalent, but 34 of the top 50 require at least a bachelor's degree.

Hot Job Ranking	Occupational Title	2020 Employ-ment	Annual Openings*	Average Hourly Wage	Education
1	Registered Nurses	16,188	675	$28.24	AN
2	Medical & Health Services Managers	1,978	83	$34.59	BD
3	Physical Therapists	1,453	54	$34.28	DPD
4	Dental Hygienists	1,573	61	$34.11	AD
5	Pharmacists	1,726	68	$52.13	DPD
6	Software Developers, Applications	1,697	53	$30.83	BD
7	Management Analysts	2,708	89	$25.56	BD
8	Physicians & Surgeons, All Other	1,211	42	$102.41	DPD
9	Network & Computer Systems Administrators	1,406	49	$29.76	BD
10	Market Research Analysts & Marketing Specialists	1,479	71	$23.39	BD
11	Radiologic Technologists & Technicians	1,399	56	$24.46	A
12	Family and General Practitioners	918	33	$80.60	DPD
13	Physician Assistants	732	27	$42.96	MD
14	Licensed Practical and Licensed Vocational Nurses	3,609	153	$18.22	PNDA
15	Mechanical Engineers	1,370	58	$39.05	BD
16	Electrical Engineers	2,124	73	$42.69	BD
17	Computer Systems Analysts	1,174	40	$29.20	BD
18	Industrial Machinery Mechanics	1,630	60	$21.11	HSDE
19	Loan Officers	2,825	105	$23.49	HSDE
20	Elementary School Teachers, Except Special Education	8,160	273	$21.87	BD
21	Veterinarians	627	25	$33.88	DPD
22	Human Resources, Training & Labor Relations Specialists, All Other	1,552	51	$23.22	BD
23	Accountants & Auditors	4,269	136	$26.78	BD
23	Occupational Therapists	601	24	$32.24	BD
25	Cost Estimators	1,199	44	$23.25	BD
25	Insurance Sales Agents	1,765	72	$18.25	HSDE
27	Architectural & Engineering Managers	1,202	37	$56.12	BD
28	Automotive Service Technicians & Mechanics	4,196	166	$17.42	HSDE
29	Computer Support Specialists	4,400	170	$18.65	SCND
30	Respiratory Therapists	634	29	$25.55	A
31	Industrial Engineers	807	28	$39.26	BD
32	Training and Development Specialists	1,111	39	$22.72	BD
33	Construction Managers	3,112	59	$32.02	A
34	Sales Managers	1,922	74	$35.66	BD
35	Administrative Services Managers	1,988	72	$25.66	HSDE
35	Nuclear Engineers	387	17	$50.69	BD
37	Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	2,673	87	$35.71	BD
38	Information Security Analysts, Web Developers & Computer Network Architects	1,477	42	$26.76	BD
39	Computer and Information Systems Managers	1,271	35	$40.35	BD
40	Computer Programmers	2,540	86	$25.47	BD

41	Electronics Engineers, Except Computer	680	26	$39.74	BD
41	Engineers, All Other	927	31	$37.45	BD
43	Industrial Production Managers	778	28	$34.56	BD
43	Logisticians	449	19	$31.00	BD
45	Farmers, Ranchers, and Other Agricultural Managers	2,824	83	$28.95	HSDE
46	Healthcare Social Workers	690	32	$22.10	MD
46	First-Line Supervisors of Construction Trades & Extraction Workers	3,565	118	$23.37	HSDE
48	Clinical, Counseling & School Psychologists	1,263	54	$23.53	DPD
49	Rehabilitation Counselors	2,592	92	$17.67	MD
50	Medical Assistants	3,085	108	$13.76	HSDE
***Annual Openings include openings due to growth and replacement needs**					
Source: Projections ~ 2010-2020 Idaho Department of Labor Occupation Projections					
Source: Wages ~ Idaho Department of Labor 2011 Occupations Employment Statistics Program					

These 50 occupations can be combined into basic industrial sectors.

Health Care: The full range of occupations from physicians to technicians, from hospital-based to in-home delivery, from administrative support to equipment repairers.

Science and Technology: In addition to the electronics product manufacturers needing engineers and physical scientists, computer and telecommunications applications specialists, technicians and operators will be needed by many businesses. Idaho's target industries all will need these types of occupations.

Business Management and Support: These jobs also cut across all industries. Because most businesses in Idaho have fewer than 50 employees, business leaders need to be generalists and rely on outside support for financial and planning services. Almost all businesses will have staff competent in personal computer applications, customization and troubleshooting.

Education: More people mean more children to teach and programs to meet the needs of an increasingly diverse population. Idaho's colleges and universities are experiencing near-record enrollments. Already some programs in nursing and medical technical jobs cannot expand to meet the demand due to lack of available instructors. High-tech employers have invested in in-state electrical engineering and related programs and are increasingly looking at the Idaho higher education system for basic research and testing support. Finally, Idaho's educational leadership and the Legislature have committed substantial resources to enhancing the mathematics and sciences curricula at all levels of education. This in turn increases the demand for teachers trained in mathematics and science at these levels.

Criterion 2: An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state.

With in-demand occupations ranging from pharmacists, general managers, teachers and accountants to personal and home aides and truck drivers, the education and training requirements for these are quite varied – ranging from doctoral or professional degrees to less than a high school education. Common skills do cross these occupations however including basic educational, interpersonal and customer service skills such as:

- Active Learning
- Active Listening
- Critical Thinking
- Learning Strategies
- Mathematics
- Monitoring
- Reading Comprehension
- Science
- Writing

Other skills that are necessary for the projected jobs in Idaho include:

- Complex Problem Solving
- Instructing
- Judgment and Decision Making
- Time Management

Idaho's work force will need knowledge in specific areas to be prepared for jobs of the future. Technical skills are rapidly becoming more important among jobs where they were traditionally unnecessary such as for material movers and manufacturers where technical skills are now needed for equipment operation, measuring, recording data and communicating information. Occupation-specific skills for these jobs can often be acquired on the job, but the best-paying jobs require training beyond high school – postsecondary vocational training, an associate degree or higher. According to O'Net, knowledge is defined as organized sets of principles and facts applying in general domains. Areas of focus for the state and identified to be the most in need include:

- Mathematics
- English Language
- Education and Training
- Customer and Personal Service
- Public Safety and Security
- Engineering and Technology
- Administration and Management

Many of these jobs, whether in a major industry or not, will require advanced education and training, demanding a solid kindergarten through high school foundation and availability of quality postsecondary education and training. Wages in the science and technology and health care sectors are significantly higher than wages as a whole and will continue to attract workers provided sufficient investments continue to be made to train workers in these fields. The state is keenly aware that higher skills are demanded, particularly in science and mathematics and is striving to foster growth in science, technology and health-related fields through its developed

strategies. In these high-demand jobs, wages will have to be competitive with surrounding states to attract and retain workers, particularly in the more rural areas.

Competency Models for Idaho's Target Industries

The following describes the competency models published by the U.S.DOL Employment & Training Administration and developed in collaboration with leading industry organizations. These models are those specific to the state's sector strategies with the exception of high technology sector for which a model has not yet been developed. These models reflect the knowledge and skills necessary for these targeted industries in Idaho.

***Advanced Manufacturing* -** The model contains information on sustainable and green manufacturing.

- Tier 1 – Personal Effectiveness Competencies: Interpersonal Skills, Integrity, Professionalism, Initiative, Dependability and Reliability, Lifelong Learning
- Tier 2 – Academic Competencies: Science, Basic Computer Skills, Mathematics, Reading, Writing, Communication – Listening and Speaking, Critical and Analytic Thinking, Information Literacy
- Tier 3 – Workplace Competencies: Business Fundamentals, Teamwork, Adaptability/Flexibility, Marketing and Customer Focus, Planning and Organizing, Problem Solving and Decision Making, Working with Tools and Technology, Checking, Examining and Recording, Sustainable Practices
- Tier 4 – Industry-wide Technical Competencies: Manufacturing Process Design and Development, Production, Maintenance, Installation and Repair, Supply Chain Logistics, Quality Assurance/Continuous Improvement, Sustainable and Green Manufacturing, Health, Safety, Security and Environment
- Tier 5 – Industry Sector Technical Competencies?
- Tier 6 – Management Competencies and Occupation-Specific Requirements

***Aerospace* -** This model is designed to evolve along with changing skill requirements.

- Tier 1 – Personal Effectiveness Competencies: Interpersonal Skills, Integrity, Professionalism, Initiative, Dependability and Reliability, Lifelong Learning
- Tier 2 – Academic Competencies: Reading, Writing, Mathematics, Science, Engineering and Technology, Communication – Listening and Speaking, Critical and Analytic Thinking, Basic Computer Skills
- Tier 3 – Workplace Competencies: Teamwork, Planning and Organizing, Innovation and Invention, Problem Solving and Decision Making, Working with Tools and Technology, Checking, Examining and Recording, Business Fundamentals
- Tier 4 – Industry-wide Technical Competencies: Aerospace Fundamentals, Design and Development, Product and Parts Manufacturing, Project Management and Quality Assurance, Aviation Maintenance, Environmental, Safety and Health
- Tier 5 – Industry Sector Technical Competencies
- Tier 6 – Management Competencies and Occupation-Specific Requirements

Energy - This updated model contains new information on the need for science and information technology skills and the importance of ethics, employability and entrepreneurship skills as well as updated key behaviors in several areas.

- Tier 1 – Personal Effectiveness Competencies: Interpersonal Skills, Integrity, Professionalism, Reputation, Dependability and Reliability, Self-Development, Flexibility, Adaptability, Ability to Learn
- Tier 2 – Academic Competencies: Mathematics, Locating, Reading and Using Information, Writing, Listening, Speaking, Engineering and Technology, Critical and Analytic Thinking, Science, Information Technology
- Tier 3 – Workplace Competencies: Business Fundamentals, Teamwork, Following Directions, Planning, Organizing and Scheduling, Problem Solving and Decision Making, Checking, Examining and Recording, Ethics, Employability and Entrepreneurship Skills, Working with Basic Hand and Power Tools and Technology
- Tier 4 – Industry wide Technical Competencies: Safety Awareness, Industry Principles and Concepts, Environmental Laws and Regulations, Quality Control and Continuous Improvement, Troubleshooting,
- Tier 5 – Industry Sector Technical Competencies: Non-Nuclear Generation (Coal, Natural Gas, Oil, Hydro, Solar, Wind, Biofuel and Geothermal), Nuclear Generation, Electric Transmission and Distribution, Gas Transmission and Distribution
- Tier 6 – Management Competencies and Occupation-Specific Requirements

Health: Allied Health Competency Model - It is not intended that all health care workers possess all competencies listed, rather this is a compilation of competencies that can be included as a basis for preparation in health occupations.

- Tier 1 – Personal Effectiveness Competencies: Interpersonal Skills, Integrity, Professionalism, Initiative, Dependability and Reliability, Lifelong Learning
- Tier 2 – Academic Competencies: Reading, Writing, Mathematics, Science and Technology, Communication – Listening and Speaking, Critical and Analytic Thinking, Basic Computer Skills, Communication – Listening and Speaking, Information Literacy
- Tier 3 – Workplace Competencies: Teamwork, Customer Focus, Planning and Organizing, Problem Solving and Decision Making, Working with Tools and Technology, Scheduling and Coordinating, Checking, Examining and Recording, Workplace Fundamentals
- Tier 4 – Industry-wide Technical Competencies: Health Industry Fundamentals, Health Care Delivery, Health Information, Health Industry Ethics, Laws and Regulations, Safety Systems
- Trier 5 – Industry Sector Technical Competencies: Patient Interaction, Health and Disease, Infection Control, Medication, Documentation, Diagnostic Procedures, Rehabilitation Therapy
- Tier 6 – Management Competencies and Occupation-Specific Requirements

Criterion 3: A description of the characteristics and needs of the state's population, and diverse sub-population, including those from racial, ethnic, linguistic groups; older persons, and individuals with disabilities.

STATE OF IDAHO 2011 POPULATION		
	Number	Percent
Total Population	**1,584,985**	**100.0%**
Total Population, One Race	1,550,955	97.9%
White	1,488,442	93.9%
Black or African American	12,143	0.8%
American Indian & Alaska Native	26,463	1.7%
Asian	21,006	1.3%
Native Hawaiian & Other Pacific Islander	2,901	0.2%
Two or More Races	34,030	2.1%
Hispanic or Latino (of any race)	182,080	11.5%

Idaho's population grew at 21 percent during the first decade of the 21st Century. That was about seven percentage points below the state's growth in the 1990s but more than three times the growth rate in the last recession decade of the 1980s. In 2011 Idaho's population growth rate from 2010 ranked 16th at 0.9 percent, the smallest rate of growth since 1990. Idaho ranks 39th in overall population, unchanged from 2010. Idaho's population increased 13,883 in 2011 to 1,548,985. The working-age population – 16 years and over – is about three-fourths of total state population. The core workforce – 16 through 65 – accounts for about two-thirds of the population. Ninety-four percent of the population is white. The table below provides a snapshot of Idaho's population in relation to race/ethnicity and age. Idaho's population growth is projected to slow 7.8 percent from 2012 to 2021. At the same time, Hispanics, the state's largest minority, will increase much faster at 22 percent growth. Over the next decade however, the major demographic impact in Idaho will come from the aging workforce. Although Idaho has a higher percentage of workers 24 and younger than the nation as a whole, the state will not be immune from an aging labor force as workers age 55 and older leave the workplace. This will encourage employers to provide a work environment that entices experienced and highly skilled workers to remain on the job and in the state.

The overall composition of the population is also changing. As shown below, populations of two specific younger age brackets are growing more slowly than the population of those ages 65 and older. While this trend was somewhat evident between 2000 and 2010, it will become more so as the baby boomer generation passes the threshold of 65 in the coming decade.

Projected Population by Age Group & Race Ethnicity for Idaho: 2012 - 2021

	2012	2021	Change
Total	**1,628,525**	**1,756,207**	**7.8%**
Age Groups			
Under 5 years	121,996	129,378	6.1%
5 to 9 years	126,624	130,336	2.9%
10 to 14 years	122,264	132,402	8.3%
16 to 24 years	224,581	239,476	6.6%
25 to 54 years	624,380	624,284	0.0%
55 to 64 years	193,298	204,721	5.9%
65 to 84 years	188,821	266,465	41.1%
85 years and over	26,561	29,145	9.7%

Race			
White, Non-Hispanic	1,374,504	1,450,964	5.6%
Black, Non-Hispanic	9,640	8,967	-7.0%
American Indian or Alaskan Native, Non-Hispanic	18,252	19,597	7.4%
Asian, Non-Hispanic	20,373	23,756	16.6%
Native Hawaiian or Pacific Islander, Non-Hispanic	2,334	2,390	2.4%
Two or More Races, Non-Hispanic	6,984	10,193	45.9%
Hispanic	196,437	240,343	22.4%
SOURCE: Economic Modeling Specialists Inc.			

Even with an expanding cadre of older workers, Idaho compared to other states has a relatively large number of young people entering or will soon enter the labor force. The issue will be generating the jobs that will keep these young people in Idaho and is a focus throughout a variety of the state's service delivery strategies.

The recession, for all its adverse effects, sent many potential workers back to school or to training that will prepare them for better jobs in the future. Women are getting more higher education than men. At the same time however, because teens are finding it harder to get jobs in the current labor market, fewer are learning the basics of how to hold on to a job or getting the opportunity to learn about various occupations and industries by working or interning in them.

According to the American Community Survey one-year data, 88.3 percent of Idaho's population 25 years and over graduated from high school. This compares to 85.6 percent nationally. Educational attainment is discussed in more detail in Criterion 4.

The 2011 data comprised of those covered by the unemployment insurance program reflects the beginning of a long, slow recovery in Idaho. **Data Appendix Table 14 – UI Claimant Characteristics** provides additional information on the characteristics of the unemployed.

Hispanics accounted for 14 percent of the covered unemployed although they made up only 10.5 percent of the working-age population.

Characteristics were easily obtained for two target industries – advanced manufacturing and health care. Manufacturing reported 10,609 unemployed workers down from 20,793 in 2009. Many of the manufacturing occupations are in actual production, which reported 8,067 unemployed workers in 2011 compared to 14,184 in 2009.

Health care, the only sector posting steady growth through the recession, accounted for 5,692 unemployed in 2011 compared to 5,360 in 2009. Health care practice, technology and support occupations had 3,059 unemployed compared to 2,518 in 2009. Of the unemployed 66 percent were male. Nearly 70 percent of the unemployed were between 25 and 54. This indicates that there is a significant labor pool available, but this pool may be lacking the right skills for new and emerging industries and jobs.

As the table shows, the 25-to-44 age group dominates the labor force while those 16 to 24 have the highest unemployment rate. The state is implementing several strategies as outlined in Section 1.B. designed to increase employment, education and skill attainment opportunities needed by this struggling youth demographic.

Nearly 66 percent of the labor force is white but has an unemployment rate of 6.7 percent, the lowest among racial and ethnic groups. The highest unemployment rate was among blacks at 16.8%. American Indians and Alaska natives were unemployed at a rate of 13.6 percent while the Hispanic labor force had an unemployment rate of 10.1 percent. All of these exceeded Idaho's state rate. Men had the highest percentage employment and unemployment rate overall. The American Community Survey five-year data are the only source for detailed information on race and ethnicity. The data is from 2010 and the numbers may change for 2011, but the trend will remain the same. Also the unemployment rate differs from the official Bureau of Labor Statistics because it is calculated from data collected over a five year period.

LABOR FORCE: 2010				
Subject	**Total**	**In labor force**	**Employed**	**Unemployment rate**
Population 16 years and over	**1,131,049**	**65.50%**	**60.60%**	**7.00%**
AGE				
16 to 19 years	91,650	49.50%	39.50%	20.00%
20 to 24 years	112,632	78.90%	69.70%	10.30%
25 to 44 years	390,214	81.70%	76.30%	5.80%
45 to 54 years	202,411	82.00%	77.70%	5.10%
55 to 64 years	158,794	62.90%	59.30%	5.70%
65 to 74 years	93,506	22.10%	20.90%	5.40%
75 years and over	81,842	5.40%	5.10%	4.80%
RACE AND HISPANIC OR LATINO ORIGIN				
One race	1,132,362	65.60%	60.70%	6.90%
White	1,073,551	65.40%	60.70%	6.70%
Black or African American	5,802	74.10%	59.40%	16.80%
American Indian and Alaska Native	13,642	60.00%	51.80%	13.60%
Asian	14,255	64.50%	58.80%	8.10%
Native Hawaiian and Other Pacific Islander	1,670	79.20%	73.50%	7.20%
Some other race	23,442	73.80%	67.70%	7.80%
Two or more races	21,249	62.80%	54.00%	13.10%
Hispanic or Latino origin (of any race)	100,768	71.40%	63.80%	10.10%
White alone, not Hispanic or Latino	1,002,288	65.00%	60.50%	6.40%
Population 20 to 64 years	**878,535**	**77.80%**	**72.50%**	**6.20%**
GENDER				
Male	442,435	84.90%	78.40%	6.80%
Female	436,100	70.60%	66.60%	5.50%

Idaho is home to five Indian reservations – the Coeur d'Alenes and the Kootenai (both in northern Idaho), the Nez Perce (north-central Idaho), the Shoshone-Paiute (Duck Valley on the Idaho-Nevada border) and the Shoshone-Bannock (Fort Hall in southeastern Idaho). Total statewide reservation population is 32,287 and includes a variety of races outside of Native Americans. The largest race is white at 23,237, or 72 percent of the total reservation population. The American Indian and Alaska native population is second with 7,437, one-third the number of whites. Most of the workers are in management, business, science and arts occupations. Agriculture, forestry, fishing, hunting and mining are the primary industries. More than one third of the population has a high school diploma or equivalency. **Data Appendix Tables 15a & 15b – Idaho Indian Reservations** detail further information specific to reservations.

The American Community Survey one-year estimates reported that in 2010 nearly 179,000 Idahoans had a disability. Many of them were able to work - the labor force has 49,700 workers with disabilities, of which 38,900 are working. However, their unemployment rate is 21.7 percent. Over 20 percent of the workers hold down occupations in management, business, science, arts, service or sales and office support. The jobs are primarily in retail trade, educational services, health care and social assistance. Over one-third have a high school diplomas or equivalencies, and another third have some college or an associate degree. More detailed information can be found in **Data Appendix Table 16 – Idaho's Population With A Disability**.

Veterans, another important demographic group in Idaho, totaled 130,000 in 2010. They are predominately white males. Just over 50 percent are 35 to 64 years old. They are an educated group with nearly 40 percent having some college or an associate degree and 24 percent with a bachelor's degree or higher. The unemployment rate for this segment of the population was 7.3 percent. Additional information is found in **Data Appendix Table 17 – Idaho's Veterans**.

During the past year, a number of workers have left the state to seek employment opportunities elsewhere although the number is not known. Workers involved in construction and high-tech occupations have found it necessary to look in other states for employment opportunities because of the lack of growth in those two sectors in Idaho. An example is the recruiting efforts for diesel mechanics and equipment operators to go work in the oil fields of North Dakota. That area of the country has a very small workforce that has not met the demand for this well-paid occupation. The downturn in the construction industry has provided few if any opportunities for these workers so they leave Idaho. The same thing is occurring with high-tech jobs in Utah – the jobs are there and the pay is better. Micron laid off thousands of workers in Idaho and provided some job opportunities at its Utah plant.

In-migration has slowed, but continues primarily with retirees. Out-migration is common in rural communities, creating a long-term brain drain. Many graduates of Idaho colleges are forced to look for jobs outside the state.

Migration, both in and out, will speed up once people are convinced the housing market has stabilized and improves. As the economy recovers and the state starts to attract new businesses, local companies will begin to think about expanding. Once jobs start to be created, the local job seeker will stay in Idaho, reducing out-migration. At this point, there will be an influx of workers into the state.

The table below vividly shows the decline in in-migration. That is the direct result of the recession. In the next few years, Idaho should again experience a larger influx of population. The table has an anomaly because the April 2010 to June 2010, which reflects only the migration data from the time of the 2010 census to June 30, 2010. But it does show a low domestic migration followed by a very small increase from July 2010 through June 2011. In the early 2000s people moved to Idaho for jobs, the cheaper cost of living and the state's natural beauty. As the economy began to recover in states at a faster pace than Idaho, the domestic in-migration slowed. Idaho continues however to have a significant number of international migrants. The majority come from Mexico, but Idaho is becoming more cosmopolitan with residents from countries around the globe, bringing diversity to the population and work force.

International migration could be the reason that 70 percent of the population ages 18 to 64 speaks a language other than English - the predominant language is Spanish. Of those who speak a language other than English, nearly 50 percent were foreign-born, 23 percent were below the poverty level and 38 percent have less than a high school education.

MIGRATION

Time	Net	Domestic	International
April 1 2000 to June 1 2000	2,781	2,062	719
July 1 2000 to June 30 2001	10,356	7,437	2,919
July 1 2001 to June 30 2002	9,411	6,863	2,548
July 1 2002 to June 30 2003	10,824	9,030	1,794
July 1 2003 to June 30 2004	15,711	13,113	2,598
July 1 2004 to June 30 2005	22,551	20,163	2,388
July 1 2005 to June 30 2006	25,549	22,971	2,578
July 1 2006 to June 30 2007	20,317	18,126	2,191
July 1 2007 to June 30 2008	13,228	11,021	2,207
July 1 2008 to June 30 2009	3,734	1,555	2,179
April 1, 2010 to June 30 2010	293	-318	611
July 1 2010 to June 30 2011	2,136	62	2,179

Criterion 4: An assessment of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan.

Educational Attainment

Educational attainment for Idaho's 25 and older population has stayed fairly stable over the past five years with most of the improvement prior to 2006. The most recent American

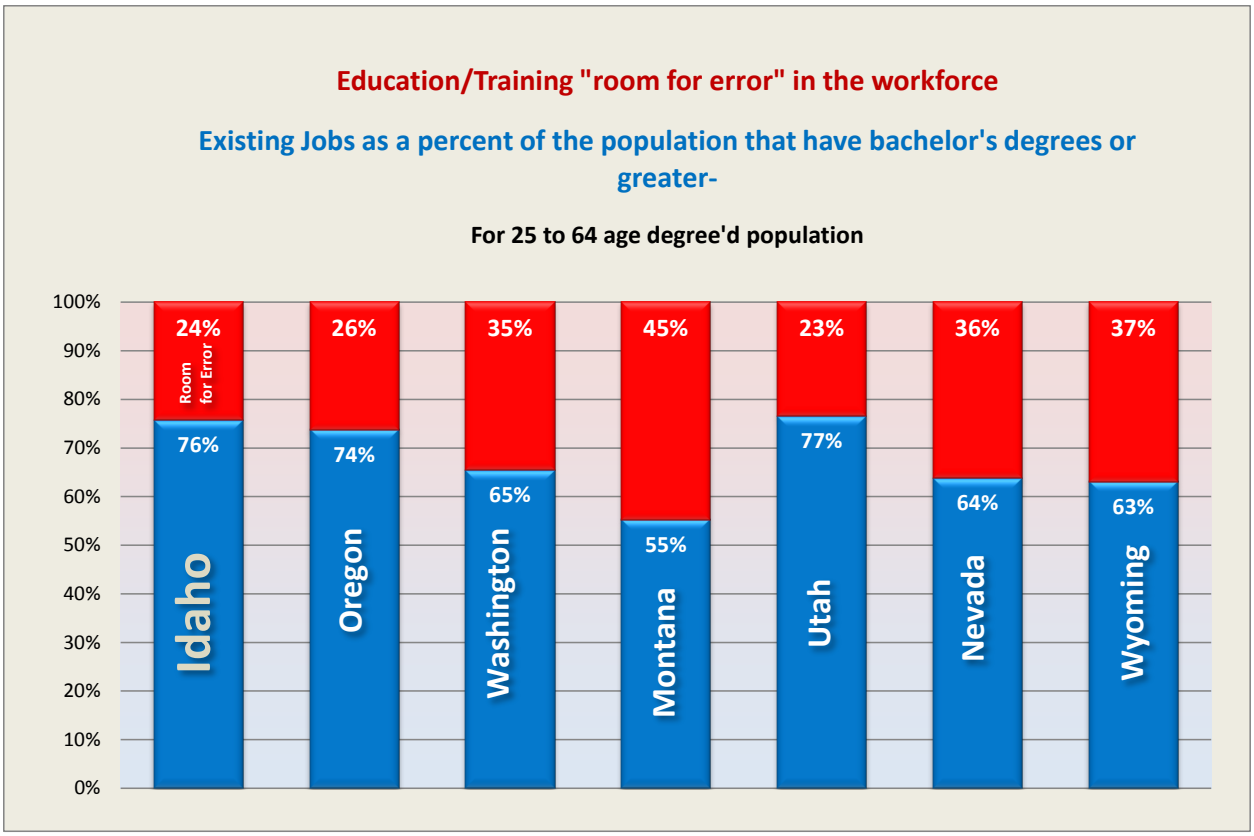
Community Survey shows 88 percent have completed high school, and 24 percent have earned a bachelor's degree or higher. The numbers vary only slightly from year to year between 2006 and 2010. In 2000 only 85 percent of the 25 and over population had completed at least a high school equivalency, and only 22 percent had a bachelor's degree or higher. Considering the working-age population has grown by 200,000, the increases in educational attainment since 2000 have been inadequate to meet the needs of employers operating in an increasingly technical or to attract new businesses that demand a highly skilled and available workforce.

Educational Attainment for Idaho						
	2010	2009	2008	2007	2006	2000*
Population 25 years and over	987,829	963,730	959,881	946,131	919,203	787,505
Less than 9th grade	4.2%	4.5%	5.0%	3.9%	4.5%	5.2%
9th to 12th grade, no diploma	7.5%	7.1%	7.2%	7.8%	8.2%	10.1%
High school graduate (includes equivalency)	28.6%	28.8%	27.7%	29.9%	30.1%	28.5%
Some college, no degree	27.0%	27.3%	27.6%	25.4%	25.4%	27.3%
Associate's degree	8.3%	8.3%	8.5%	8.7%	8.4%	7.2%
Bachelor's degree	16.7%	16.4%	16.5%	16.8%	16.2%	14.8%
Graduate or professional degree	7.7%	7.5%	7.5%	7.6%	7.1%	6.8%
Percent high school graduate or higher	88.3%	88.4%	87.8%	88.4%	87.3%	84.7%
Percent bachelor's degree or higher	24.4%	23.9%	24.0%	24.5%	23.3%	21.7%
Source: U.S. Census Bureau, 2010 American Community Survey						
Source: U.S. Census Bureau, 110th Congressional District Summary File*						

Idaho's long-term industry and occupational projections indicate Idaho workers are becoming more sophisticated but they still require more training and education. Idaho workers are gaining technical sophistication only about half as fast as the nation. For example, a third of the jobs in Idaho require a bachelor's degree or greater. In Idaho, that share is projected to grow 1 percent in the next 20 years while nationally those jobs requiring a degree will grow 1 percent in 10 years.

Several years ago, based on the 2008-2018 job projections, jobs requiring degrees would increase 1 percent in 12 years in Idaho and seven years nationally so ground is being lost all around, but Idaho is losing it faster than the nation.

Idaho's level of educational attainment is not competitive, and there is no cushion, or "room for error," to make up for mismatches between worker skills and jobs. According to the American Community Survey and state projections data, while Montana has a 45 percent cushion to deal with skill mismatches, Idaho has just 24 percent, making gaps between the skills of available workers and jobs requiring degrees much more likely. This already inadequate cushion also assumes every skilled person is part of the workforce and available to the workforce, which is not the case.



To stay competitive and attract businesses that pay above-average wages, Idaho needs to encourage more students to pursue higher levels of training and education to ensure emerging, expanding and relocating businesses that the state has the skilled and available workforce they need to prosper.

Career Education Credentials

Idaho strays from the national averages in the types of career education credentials awarded its students. In 2006, 15.5 percent of all credentials awarded were for certificates requiring less than two academic years of education or training. Nationally, 33 percent of all credentials are in this category, so Idaho is ahead in awarding more credentials that require at least two years of training or education. Those credentials account for 7.5 percent of awards in Idaho compared to just 1.5 percent nationally. And the edge Idaho has with four-year bachelor's degrees is even greater. Over 58 percent of credentials awarded in Idaho are bachelor's degrees compared to 44 percent nationally.

Idaho Title IV postsecondary institutions (those eligible to participate in Title IV federal student financial assistance programs) follow a similar trend to other states on sub-baccalaureate and career education credentials. In 2006, the most recent year data are available from the National Center for Education Statistics, the majority of Idaho sub-baccalaureate credentials were in health care at almost 1,700 followed by consumer services at 600 and manufacturing, construction, repair and transportation at 400. In the case of business management credentials, they make up 10 percent of awards nationally but only 4 percent in Idaho.

Health sciences was also the leader in career education credentials with 2,300 awarded followed by business management and education with almost 2,700 between them. Nationally, agriculture and natural resources made up only 1.7 percent of the total while in Idaho they account for 4.6 percent. Over 13 percent of the Idaho awards were in education compared to 6.4 percent nationally.

Dropout Rates

Idaho has one of the lowest dropout rates in the nation, according to data from the National Center for Education Statistics. For the 2008-2009 school year, Idaho reported a dropout rate of 1.6 percent. While any level of dropouts is to be avoided, 1.6 percent is notably lower than the national average of 4.1 percent. In fact, at 1.6 percent Idaho has the third lowest dropout rate in the nation behind Alabama at 1.5 percent and Wyoming at 1.1 percent. Illinois has the highest rate at over 11 percent. Idaho's dropout rates become progressively worse when compared at grade level. Ninth grade had a 1 percent dropout rate. That increases to over 2 percent by 12th grade. This pattern is similar to other states. Idaho's high school dropout rates are on the right track. Since the 2002-2003 school year, Idaho's public high school dropout rates have steadily decreased, going from 3.9 percent all the way down to 1.6 percent. That has not been the trend elsewhere. The average of all reporting states stayed mostly level over the 2000s, increasing only two tenths percentage points to 4.1 percent in 2008-2009 school year.

Literacy

Idaho's literacy rate ranks in the middle of the states. In 2003, Idaho came in at 25th with 11 percent of the population lacking basic literacy skills. The strongest states had only 6 percent of their populations without basic literacy while the states with the worst rates were over 20 percent. Those who could not be tested due to language barriers were included in the percentage of residency without basic literacy skills.

Tested Skills

According to the National Assessment of Educational Progress, Idaho scores above the national average for more than half of the data points. In mathematics, Idaho has scored above the national average in half of the years highlighted for fourth graders, all of the years highlighted for eighth graders and in the only year with data for high school seniors. Idaho only scored below the national average in 2000, 2003 and 2009 among fourth graders who scored in the advanced levels.

- Reading - eighth graders and high school seniors had average scores above the national average in every year. Only in 2011, 2009 and 2003 did fourth graders have average scores below the national average. Overall, Idaho students scored better than the national average in basic skills but only matched the national average in proficiency.
- Science - both fourth and eighth grade students scored above the national average in both basic skills and proficiency.
- Writing - the worst category for Idaho. Fourth and eighth graders matched the national average. In 2002, Idaho fourth graders fell short of the national average in proficiency and advanced skills while eighth graders match the national average in both.

Criterion 5: An analysis of the challenges associated with the state's population attaining the education, skills and training needed to obtain employment.

Cost is one of the biggest challenges for Idaho workers in obtaining the training and education needed to meet the skill demands of the evolving job market. Wages in Idaho rank low in the country. In 2010, the latest data available, Idaho's average wage was 76 percent of the national average and ranked 48th among the states. Per capita personal income in 2010 was $31,897, 80 percent of the national level, ranking Idaho 50th in the county just above Mississippi. The Idaho Department of Labor's annual survey of occupational employment and wages, the average hourly wage for all occupations was $18.52 an hour compared to a national average of $21.74. When compared to bordering states, only Montana had a lower average at $17.74. **(Data Appendix Table 18 – Wage & Income Data).**

Idaho workers need to have at least some college in order to make the average wage of $18.52 per hour. Idaho's workers educational credentials will need to increase in order to obtain higher-paying jobs. It becomes difficult for Idaho workers to upgrade their skills through additional training and education if the money they are making is only enough to provide their basic needs. Increasing credential attainment is a major focus of the state's strategies. The "Education & Training Pay" poster shows the impact of education on a worker's income. According to the American Community Survey 2006-2010 five-year data:

- There are 570,283 households in Idaho
  - 24 percent making less than $25,000
  - 29 percent between $25,000 and $49.999
  - 33 percent between $50,000 and $99,999
  - 14 percent over $100,000
  - 27 percent receive Social Security benefits
  - 16 percent receive retirement payments
  - 3 percent receive supplemental security income
  - 3 percent receive cash public assistance
  - 8 percent receive food stamp or nutritional benefits

- There are 399,824 families
  - 17 percent making less $25,000
  - 28 percent between $25,000 and $49.999
  - 38 percent between $50,000 and $99,999
  - 17 percent over $100,000
  - 9.7 percent of all families have incomes below the poverty level
    - 14.7 percent of those have related children under 18 years
  - 5.9 percent of married couples have incomes below the poverty level
    - 8.4 percent of those have related children under 18 years
  - 31.5 percent of the families have a female householder with no husband present have income below the poverty level
    - 38.1 percent of those have related children under 18 years
  - 13.6 percent of all people have incomes below the poverty level
    - 17 percent are under 18 years
    - 13.1 percent are between 18 and 64 years
    - 8 percent are over 65 years

Idaho workers seek employer-paid health insurance to meet their families' needs. Seventeen percent of the civilian noninstitutionalized population does not have health insurance coverage. Of this group, 60 percent are under 18 years of age. The largest age group, 18 to 64 years, reports 14 percent without insurance. This age group makes up Idaho's workforce. For the smallest population group, 65 and over, 12 percent do not have health insurance.

Health Insurance Coverage by Ratio of Income to Poverty Level							
Civilian noninstitutionalized population for whom poverty status is determined							
		Under 18 Years		18 to 64 Years		65+ years	
	Total	Total	No Insurance	Total	No Insurance	Total	No Insurance
Total:	1,519,949	420,194	47,523	914,554	215,954	185,201	598
Under 0.50 of poverty threshold:	88,606	29,808	4,143	54,890	25,245	3,908	89
0.50 to .99 of poverty threshold:	129,550	45,318	7,336	73,388	34,522	10,844	74
1.00 to 1.49 of poverty threshold:	176,847	62,479	10,890	92,209	41,524	22,159	156
1.50 to 1.99 of poverty threshold:	175,874	58,836	8,969	94,011	33,410	23,027	76
2.00 to 2.99 of poverty threshold:	313,133	93,534	10,591	179,661	41,601	39,938	82
3.00 to 3.99 of poverty threshold:	223,392	55,818	3,185	137,725	19,709	29,849	58
4.00 of poverty threshold and over:	412,547	74,401	2,409	282,670	19,943	55,476	63
SOURCE: American Community Survey, 2008-2010 three-year estimates							

The Idaho Department of Labor conducts a fringe benefit survey every two years to collect information on what employers are offering their workers. The results for 2011 support other evidence that over the past year, Idaho's economy has begun to recover with slight improvements in year-over-year nonfarm growth along with increases in the number of newly created positions.

More employers reported providing medical and dental benefits to their full-time employees, ending a decline that began in 2005 and returning the state estimates to prerecession levels. Even in a stagnant job market, analysis of employee benefit packages remains important since it illuminates a core component of the employer-employee relationship. Understanding who gets offered benefits can assist workers in job placement while understanding who offers these benefits can improve a firm's competitiveness in the job market. The 2011 Fringe Benefit Survey evaluated the types of fringe benefits Idaho employers offered to full- and part-time employees. Specifically, the survey provided statewide data and data by size of payroll, industry sector and region on medical benefits, dental benefits, paid leave and retirement.

As in previous years, Idaho employers indicated they were more likely to offer full-time employees fringe benefits compared with part-time employees. Similarly, employers continued to support the notion that larger companies offer better benefit packages. Still holding true in 2011 was the notion that employers requiring more experience and education continued to offer better benefits than their counterparts requiring lesser qualifications. As in previous studies, geographic location does not factor in determining whether a firm offered any form of fringe benefits to its employees.

Key Findings

- A statistically significant increase occurred in the percentage of surveyed employers offering medical benefits to full-time employees, from 56 to 66 percent.
- Significant increases also occurred between 2009 and 2011 in the percentage of firms with fewer than 50 employees offering full-time workers medical and dental coverage, returning insurance benefit coverage to levels seen before the recession.
- Employers who offered single medical coverage usually offered family medical coverage.
- On average, employers paid nearly 84 percent of the single coverage medical premium for full-time workers and 67 percent of the premium for part-timers.
- Ninety-five percent of full-me employees working for respondent employers were offered single medical benefits compared with 86 percent of part-timers.
- Paid vacation and paid holiday leave were the most common types of leave benefits offered by Idaho employers to full-me employees. Paid holiday and paid sick leave were most common for part-time employees.
- While undesignated leave continued to lag all other paid leave offerings, it was the only leave type to experience significant growth since 2007.
- Nearly half of Idaho employers indicated they did not offer any form of retirement to full-time employees while more than three in four employers reported they did not offer retirement to part-time employees.

- Size of firm played an important role in determining whether a firm offered benefits to both full- and part-time employees.
- Industry sectors requiring higher-skilled workers tended to offer benefits more often than sectors with high numbers of unskilled employees.
- Geographic area was a not factor in determining whether an employer offered full- and part-time employees medical benefits, dental benefits, paid leave or retirement.

Percent of Employers Offering Benefit		
Benefit	**Full-Time**	**Part-Time**
Insurance		
Single Medical	66%	11%
Single Dental	51%	11%
Family Medical	61%	10%
Family Dental	50%	10%
Leave		
Paid Undesignated Leave	31%	11%
Paid Vacation Leave	69%	13%
Paid Sick Leave	45%	19%
Paid Holiday Leave	67%	24%
Retirement		
Defined Contribution	45%	17%
Defined Benefit	5%	2%
Both	4%	1%
None Offered	46%	79%

CRITERION 6: A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps.

The Workforce Investment Act and the One-Stop delivery systems are intended to bring together key stakeholders in education, workforce and economic development creating a system of universal access and efficiency to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs .

As such, the vision, mission and goals identified for the state as well as the strategies set forth in this plan reflect Idaho's efforts to address the needs outlined in the state's economic and workforce analysis. The state's collaboration and commitment to addressing Idaho's workforce and economic challenges is exemplified by some of the following initiatives:

- Educational Attainment Taskforce – implemented to address existing skill gaps identified in targeted industries.
- Workforce Data Quality Initiative – which aligns workforce outcomes with educational attainment data to determine efficacy of training programs.
- The State Workforce Development Council Youth Subcommittee – focused on developing policies and practices for meeting the educational and employment needs of

Idaho's youth population.

- The Idaho Health Care Workforce Planning Partnership – focused on establishing a strong workforce supply and demand foundation for planning purposes and to inform policy decisions.

Idaho's opportunities for long-term economic growth will greatly depend on a workforce development system with the ability to respond quickly to changing business needs and develop a well-educated and adaptable workforce. Idaho maintains such a system and is well-positioned to meet the skill needs of the state's employers and close skill gaps. With continued emphasis on partnership and collaboration, targeted efforts will prepare workers starting at young age, hone skills through higher education and work experience and sustain a culture towards life-long learning.

D. Desired Outcomes

The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs' authorizing statutes. **(WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)**

The state's proposed WIA/W-P performance targets are outlined below. Negotiation of these performance targets will commence with the U.S. Department of Labor/Employment and Training Administration upon submission of the state's WIA/W-P Five-Year Strategic Plan.

IDAHO WORKFORCE INVESTMENT ACT AND WAGNER PEYSER

PERFORMANCE GOALS FOR PY 2012

		PY 12
WIA Adult Program		
1.	Entered Employment Rate	78.6%
2.	Employment Retention Rate	83.9%
3.	Average Six Months Earnings	$11,687
WIA Dislocated Worker Program		
4.	Entered Employment Rate	83.8%
5.	Employment Retention Rate	89.3%
6.	Average Six Months Earnings	$14,224
WIA Youth Program		
7.	Placement in Employment or Education	65.8%
8.	Attainment of a Degree or Certificate	78.3%
9.	Literacy and Numeracy Gains	22.1%
Wagner Peyser		
1.	Entered Employment Rate	60.0%
2.	Employment Retention Rate	67.0%
3.	Average Six Months Earnings	$12,800

Rev. 6/27/2012
G:\2012 WIA WP PLAN\Performance Goals PY 12 - Under Negotiation from JM 7.18.12

As reflected in Section I.B. the Idaho has also adopted a set of goals and targeted outcomes for the state's workforce development system that support the overarching strategies identified by the governor and the Workforce Development Council.

SECTION II – STATE OPERATIONAL PLAN

A. Overview of the Workforce System

The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state's workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

1. Idaho's Organizational Structure - Background

Implementation of WIA launched Idaho's One-Stop delivery system which continued a long history of collaboration among Idaho's state and local employment and training community, education, labor, industry, legislative leaders, local elected officials, Native American Tribes and service providers to minority and other targeted populations. Idaho's workforce system as further described is organized to maximize services to system customers while making the most efficient possible use of public resources through highly integrated service delivery.

Governor Otter retained the "grandfathered" Workforce Development Council for purposes of the Workforce Investment Act. The Workforce Development Council was established August 8, 1996 by Executive Order in accordance with Title VII of the Job Training Partnership Act. The Council provides leadership for all workforce programs reporting to the Governor and the State Board of Education. Governor Kempthorne issued an Executive Order in 2004 continuing membership and clarifying the role of the Council. Subsequent Executive Orders have since been issued, reaffirming and extending the authority of the Workforce Development Council (by Executive Order No. 2012-04) and recertifying Council Membership listed in **Attachment #3 – Idaho State Workforce Development Council Membership**.

When Idaho's One-Stop delivery system was created, the Workforce Development Council and the One-Stop delivery system signatory partners entered into Memorandums of Understanding (MOUs). These MOUs provide the framework for the operation of Idaho's One-Stop system today. MOUs with required and affiliate One-Stop partners as shown at http://labor.idaho.gov/dnn/wia/StateCouncil/OneStopMous/tabid/875/Default.aspx, were updated in 2007 and are being updated for the current planning period.

- **Idaho State Workforce Development Council – Roles, Responsibilities that Support Workforce Program Coordination and Alignment:**
  Specifically the Council is responsible for advising the Governor and the State Board of Education on:
  a) Development of a statewide strategy for workforce development programs which-encompasses all workforce programs;

b) Development of the WIA State plan;
c) Development and continuous improvement of services offered under the statewide workforce investment system;
d) Development of comments at least once annually on the Carl D. Perkins Vocational and applied Technology Education Act;
e) Development and continuous improvement of comprehensive State performance measures;
f) Preparation of the annual report to the United States Secretary of Labor as required under section 136 of the WIA;
g) Development of a statewide employment statistic program;
h) Development of a plan for comprehensive workforce information; and
i) Development of applications for an incentive grant under section 503 of the WIA.

The Council is also responsible for:

a) Approval and oversight of the expenditures from the Employment Security Reserve Fund;
b) Development and oversight of procedures, criteria and performance measures for the Workforce Development Training Fund; and
c) Other duties as assigned by the Governor.

The Council also empanels ad hoc subcommittees as appointed by the chair when needed. Subcommittee members may include individuals from the general public who have special knowledge and qualifications to be of assistance to the Council.

The Workforce Development Council advises the Governor and the State Board of Education to ensure that a common vision guides organizations reporting to both.

The Workforce Development Council is supported by an interagency council staff team (Workforce Development Council Staff) **Attachment #5 – Workforce Development Council Staff** led by Governor Otter's Director of Communications and Senior Special Assistant for Economic Development and Energy and is comprised of management officials of partner agencies in workforce development, economic development, education and agencies serving those with disabilities. The council staff team supports the Council by identifying issues, sharing vital information about policy changes, and making recommendations to the Workforce Development Council.

The Idaho Department of Labor provides logistical support for the Council while member agencies representing the state's mandatory and optional One-Stop partners provide policy and program advice as well as direct financial support for the Council.

This structure and such formal opportunities build on the informal system that has evolved to support the day-to-day operations of Idaho's workforce system. Staff at state and local levels routinely work together for the benefit of targeted customers, sharing

information formally and informally and collaborate to assist businesses and individuals to meet their workforce goals.

- **The State's Workforce Development Delivery System**
  Idaho's One-Stop Delivery system includes all mandatory partners along with some voluntary agencies and organizations identified locally by the One-Stop Operators. The minimum menu of core services required by the Act are made available in the state's One-Stop career centers and may be expanded locally for additional service elements as agreed upon by local partners as outlined the **in Attachment #6 - Core Services Table and Attachment #7 - Core Services Methodologies Tables**.

  An organization chart that delineates all agencies involved in the One-Stop Delivery System workforce investment system, including education and economic development is included as **Attachment #8 - Workforce Development System Organizational Chart.** An inventory of major programs and services within Idaho's Workforce Development System is available. Refer to the **Programs & Services Inventory** linked here. The inventory provides further details about Idaho's One-Stop partner programs (purpose, service provider, target group, participant services, and services made available to employers)

  The Idaho Department of Labor (IDOL) oversees the Workforce Investment Act Adult, Dislocated Worker and Youth Programs, Unemployment Insurance, Wagner-Peyser, the Trade Adjustment Act and Trade Readjustment Assistance, Workforce Information, and the cost reimbursable grants such as Veterans, Work Opportunity Tax Credits and Labor Certification among others.

  IDOL administers the Workforce Development Training fund and coordinates with the Idaho Department of Commerce and the Division of Professional-Technical Education to assist new and expanding businesses with workforce training. In addition, IDOL is responsible for Wage and Hour administration. It is also responsible for facilitating partnerships among the state's One-Stop partner organizations.

  The Idaho Department of Commerce is responsible for economic development, tourism, community development, Commercial Innovation Division and helps to market Idaho's Workforce Development Training Fund to new and expanding businesses.

  The Department of Health and Welfare is charged with the Temporary Assistance to Needy Families Program (TANF), the Food Stamp Employment and Training Program, the Community Services Block Grant, the Foster Care Independent Living Program, CHIP, other child care subsidies and various emergency and medical support programs/services.

  The Idaho Commission on Aging reports to the Governor and manages the state Title V, Senior Community Services Employment Program. The Idaho Commission for the Blind

and Visually Impaired, the Department of Correction and the Department of Juvenile Corrections also report to the Governor and oversee work readiness projects for populations they serve.

The State Board of Education is organized as a single governing board that oversees K-12 and all public postsecondary education in Idaho. This public/higher-education system is the primary provider of education and training services for Idaho's WIA and TAA systems.

The Superintendent of Public Instruction, an elected official who sits on the Board of Education and the Workforce Development Council, is responsible for K-12 education services delivered through the state's 1154 school districts.

The Division of Professional-Technical Education (PTE) oversees technical education, including Carl Perkins, in the secondary and postsecondary institutions. Adult Basic Education (ABE) is housed organizationally within the PTE Division with primary service points coordinated through the postsecondary campuses in each region of the state. The Division of Vocational Rehabilitation also reports to the Office of the State Board and is a primary workforce partner participating in strategic and operational planning to serve individuals with disabilities.

Organized labor, which reflects approximately 6 percent of the state's workforce, is represented by the state AFL-CIO, which also provides assistance in rapid response efforts where dislocations involve labor union members. The AFL-CIO is also instrumental in many of the various apprenticeship programs throughout the state, serving as linkages for information and policy sources for such programs.

The state agencies collaborate on both policy and operational issues on a regular basis. The organizations enjoy collegial relationships and regularly work together on a variety of structured and ad hoc projects. Most organizations are familiar with the offerings of their partner agencies and have long standing collaborative relationships.

Idaho's commitment to active collaboration and partner engagement, the diversity and broad representation of our Council's membership and the Council's strategic development of common goals result in a workforce development system that is well-poised to support the coordination and alignment of the Idaho's workforce programs and integrated service delivery.

- **Key State Administrative Personnel of Idaho's Workforce Programs**
  The Idaho Department of Labor's administrative structure lends itself well to cross-program alignment of the primary workforce programs covered in this plan. As reflected in the department's organizational chart (see **Attachment #9 – IDOL Key Administrative Personnel of Workforce Programs**) all state One-Stop staff administering the workforce programs covered in this plan are organized under a single

state administrator as well as a single director appointed by the governor. This streamlined administrative structure naturally supports strong communication and collaboration of service delivery across and within workforce programs, leading to a true One-Stop experience for the customer. Additionally, the department's representation on the state's Workforce Development Council effectively supports the coordination and alignment across all state workforce programs. The department's representation is further detailed in the following sections.

- **Organizational Structure and Membership/Affiliations of the State Workforce Investment Board**

  The Workforce Development Council Membership brings together a well-integrated mix of business and industry representatives, education, labor, community based and governmental entities to establish the vision and plan for Idaho's workforce development system. Membership includes lead state agency officials responsible for One-Stop partner programs. *Executive Order No 201-04 requires that the Council's membership shall be as follows:

  - Representatives of business and industry shall comprise at least 40 percent of the members;
  - At least 15 percent of the members shall be representatives of local public education, postsecondary institutions, and secondary or postsecondary vocational educational institutions;
  - At least 15 percent of the members shall be representatives of organized labor based on nominations from state labor federations
  - Representatives for the Department of Commerce, the Department of Labor, the Department of Health and Welfare, the State Board of Education, the Commission on Aging, the Office of Energy Resources, the Idaho Education Network, and the Superintendent of Public Instruction; and a
  - Representative of a community-based organization.

  Further, the Order requires that the chair and vice chair be from the private sector. A roster of SWIB Members and their organizational affiliation was identified previously in this section as Attachment #4 – Idaho State Workforce Development Council Membership. Members of the Council include:

  - Representatives from large and small business and business organizations
  - Representatives from Labor
  - Director, Department of Health and Welfare – (TAFI, Food Stamps, CSBG, Foster Care Independent Living Program)
  - Director, Department of Labor – (WIA, Wagner-Peyser, UI, TAA, Veterans, WOTC, Labor Market Information, Wage and Hour, Disability Determinations)
  - Director, Department of Commerce – (Economic Development, Tourism, Community Development)
  - Director, Department of Commerce – (Economic Development, Tourism, Community Development

- Executive Director, State Board of Education – (Professional-Technical Education, Adult Basic Education, Vocational Rehabilitation)
- Administrator, Commission on Aging
- Director of the Idaho Education Network
- Director of the Office of Energy Resources
- Director of the Idaho Department of Correction
- Superintendent of Public Instruction (K-12, ABE)
- Representatives of Secondary and Postsecondary Education
- Representative from a Community Based Organizations.

2. Idaho State Workforce Development Council - Coordination and Alignment of Resources & Policies of Plan Programs

- How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

Since its inception, the Council has invited participation of state and local interests, including members of the legislature, Idaho cities and counties and business organizations to participate in formulation of plans and strategies to guide Idaho's workforce system. Opportunities for input and consultation are made available throughout the process for the Governor, local elected officials, legislators, partners and other participating entities and interested parties.

More specifically, the 2012 planning period has brought a focus on revitalized collaboration among workforce and economic development stakeholders in the state by which partners are closely aligning their goals and strategies and focusing resources to respond to the current needs of Idaho workers and businesses. In 2011, Idaho led an all-partner, strategic planning session in which the state's labor market information specialists and other statistical, economic and industry representatives presented the Council with the most current workforce and economic trends, projections and analyses. The information was closely examined by the Council and served as the foundation for the state's new five-year strategic goals, mission and vision in Section I.A and I.B. developed by the Council Membership. An annual council review of benchmarks, goals and activities will be conducted to evaluate the state's progress towards its defined goals and to establish any new goals for the state's workforce development system.

The Council has also established two key subcommittees for the 2012 plan period that will drive statewide policy and resource alignment:

1) The **Educational Attainment Task Force** as described in the strategies described in Section I.B brings together education and industry to develop and policy recommendations designed to increase training and educational

attainment beyond high school.

2) The **Local Council Liaisons** subcommittee looks to improve communication, collaboration and alignment of not only policy and resources, but to ensure efforts at both the local and state levels are congruent. This subcommittee is supported by IDOL and currently comprised of Regional Business Solutions Specialists embedded in their local communities who routinely engage in collaborative efforts with workforce, education and industry partners across targeted sectors for the purpose of increasing employment opportunities throughout the state. The focus of this subcommittee is to identify and foster relationships with independent and locally organized economic, workforce and industry groups that are focused on efforts similar to that of the Council and the state's workforce development system. This task force will establish direct points of contact and a pipeline of communication directly to the Council to:
    - connect local efforts with state efforts and to
    - ensure the Council is well informed at granular level to meet the support local workforce and economic development efforts.

These formalized activities organized under the council assures that the council, its members and One-Stop partners are operating collaboratively to carry out the functions required by WIA Section 111(d), (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.) contained within this plan, and to respond more effectively and efficiently to the changing needs of the workforce.

- How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)

In an effort to leverage resources and bolster support to address the challenges faced by job seekers facing employment barriers, state and local workforce representatives are working closely with major partners such as the Idaho State Board of Education, which retains the state's Vocational Rehabilitation program.

As reflected in the council membership roster (Attachment #4 – Idaho State Workforce Development Council Membership), Vocational Rehabilitation (VR) is represented on the council by the Idaho State Board of Education, which is the designated state agency (DSA) under Title I of the Rehabilitation Act, and with staff support to the council by the directors of the Idaho Division of Vocational Rehabilitation and the Idaho Commission

for the Blind and Visually Impaired, which are the designated state units (DSUs) under Title I of the Rehabilitation Act. Involvement of both the DSA and DSUs ensures the interests, needs and priorities of the VR program are well represented and that the employment needs of individuals with disabilities in the state are addressed.

To support long-range collaboration efforts, the SWIB also maintains representatives on the Idaho Rehabilitation Council, the Idaho Assistive Technology Project Advisory Board and cross-agency working groups through which blending and braiding of funding streams can be accomplished. Examples of such collaborative bodies are the Employment First Consortium sponsored by the Idaho Council on Developmental Disabilities, the Idaho Interagency Council on Secondary Transition sponsored by the State Department of Education and the Idaho Employment Stakeholder Group sponsored by a variety of disability support agencies. Ad hoc committees also receive representation as needed, for example, a group convened at the invitation of a state legislator to remove archaic and disrespectful disability language from Idaho law

3. **Local Areas – The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:**
   - An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5) and 116(a), 20 CFR 661.205(d), 661.250-.270.)

   - The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

   In Idaho, the term "regional" refers to the multi-county sub-areas of the state designated by the Governor as planning regions for the purpose of this Act and several other major programs. The meaning of "regional" in this section is a combination of two or more formally established local Workforce Investment Boards or areas.

   Idaho developed a single work plan for the entire state covered by the Idaho Workforce Consortium in the statewide regional planning area. This regional plan creates efficiency and allows the sharing of information and data across all substate regions, increasing the amount of funding available for services to customers and creating better alignment of workforce and economic development services. Because this is a statewide approach, performance measures have been negotiated with USDOL and reflected in Section I.D. – Desired Outcomes.

   In December 1998, the Governor of the state designated six workforce areas. In 2005, with no areas qualifying for mandatory designation, the Governor took the opportunity to create efficiencies needed to accommodate the significant and continuing decline in

funding. The Governor announced his intent to allow these area designations to expire and his desire to form a single statewide area. To accommodate regulatory barriers to his plan, the Governor designated two areas which formed a consortium and function as a single statewide area under a plan for a regional statewide planning area until regulatory barriers can be removed.

This structure is comprised of five former workforce areas and a special region designated as the east-central Idaho planning region. The eastern Idaho district has the additional responsibility of fostering science and technology employment in conjunction with the Idaho National Laboratory and the state's educational institutions. See

As noted earlier, this designation, previously approved by the U.S. Department of Labor and the state Workforce Development Council, creates efficiency and is done with regulatory relief inherent in the designation of a single state area. With limited funding, it is essential that the state identify every opportunity for eliminating duplication to maximize opportunities for our citizens and businesses. This ensures better alignment of workforce services with economic development, community development and education services and will facilitate improved coordination of state funds to serve high priority groups such as at-risk youth.

With the shift to a statewide planning structure, via the state's waiver request, the state Workforce Development Council serves as the local council for the statewide planning region for the two workforce areas. The planning structure shown by **Attachment #10 – Workforce Investment Areas Map** ensures that local efforts align with the state's performance goals and strategic direction. Since the inception of this planning structure, the state has submitted annually relevant plans, fund allocations and service delivery strategies to the Workforce Development Council for review and approval. The state has no plans for inter-state regions at this time.

The state has established an appeals process specific to protests regarding local area designations, The procedures below provide an opportunity for a hearing and prescribe appropriate time limits to ensure prompt resolution of the appeal

State Appeals Process for Local Area Designation

A unit of general local government or grant recipient may appeal the denial of a request for automatic or temporary and subsequent designation as a local workforce investment area under sections 116(a)(2) or 116(a)(3) of the Workforce Investment Act.

All such appeals shall be in writing and be filed within twenty (20) calendar days of the date the denial letter was mailed by the Governor or the Governor's designee. The appeal must include all factual and legal arguments as to why the appeal should be granted. The appeal shall be filed with the chair of the Governor's Workforce Development Council, Idaho Department of Labor, Employment and Training Division,

317 West Main Street, Boise, Idaho 83735. The chair of the Council, or the chair's designee, shall promptly acknowledge receipt of the appeal.

The workforce areas designated in this plan will continue while the appeal is in progress and will be modified should the initial denial of designation be overturned.

(a) Appeal to the State Council

The appeal shall be deemed timely filed if it is received by the chair of the Workforce Development Council within the 20-day period, unless the appeal is filed by mail, in which case the official postmark affixed by the U. S. Postal Service shall be deemed to be the date of filing. Any appeal that is filed late shall be summarily dismissed.

The chair of the Council will select a hearing officer. The appeal shall be heard by the hearing officer not more than thirty (30) days after the appeal was filed. With the consent of the appealing party, the hearing may be held after the 30-day period, but in no case shall the hearing be conducted more than sixty (60) days after the appeal was filed.

The hearing officer shall inform the appellant of the date, time and place of the hearing by written notice mailed at least ten (10) calendar days in advance. The appellant shall have the right to present testimony and documentary evidence, to offer evidence in rebuttal, to present oral argument and to be represented by legal counsel. All testimony received by the hearing officer shall be under oath or affirmation. If the appellant retains legal counsel, federal WIA funds cannot be used for remuneration.

An appellant must establish that it is entitled to either automatic or temporary and subsequent designation as a local area under sections 116(a)(2) or 116(a)(3) of the Workforce Investment Act.

Within fifteen (15) days of the hearing, the hearing officer shall issue a recommended decision, which shall include findings of fact, recommendations and the basis therefore. That decision shall be mailed to the appealing party. The hearing officer shall file a copy of the recommended decision with the chair of the Council.

The recommended decision of the hearing officer shall be placed on the agenda of the next Council meeting for disposition; however, if no council meeting is scheduled within forty-five (45) days of the date the decision was issued, a special meeting of the Council, or a Committee designated by the chair, shall be conducted within that 45-day period to accept, reject or modify the hearing officer's recommended decision.

In its deliberations, the Council shall consider only the evidence presented to the hearing officer. The Council shall not receive or consider any evidence not presented to the hearing officer. The decision of the Council shall be reduced to writing and be mailed to the Governor and the appealing party. The decision must set out in summary

fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations and rationale of the hearing officer.

(b) Appeal to USDOL

If a timely appeal of the decision does not result in the requested designation, the unit of general local government or grant recipient may further appeal the designation decision to the U.S. Secretary of Labor within thirty (30) days after receipt of the Council's written decision. The appeal to the Secretary must be consistent with the requirements of the Workforce Investment Act. The Secretary, after receiving a request for review and upon determining that the entity was not accorded procedural rights under the appeal process established in the state plan, or that the area meets the requirements of Section 116(a) paragraph (2) or (3), as appropriate, may require that the area be designated as a local area.

4. Allocations

The state will maintain existing policies to allocate formula to funding the substate planning regions. This formula was widely reviewed throughout the state, with substantial input (at the time) from local elected official organizations, workforce investment boards and the public.

Substate Adult, Youth and Dislocated Worker Allocations - All Adult and Youth program funds will be allocated using the three required factors of areas of substantial unemployment, excess unemployment and economically disadvantaged. The required factors that will be used are:

Adult Program:

1/3 of the funds allocated on the number of unemployed residing in areas of substantial unemployment (6.5 percent or higher unemployment)
1/3 of the funds allocated on excess unemployment (number of unemployed over 4.5 percent)
1/3 of the funds allocated on the number of economically disadvantaged adults

Youth Program:

1/3 of the funds allocated on the number of unemployed residing in areas of substantial unemployment (6.5 percent or higher unemployment)
1/3 of the funds allocated on excess unemployment (number of unemployed over 4.5 percent)
1/3 of the funds allocated on the number of economically disadvantaged youths

To ensure that local areas experience no significant shifts, the hold-harmless provisions and stop-gain provisions defined under WIA are applied. Hold-harmless levels are based on 90 percent of an area's relative share of the previous two years of funding. Stop gain is based on 130 percent of the area's relative share of funding in the prior year.

Dislocated Worker Program:
The state allocates dislocated worker funding to the local areas based upon information that will include insured unemployment data, unemployment concentrations, plant closing and mass layoff data, declining industries data, farmer/rancher economic hardship data and long-term unemployment data. No other informational factors will be used. The data to be used and the weights applied to each factor follow:

Weight Factor
0.320 Average number unemployed
0.320 Average number unemployed over the state's rate
0.320 Number of UI claimants with 15 weeks claimed and 0 earnings
0.010 Number of workers from plant closures
0.010 Number of workers from Mass Layoffs expected to last 90 days or longer
0.010 Industry employment declines by annual average monthly employment
0.010 Number of FHA borrowers who are bankrupt or delinquent
1.000 Total

B. Operating Systems and Policies Supporting the State's Strategies

The State Operational Plan must describe:

- State **operating systems** that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.) Some good (WIA Section 112(b)(8)(A).)

The state Workforce Development Council's vision, mission and goals look to improve the state's workforce through the following coordinated efforts:

- Develop a statewide longitudinal data system that improves workforce information necessary to make critical decisions by utilizing education and workforce data (Goal 1, Strategy 2)

- Maintain a quality One-Stop Career System to improve services, especially to businesses, through enhanced coordination among partners (Goal 3, Strategy 2)

- Create a statewide educational attainment task force that targets Idaho workers to ensure that 60 percent of the workforce achieve a post-high school credential (Goal 2, Strategy 1)

- Establish a measure to assess One-Stop system awareness within the state and eventually expand its use (Goal 4, Strategy 1)

The Idaho Department of Labor is the state administrative entity responsible for the administration of WIA, Wagner-Peyser, Labor Market Information, Unemployment

Insurance and Trade Act services. As such, this inherently supports integration in the design and implementation of operational systems used for communication, data collection or information management such as the State's WIA Management Information System that shares connectivity and collects basic customer information from *IdahoWorks* (the state's automated labor-exchange system) where job seekers and employers connect and Unemployment Insurance Claimants file and begin the claims process. The state has also developed a Customer Relationship Management system in which One-Stop services to businesses are documented and shared statewide to connect local, regional and state-level business activities, identify workforce trends and ensure collaboration with businesses on an industry-wide level regardless of location. These types of integrated operational systems are necessary to supporting the state's strategies set forth by the Workforce Development Council and Idaho continues to aggressively seek opportunities for enhancements to these systems.

The department's administrative structure also allows for close collaboration and integration of these services within the department and throughout all of our 25 One-Stop offices across the state. In addition, the department works closely with the USDOL Bureau of Apprentice and Training office located in Boise, Idaho to promote apprentice opportunities statewide.

Governor Otter models an approach to government service that is collaborative, inclusive and responsive to the needs of Idaho citizens and businesses. That style is reflected in the relationship between the Governor's Workforce Development Council and the agencies that are responsible to the Council. An interagency staff team is charged with advising the Council and carrying out its recommendations to implement Council goals and activities and to work through any barriers in coordinating workforce services to Idahoans.

These structures address a wide range of issues from developing common or system measures, improved labor market information, improvements in postsecondary education delivery and access, and increased services to youth, among others.

Idaho recognizes U.S. DOL Employment and Training Administration's desire to utilize the American Job Center brand and will carefully consider the opportunity to do so. Should the state choose to incorporate the American Job Center brand in the One-Stop system, a plan for implementation as prescribed in TEGL 21-11 will be submitted in a subsequent modification to our five-year strategic plan.

- State **policies** that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

Implementation of WIA continued a long history of collaboration among Idaho's state and local employment and training community, education, labor, industry, special interest groups, legislative leaders, local elected officials, Native American Tribes and

minority organizations. It is the intent of the Council to continue these efforts by providing direction and leadership and by supporting the goals of the Office of the Governor, to ensure full implementation and success in obtaining the long-range goals envisioned in the state plan.

Specifically, the process calls for wide distribution and input in the development of state policy, plans and strategies to carry out oversight and attainment of the state's goals. The Council provides advance notice of scheduled meetings to ensure sufficient time for interested stakeholders to attend and/or submit comments and concerns. Policy material prepared for the meetings is made available for interested parties who requested that their name and/or organization be included on the Council's mailing list. The notice of meetings and all materials are also posted on the state's Web site.

To facilitate the sharing of information, Workforce Development Council transmittals and minutes are included on the state's Web site under the Workforce Development Council on the Idaho Department of Labor websites. Each partner agency is responsible for advising its line organization or sub-state organizations of Council policy. WIA Policy Guidance Memoranda (WIAPs) and Workforce Information Bulletins (WIABs) will continue to be posted on the WIA Web site. Federal guidance is distributed through the WIAB process. All WIA providers are notified via e-mail of all additions or changes to the Web sites. State agencies also provide a wide range of information to local areas through these bulletins and via technical assistance guides to aid in service delivery. Workforce information is also routinely communicated to the State Board and all workforce partners through the monthly Idaho Labor Market Information newsletters. Monthly updates are also distributed from the Idaho Department of Labor to inform customers of activities related to economic and workforce development services.

Meetings of the council are scheduled annually based upon projected workload, and will at minimum consist of two meetings with the full council per year. The council typically performs most work in a meeting of the entire body; however, the council has a standing Executive Committee, and several actively engaged subcommittees including the Health Professions Education Council, the Idaho Energy Sector Partnership Council and a Youth Subcommittee an Educational Attainment Task Force a Local Council Liaisons subcommittee. The council assembles ad hoc committees to address specific issues or tasks as identified by the council or the Governor. The Executive Committee routinely reviews all items scheduled for the consent agenda and recommends approval/disapproval to the whole Council.

- How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).) Idaho's One-Stop system design focuses on the development of a system that meets the needs of customers from various population groups, provide access to the system, and allow for the delivery of comprehensive services.

System Features
In designing Idaho's One-Stop system, the needs of a broad spectrum of employment and training customers were taken into account. These include the job-seeking population at-large and those with special needs such as:

- students,
- migrant/seasonal farm workers,
- veterans,
- dislocated workers,
- older individuals,
- welfare recipients,
- individuals with disabilities
- school dropouts,
- people with limited English proficiency
- economically disadvantaged individuals, both current and future employers

Through the active participation of partner agencies/programs and interest groups in system design, the system's program features works to address the concerns identified by these groups.

Idaho's 25 One-Stop Centers have the infrastructure and experienced staff to integrate activities into a broad spectrum of programs already delivered in an integrated environment. As providers of Wagner-Peyser and WIA Adult, Dislocated and Youth services, as well as NEGs, TAA, TRA and Unemployment Insurance, Idaho's One-Stop Centers have integrated information, orientation and customer interactions to ensure customer awareness of and access to the full array of One-Stop programs. Administration and management continue to support capacity building that leads to "blended staff", where the staff person provides journey-level program information and services regarding all One-Stop programs.

Attachment #11 – Core, Intensive and Training Services (Pending Confirmation)**,** reflects the state's policies and guidance to support maximum integration of service delivery through the One-Stop delivery system. The Workforce Development Council's policies align economic and workforce development services and ensure access to a comprehensive range of workforce and economic development services in each of Idaho's One-Stop Centers.

The services provided by each of the required and optional One-Stop partners are coordinated and made available through the One-Stop system, including Wagner-Peyser services which serve as the primary provider of core services in all One-Stop Centers. Automating many of these services has helped to avoid duplication and yet make them widely available at all points of service access and open to businesses, consumers and partner organizations.

Facilitated self-help will be made available to any customers who request help or for those with special needs due to disabilities (all One-Stop office self-service and staff-assisted lobbies have received enhanced accessible workstations for the visual and hearing impaired), limited language or reading skills. ES priority populations would include veterans and migrant and seasonal farm workers while other locally targeted populations may include those with disabilities, unemployment insurance claimants, members of low income families, public assistance recipients, dislocated workers, displaced homemakers, minorities, youth or other groups targeted by the One-Stop Center. All Wagner-Peyser services will be provided by public merit staff employees of the Idaho Department of Labor. Partner services are provided primarily electronically, with visits scheduled on routine or ad hoc basis.

Workforce Service Delivery Considerations

- The Workforce Development Council reviewed, modified and approved the policy framework for the state's structure.
- No additional services beyond those specified in the Act are required, although additional service elements appearing in the existing system are encouraged to continue;
- Required One-Stop partners make their applicable core services available and provide access to other services in at least one physical One-Stop Center within each labor market region;
- Required partners may utilize any authorized methodology contained in the WIA to deliver core services in the One-Stop Center provided that it is
    - Consistent with WIA and the authorizing legislation;
    - Does not require the partner to travel to another location; and
    - Meets minimum standards of accessibility as defined in WIA §188(a)(1);
- Partners are encouraged to offer access to services by ensuring awareness of system services at all points of entry;
- Partners are encouraged to become Affiliates by entering into MOUs and maintaining access to the IdahoWorks systems, offering assisted service to those who require it and maintaining current and accurate information for access through the IdahoWorks information system.

Core, Intensive and Training Services

The three-tiered approach service design, reflected in **Attachment #12 (pending confirmation)** which outlines the delivery of core, intensive and trainings services when needed, is reinforced with Idaho's collaborative workforce and education partnerships at the state and local level. The state's One-Stop system offers customer choice to online or in person access to an increasing level of information and comprehensive service delivery. All workforce system customers, including adult, dislocated workers and other special populations, have access to employment and training services delivered in progressively higher stages of intervention from core, intensive and training, as appropriate, to meet their individual needs

Core Services - As a statewide system, the One-Stop Policy framework included as Attachment #10 (pending) describes the processes for coordination of all One-Stop partner programs. State partners have entered into a cooperative agreement to assist the local service delivery system in the delivery of coordinated services. Each of these entities also identified their "applicable core services" and identified their "preferred" method of service delivery and included as previously introduced in Attachments #5 – Core Services Table and Attachment #6 – Core Services Methodologies. The implementation of these policies is reflected in MOUs entered into between partners, the One-Stop operator and the Workforce Development Council and are found on the state's WIA portal.

To avoid duplication of Wagner-Peyser services, the Idaho Department of Labor relies on a strategy of automating services to make them widely available at all points of service access. Throughout the system, businesses, consumers and partner organizations can access the labor exchange and workforce information services via the Internet. By bringing the services to customers at any location, partners take advantage of these services at their service sites as well. The State emphasizes the use of Wagner-Peyser as the primary provider of core services in all 25 One-Stop Centers.

Intensive Services - are intended to identify obstacles and provide a higher degree of intervention to assist eligible unemployed adults and dislocated workers who are determined unable to obtain or retain employment through core services. Intensive services may also be provided to employed workers to obtain or retain employment that will lead to self-sufficiency as defined by state policy. In an effort to maximize local service delivery options, WIA intensive services are excluded from the Eligible Training Provider requirements. Intensive services include such activities as basic skill training, training in quality practices, basic computer software training and general preparatory services.

Training Services - includes classroom and other occupational training services designed to equip eligible adults and dislocated workers to enter the workforce and/or retain employment. Training services may be made available to employed and unemployed adults and dislocated workers who meet the criteria for services and have established an Individual Training Account (ITA) established on their behalf with the approval of their WIA case manager.

ITAs focus on training in high growth industries and issued for a specific training program to a provider from the state's Eligible Training Provider list, which is available on the Idaho Department of Labor's website. This page also contains the criteria becoming a WIA training provider.. The state Workforce Development Council, or its designee – the Idaho Department of Labor, makes the determination on whether a proposed course of study is appropriate for placement on the state's ETP list. Training providers may file a complaint or grievance regarding their selection or denial for

participation in accordance with the state's Complaints Procedures under the Workforce Investment Act.

Training services may only be made available in accordance with federal and state policies on moving from core/intensive services to training. Specific issues related to ITAs include:

- Coordination with other grant sources for training, including Pell grants, in accordance with federal and state policies to avoid duplicate payment of costs and to ensure that WIA funding for training is limited to eligible participants
-
- Not be limiting ITA funding amounts, duration or defined allowable training costs.
- Religious training activity only allowed when financial assistance is indirectly provided through an ITA and a provider adheres to all program requirements. Direct support of faith-based organizations is not permitted.
- On-the-Job and customized training is allowed by federal guidance.
- Apprenticeship training is also allowed in coordination with the Bureau of Apprenticeship and Training (the Idaho Department of Labor hosts the Office of Apprenticeship website, integrates apprenticeship information in the job seeker and staff portions of the agency's website, and includes the Office of Apprenticeship's services in the department's Business Solutions toolkit)
- Customized training allows for exemptions of qualified programs serving special populations with multiple barriers are also permitted under WIA, including those impacted by large layoffs

Sequence of Service - Federal clarification regarding WIA's Adult and Dislocated Worker sequence of service has been officially incorporated into Idaho's WIA program policies. One-Stop and other WIA provider frontline staff via Idaho's WIA MIS are made aware of this policy to ensure their understanding that a determination to access intensive or training service does not mean that the individual must go through layers of service to prove that need. Idaho's policy clarifies that the determination of need itself can be a core and/or intensive service, such as an assessment or development of an Individual Employment Plan. The state's contract managers, who provide ongoing technical assistance to frontline staff throughout the year, continually review and reinforce this policy in their communications with WIA providers.

Collaboration with Employers - The Idaho Department of Labor as the designated state workforce agency has transformed its local One-Stop office service delivery to focus on the key industries within each respective region. The 25 Career One-Stop Centers are committed to position and restructure themselves to deliver an even more expanded level of workforce services to increase capacity for effective outreach to businesses within key industry sectors, including new and emerging industries. An additional level of service was developed at the regional level to better connect with key industries and

their workforce needs. The regional business services specialists are responsible for collaborating with key regional industries, education, economic development and workforce professionals to create a strategic, transformational regional plan to prepare the region to compete and succeed in today's global economy. These positions focus on companies within high-growth regional industries to identify workforce issues and workforce solutions – proactive vs. reactive approach. Align training resources and services to meet the needs of industry.

These transformational initiatives: 1) focus business services and workforce information necessary for career guidance on key regional industries; and 2) identify workforce solutions such as customized training to advance youth and adults in their careers and upgrade their contribution to the workforce.

- How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

The Idaho Department of Labor's Workforce Division serves as the state Dislocated Worker Unit (DWU) and has chief responsibility for the coordination of Rapid Response/ Dislocated Worker/TAA services within the department and with other relevant community resources. Within the department, the rapid response activities involve and are closely coordinated with the Field Services Division, Benefits Bureau, Research and Analysis Bureau, Marketing and One-Stop offices. The department offers a comprehensive array of services including Wagner-Peyser, Unemployment Insurance, Trade Adjustment Assistance and Veterans services. Rapid Response interventions involve these programs which are operated by the department's Field Services Division. All rapid response services and activities are coordinated closely with the local One-Stop Centers and its staff to address the needs of workers impacted by mass layoffs and closures and ensure the affected workers are seamlessly transitioned to One-Stop activities. The department also coordinates closely with the state AFL-CIO in arranging services for dislocations involving organized labor. These program representatives constitute the state's Rapid Response Team.

Employers required to submit notices of plant closures and mass layoffs under the Worker Adjustment and Retraining Notification Act (WARN), must submit a notice to the Idaho Department of Labor, which in turn distributes the information to the department's division administrators and state agencies participating in the One-Stop system. The Workforce Division and/or local One-Stop management will promptly initiate onsite contact with the employer and the appropriate employee representatives to plan and implement the most effective reemployment activities t and may include other items such as financial management, job search assistance and other workshops as requested. If appropriate, fully automated onsite reemployment centers may also be established and staffed. Core, intensive and training services are presented as viable options for the workers.

Each year, the state sets aside a portion of the Title I Dislocated Worker 25 percent funds to support rapid response. The funds are first prioritized for supplementing local WIA Title I services and will support core, intensive and training services for the employees of the company. The Second priority for funding is to support services for smaller dislocations where the DWU and the local One-Stop staff agree that it is appropriate for the local area to take the lead in organizing the response. Funds are available for local areas lacking resources to meet the demand for services. The balance of Rapid Response funds not required to support the above activities is allocated to local Dislocated Worker providers to supplement their area formula-fund allocations. Funds are allocated based on needs (support for carry-in participants and an increase in dislocations) and/or through the Dislocated Worker sub-state funding formula. And with up to $200,000 retained for Rapid Response activities at the state level, these funds may be allocated to local areas as they experience increased numbers of individuals in need of dislocated worker services due to layoffs or closures.

The Rapid Response Team also reviews and evaluates the potential for layoff prevention services. The goal of these efforts is to retain the business and to minimize downsizing. If appropriate, the team will present local economic development programs to identify layoff prevention options. These efforts include determining appropriateness of requesting assistance from the state's Workforce Development Training Fund.

The Idaho Department of Labor has years of experience providing rapid response services to our business community. Its proven track record is evident by its exemplary performance. Department staff take every opportunity to promote the full range of business services at each contact independent of the reason for that contact. This brings a comprehensive range of economic development, workforce development and education services to the attention of the businesses we serve. Companies view these services as positive, proactive and business friendly.

The state's Management Information System currently provides integrated participant, financial and management reporting for WIA Dislocated Worker, NEG and TAA program activity. Tracking Rapid Response team activities continues on the intra-agency communications system.

- Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

The State of Idaho has invested heavily in automation and integration of information systems for programs and activities in our One Stop Career Centers. The state continues to integrate workforce programs systems and link databases with common Internet database platforms that increase accessibility, data sharing and enhanced communication within the One Stop arena.

The state is currently involved in developing iUS, a new and comprehensive Unemployment Insurance system that will be integrated with the Wagner-Peyser information system, *IdahoWorks*, to share common data.

Workforce programs automated systems encompass Wagner-Peyser's *IdahoWorks*, TAA and WIA. Idaho's Internet database platform provides statewide secure user access. Each system's database shares data between programs for purposes of populating participant registration data and federal reporting requirements. Through the collection of appropriate data elements under each workforce program and data sharing, Idaho is able to adhere to federal reporting submission requirements as delineated in guidance letters issued by US Department of Labor's Employment & Training Administration.

The *IdahoWorks* system offers online learning and staff training, data sharing from self-registration, online job order listings, unemployment insurance initial claims and continued claims (until iUS is complete), and a myriad of ad hoc reporting.

The Trade and WIA Management Information Systems contains participant and financial data and offers a wide range of reporting options useful to interests at all levels, i.e. state, area, service provider or participant. Data quality is controlled at the point of input through a series of edits that demand accuracy in data entry. These systems also produce data quality reports or "DQRs" that prompt staff of the need to review selected elements for accuracy or further updates. These are monitored by state staff to ensure the system data elements are updated as appropriate.

Automated systems described above contain participant demographical information which the state routinely monitors services under Title I, Wagner-Peyser and VETS to track all mandated priority groups. *IdahoWorks* tracks services to veterans, MSFWs and individuals with disabilities and is available in an online report. In WIA Title I, the management information system allows for tracking of enrollments and outcomes for a variety of demographic, education, economic and social characteristics to ensure equity of service to the groups with special attention to those groups targeted in the legislation such as public assistance recipients, veterans, individuals with disabilities and older individuals as well as displaced homemakers in the dislocated worker program. In the youth programs, special demographical information is collected to track public assistance recipients, veterans, individuals with disabilities and out-of-school youth. These are available on a real time basis reflecting enrollments, exits and outcomes reported for interim indicators.

- State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

Common Measures Reporting:

Idaho has adopted and reported on the six common measures in lieu of the 17 WIA performance measures since Program Year 2006 upon receiving approval of the requested waiver.

Development of a statewide performance accountability system for workforce investment activities and linkages assuring coordination and non-duplication among programs and activities:

The State of Idaho has invested heavily in automation and integration of information systems for programs and activities in our One Stop Career Centers. The state continues to integrate workforce programs systems and link databases with common Internet database platforms that increase accessibility, data sharing and enhanced communication within the One Stop arena.

Workforce programs automated systems encompass Wagner-Peyser, VETS, TAA and WIA. Idaho's Internet database platform provides statewide secure user access. Each system's database shares data between programs for purposes of populating participant registration data and federal reporting requirements. Through the collection of appropriate data elements under each workforce program and data sharing, Idaho is able to adhere to federal reporting submission requirements as delineated in guidance letters issued by US Department of Labor's Employment & Training Administration.

These automated systems were developed to store, and share among programs, relevant and appropriate data to meet the needs of staff at all levels, including case managers, management and oversight staff, and federal performance outcomes and reporting requirements. Help screens, edits and pop-up messages are in place within the systems to ensure accurate and quality data. WIA Data Quality Reports (DQRs) were developed to serve as reminders to front line staff of pertinent data that needs to be entered to ensure optimal program outcomes and accurate data. DQRs also alert front line staff of missing or conflicting data in need of correction. Extensive comprehensive reporting systems are a mainstay to Idaho's workforce investment systems.

The automated systems contain participant demographical information which the state routinely monitors services under Title I, Wagner-Peyser and VETS to track not only participant/client program activities, but all mandated priority groups as well. In WIA, data is available on a real time basis reflecting enrollments, exits and outcomes reported for interim indicators.

The state understands it is critical to closely monitor the appropriateness of the measurement system to avoid unintended negative impacts on service delivery strategies. The state's service providers need assurance that the WIA measures system will not inadvertently create barriers to quality services. Accordingly, the state has worked closely with the local areas to identify potential problems early and to make the appropriate adjustments in performance expectations.

As described above and as evidenced by its previous performance achievement levels, Idaho closely monitors the WIA performance system and performance expectations to ensure that they contribute to quality service delivery. Meeting and exceeding appropriate performance levels have required comprehensive quality services that contribute to a high level of customer satisfaction. This emphasis on performance accountability helps promote continuous improvement.

The state WIA performance and accountability system developed includes, but is not limited to, the following: Completion of the Data Validation process delineated through USDOL; a formalized monitoring/auditing process; a Continuous Improvement Report completed by WIA sub-recipients and reviewed by state staff on a quarterly basis; and the development and implementation of interim measures designed to provide a preview of entered employment and youth outcomes in keeping with common measures.

Also, as part of an overall effort to determine the performance and progress of the state's workforce development system, the Workforce Development Council invited a leading national expert in performance management and measurement to share insights with it on state of the art measurement systems across the country. The Council requested that state staff research options for measuring the state's workforce system efforts, utilizing the guiding principles it had established several years ago. State staff convened a group of Idaho's system partners to discuss its findings and determine an appropriate course of action. A three-tiered approach to system measures was seen as appropriate, utilizing individual program measures in the first tier, Common Measures in the second tier, with the last tier intended to portray system progress beyond the earlier categorical program results through a limited number of indicators that will measure progress on the Council's highest priority goals.

Development of Comprehensive State Performance Measures: In a more concentrated effort to assess the effectiveness of WIA activities, the state developed performance expectations and considered factors such as economic conditions, the characteristics of participants and the services to be provided. The state has also committed to working closely with the local providers in identifying significant changes in the factors used to develop performance levels and negotiating the appropriate revisions at both the federal and local levels.

The state uses a process of interim indicators to manage performance under Title IB programs. These include such indicators as placement at exit, wage rate at exit and youth indicators as well as fund utilization and economic and demographic characteristics of enrollees. These allow the state and its service providers to maintain real time access to progress and financial information, allowing corrective action to occur during the program year. These are available on line to anyone with security

access to the WIA system. Significant information is also available on client progress and fund utilization to aid in managing the case load.

Development of Statewide Employment Statistics System:
Idaho regularly monitors statewide statistics and metrics by means of several ad-hoc reports and addresses any anomalies as quickly as possible.

- State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

WIA Adult, Dislocated Worker and Youth service providers use an automated management information system (MIS) to track WIA programs and activities. As stated previously, Idaho's Internet database platform provides statewide secure user access.

In an effort to meet and maximize wage-related state and federal program performance measures, the state cross-matches files from the WIA MIS and IdahoWorks Wagner Peyser system to the Unemployment Insurance wage record system. The state has been a long time participant of the Wage Record Interchange System (WRIS) and Federal Employment Data Exchange System (FEDES). As of January 2012, Idaho is also a WRIS2 participating state. These systems provide and access wage record data nationally.

The (WRIS) facilitates the interstate exchange of wage data between participating states for the primary purpose of assessing and reporting on state and local performance for programs authorized under WIA. WRIS serves programs that the WIA defines as required one-stop partners and that operate under the jurisdiction of the U.S. Department of Labor.

WRIS2 facilitates the preparation of aggregate statistical reports and analyses to satisfy the reporting and performance requirements for certain Federal or state training and education programs and to allow data for research and evaluation of those programs to be made available while maintaining confidentiality of personal identifiable information. WRIS2 extends the WRIS data sharing model to required One-Stop career center partner programs not under the jurisdiction of the Department of Labor, as well as programs the Act defines as "additional" partners whose participation in the One-Stop delivery system is appropriate but not mandatory.

The State of Idaho is a FEDES participating state. FEDES provides Idaho with wage data from Federal civilian and military employment records from the following agencies: Office of Personnel Management (OPM), Department of Defense (DOD) and the United States Postal Service (USPS).

Where transmissions of personal information – to include Social Security Numbers or unique identifiers – are required, all data exchanges take place on a secure site with password requirements.

Agreements are in place with the U.S. Department of Labor, The University of Baltimore (FEDES), the state's education system, Idaho Department of Health & Welfare, Vocational Rehabilitation and the Commission for the Blind and Visually Impaired to cross match files against the wage record system to establish employment and earnings for those programs.

C. Services to State Target Populations

The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

- Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. **(WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37.)**

The One-Stop system has been developed to address the special needs of its customers. *IdahoWorks* continues to expand the array of employment and training opportunities available to customers. Self-accessed services are available to customers in homes via the Internet, through the One Stop Centers, Affiliate sites and at remote locations throughout the state. Staff assisted services are available to those customers with disabilities, older workers, non-English proficient and other special populations who are not able to utilize the self-help systems or prefer individualized assistance. The One-Stop system improves the delivery of information regarding services available to special populations and streamlines referrals among partner agencies for services.

Non-Discrimination/EEO

The state has established policies and procedures to ensure compliance with the nondiscrimination and equal opportunity provisions of all applicable laws. Provisions will be included in each subrecipient agreement under the Workforce Investment Act that require compliance with non-discrimination and equal opportunity statutes and are published in the state's technical assistance guides publicly available http://labor.idaho.gov/dnn/wia/WorkforceProfessionals/TechnicalAssistanceGuides/tabid/570/Default.aspx. Information is appropriately provided to system customers of their rights under these laws and that a complaint process including alternative resolution

procedures is available
http://labor.idaho.gov/publications/2935_Complaints_Brochure.pdf.

The state will include a review of compliance with said statutes in its oversight and monitoring activities. The state will ensure facilities are accessible, that reasonable accommodations are available to customers with disabilities, that communication with customers with disabilities is as effective as communications with others, auxiliary aids and services are available, and that translation assistance will be provided to significant populations of Limited English speaking people. The state's EEO/nondiscrimination policies are available to all One-Stop operators via an internal communications site at: http://epic/Administration/Communications/EO/Lists/Links/AllItems.aspx

Low-Income Individuals/Public Assistance Recipients
Close working partnerships with the Department of Health and Welfare at both the state and local level will ensure that the full range of services available in the One-Stop system is offered to public assistance recipients. DHW is represented on the Workforce Development Council and the state actively coordinates WIA Title 1 services to Temporary Assistance for Families in Idaho (TAFI) participants. Although the state has determined that sufficient TAFI funds exist and that public assistance recipients does not constitute a priority group under WIA, services to TAFI participants may be provided under Title I, if needed and as appropriate to enable the move to self-sufficiency and employment.

Unemployment Insurance Claimants and Long-term Unemployed
The Idaho Department of Labor is the administrative entity for UI, ES, and Labor Market Information, and is also the WIA Adult, Dislocated Worker and Youth service provider in each of Idaho's 25 One-Stops ~ collaboration and connectivity is inherent and will ensure claimant access to the full array of services. Career center staff have the skills to provide a comprehensive One-Stop service orientation and assessment and are able to provide claimants with the information, tools and technology to build quality work search and career development plans

Re-employment Services are provided to claimants who have been identified through the state's UI profiling model as high-risk candidates for exhausting benefits prior to re-employment with a priority to claimants who are veterans. Use of the profiling model and its connectivity to *IdahoWorks* (Idaho's automated labor exchange system) allows claimant identification and implementation of re-employment services. Services to those participating include at a minimum:

One-Stop Orientation – Informs the claimant about their selection to participate in the re-employment services program and to connect them to the comprehensive reemployment services available within the One-Stop delivery system.

- Staff complete orientation and assessment activities for RES claimants, and based on a reemployment plan, including likelihood to return to previous occupation or industry, will "navigate" claimant access to appropriate One-Stop programs and services, as well as other community services.

Assessment – Staff collect and analyze claimant information such as an applicant's needs, strengths, support systems, education, job skills, interests, career objectives and current work search activities to determine the best mix of One-Stop services for reemployment. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude assessments, computer assisted programs or interest inventories.

Referral – One-Stop staff refer claimants to relevant One-Stop services based on the assessment. Profiled claimants who are determined during the orientation and assessment process to meet other conditions for exemption status will not be required to participate in further reemployment services. Those not exempted will be required to participate in at least one reemployment service.

Re-employment Eligibility Assistance (REA) has undergone operational changes by increasing the number of REA interviews conducted with claimants. REA interviews are one-on-one interviews designed to assess a claimant's job search efforts, provide job search guidance and connect claimants to One-Stop employment and training services.

The state is mandated to conduct REA interviews with any claimant who receives an extension to their UI benefits. By the end of 2012, Idaho anticipates the number of claimants requiring an REA interview to reach approximately 10,000. With additional funding received through a supplemental budget request, Idaho has set a goal to conduct an additional 6,700 interviews in an intensive effort to effectively reduce unemployment. Idaho is also increasing the accountability responsibilities for claimants. Unemployment Insurance benefits are denied when claimants do not schedule an interview or fail to report to a scheduled interview as required.

Unemployment Insurance claimants who are not job or union attached are required to complete the Wagner-Peyser registration process and are then referred to suitable work as job openings are identified. Filing of a new UI claim online also includes completion of the work registration process. Because *IdahoWorks* (the state's labor exchange system) houses both the UI and ES data in a single database, UI claimants who are required to look for work register with

ES (Wagner-Peyser services) when they file their Unemployment Insurance claims, whether in person or online via the Internet. Claimants who obtain a referral to a job opening from the ES system have that referral logged on the IdahoWorks list of services. Both ES and UI staff members have access to the data and are able to see if a claimant refused or did not follow through on a job referral. One-Stop staff are trained to recognize and follow-up on referrals when a claimant does not follow through on a referral or job test.

Dislocated Workers (including Trade-impacted dislocated workers and displaced homemakers)

Services to dislocated workers are available throughout the One Stop system to offer core, intensive and training services as needed to obtain or retain employment. Efforts to assist dislocated workers are coordinated with Rapid Response activities conducted by the state Dislocated Worker Unit to address the needs of workers impacted by mass layoffs and closures. Reemployment services through the One Stop system will be made available to those who have been determined eligible for Dislocated Worker services.

The Idaho Department of Labor's Employment and Training Division serves as the state Dislocated Worker Unit (DWU) and has the chief responsibility for the coordination of dislocated worker services within the department and with other entities. The department offers a comprehensive array of services including Wagner-Peyser, Unemployment Insurance, Trade Adjustment Assistance and Veterans services. Dislocated Worker interventions involve these programs and benefits from their services and resources. The department's Field Services Division operates these programs. All rapid response services will be coordinated closely with the local One Stop Centers. The department will also coordinate closely with the state AFL-CIO in arranging services for dislocations involving organized labor.

Veterans

Idaho supports a proactive, unified and collaborative approach to serving the needs of veterans and military families in the state. The state's Jobs for Veterans program collaborates with federal and state agencies, and other veterans and military stakeholders to enhance awareness and connectivity of benefits and opportunities available. This collaboration involves a sharing of information on returning veterans, injured/disabled veterans and military families to ensure they receive the services they need and deserve.

Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staff continues to be cross-trained in each of the state's One-Stop workforce programs and services. The state also requires veteran program staff to provide veterans program training to all One-Stop staff including priority of service to veterans and covered persons.

The state veteran program coordinator conducts statewide training to LVER, DVOP and regional management staff. The new requirements regarding point of entry and priority of service to veterans and eligible spouses are being incorporated into future trainings. Training also includes topics such as the Work Opportunity Tax Credit and the state's business solutions initiative. The state also conducts. Veterans Roundtable forums are also held quarterly to discuss programmatic issues and to continually enhance coordination of services within the One-Stops.

Disabled Veterans Outreach Specialist (DVOP) and Local Veterans Employment Representative (LVER) staff provide services to all eligible veterans under Title 38, but their efforts are concentrated, according to their respective roles and responsibilities, on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develops increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

DVOP staff provide a wide range of workforce services to veterans and other eligible persons with their primary focus on identifying veterans requiring intensive services. The DVOP staff will facilitate services through the case management approach to veterans with barriers to employment and with special workforce needs.

The IDOL has three regional LVERs strategically placed throughout the state, whose primary job is to conduct outreach on behalf of veteran customers, promote job developments with local employers, and market our services to those employers. LVER staff are also responsible for ensuring veterans are provided the full range of workforce services in the One-Stop Career Center, facilitating service delivery strategies and services targeting veterans to leverage resources of other veteran service and community-based organizations

The state will ensure that all ES staff provide veterans with priority in direct employment and training-related services and supportive services at any One-Stop Career Center receiving Wagner-Peyser funds or housing Wagner-Peyser staff as required by 20 CFR, Chapter IX, Subsection 1001.120, title 38 of US Code Chapter 41 and as set forth in the General and Special Grant Provisions of the current grant. The state has also incorporated the requirements of 20 CFR 1010.230, published at 73 Federal Register 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008, which gives eligible and qualified veterans (and certain spouses) priority over non-veterans. In making referrals of qualified applicants to job openings and training opportunities, the department shall observe the following order of priority

1) Special Disabled Veterans
2) other disabled veterans; and
3) other eligible veterans and eligible persons

in accordance with priorities set by the Secretary, which may include veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal has been authorized, recently separated veterans (those within 36 months of separation from the military at the time of application), other eligible veterans, eligible spouses, non-veterans.

In addition to prominently displayed posters in One-Stop Career Centers informing veterans of priority of service, veterans are provided with notices of job openings prior to being published to the general public from the *IdahoWorks* labor exchange system.

Most USDOL programs have only general program eligibility requirements and do not target specific participant groups, thus implementation of the veterans' priority has posed few practical difficulties for these programs. However, in a few programs such as the WIA-funded Adult and Youth programs, the veterans' priority will compete with existing statutory priorities that favor certain population groups and must be taken into account when applying the priority.
A covered person is entitled to and will be given priority over non-covered persons for the receipt of employment, training and placement services if the person otherwise meets the eligibility requirements for participation in the program (see specifics below).

A covered person is a veteran:

a) Who served on active duty for a period of more than 180 days and was discharged or released with other than a dishonorable discharge;
b) Who was discharged or released from active duty because of a service-connected disability; or
c) Who, as a member of a reserve component under an order to active duty pursuant to section 12301 (a), (d), or (g), 12302, or 12304 of Title 10, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge.

A covered person also includes the spouse of any of the following:

a) Any veteran who died of a service-connected disability.
b) Any member of the Armed Forces on active duty who, at the time of application for assistance under this section, is listed in one of the following categories for at least 90 days: missing in action, captured in line of duty by hostile force, or forcibly detained or interned in line of duty by a foreign government or power.
c) Any veteran who has a total disability resulting from a service-connected disability.
d) Any veteran who died while a disability so evaluated was in existence.

For programs that have existing statutory priorities that target certain population groups, such as WIA Adult and Youth programs, the veterans' priority is applied to covered persons who meet program criteria. This means an individual meeting both the

veterans' priority and the program requirements would receive the highest priority for WIA Youth or Adult services over a non-covered person, assessing the person's status in light of both the veterans' priority and the program's eligibility criteria.

Non-covered persons meeting program requirements will have preference over any covered person who does not meet these requirements. If both the non-covered person and the covered person are outside the program requirements, the covered person will have priority if the requirements of the program are ultimately met. No one, including a covered person, should receive any type of service if they do not meet the program eligibility criteria.

For programs that do not target specific groups, such as the WIA Dislocated Worker program, the veterans' priority is given to those that first meet the program's existing eligibility requirements. This means a covered person would receive priority for services over a non-covered individual, only after satisfying the Dislocated Worker program's eligibility requirements. In cases where targeting of a particular group is discretionary and not required by law, the veterans' priority for an individual takes precedence above the discretionary priority group.

LEPs

The state workforce system and its One-Stop centers provide a variety of services to those with limited English proficiency (LEP). To help accomplish this, the system uses media advertising (PSAs) and sends notices to, and consults with, local community organizations. The Idaho Department of Labor operates an effective employment services outreach program statewide with outreach staff that is bilingual in English and Spanish to inform customers, especially farm workers, of the services available. These outreach activities are coordinated with other public and private community organizations, One Stop partners and MSFW service providers in order to inform as many customers as possible. This information is presented in both English and Spanish, which is the predominant language spoken by Idaho LEP residents. Special presentations are also made to English as a Second Language groups, Hispanic high school students and farm workers to teach participants the basics of personal computing so they can access the *IdahoWorks* system.

Workforce service providers have two primary means of providing language assistance: oral interpretation, either in person or via a telephone interpretation service (Language Line); or written translation. At a minimum, LEP customers will be offered oral interpretation services to help them access and understand recipient programs. This service ranges from onsite interpreters for critical services provided to a high volume of LEP customers, to accessing assistance through commercially available telephonic interpretation services. Written translation can range from translation of an entire document to translation of a short description of the document.

Using its Methods of Administration as a foundation, the Idaho Department of Labor established a communication policy to address its responsibility in offering services to limited English proficient individuals by providing meaningful access to department programs and services as required by Executive Order 13166, Title VI of the Civil Rights Act of 1964 and Section 188 of the Workforce Investment Act of 1998. This policy follows the guidance issued by the U.S. Department of Labor for recipients of federal financial assistance regarding Title VI's prohibition against national origin discrimination. The state emphasizes bilingual skills in its staff recruiting processes, particularly in those areas with high concentrations of minorities, specifically Hispanics which constitutes the largest minority population in the state.

Older Workers

The Idaho Commission on Aging reports to the Governor and manages the state Title V, Senior Community Services Employment Program. A successful partnership exists with senior programs operated by the Idaho Commission on Aging, its sub recipients and WIA/W-P programs to ensure streamlined service delivery and engage in opportunities to leverage resources. This partnership will continue through the following activities:

- Co-enrollments in WIA Title I programs whenever appropriate and collaboration of ES services (cooperative referrals between agencies and sub-recipients at the local level)
- Focus on updating One-Stop Partner MOUs including SCSEP in 2012.
- Reenergize collaboration via quarterly or as needed administrative meetings to stay informed of services and activities and address needs for shared customers.
- Enhance automated linkages to the One-Stop Career Centers, SCSEP and ADRC services via agency websites.
- Implementation of a One-Stop and Idaho Commission on Aging/SCSEP services orientation to be shared with service providers and staff throughout the state as a means to enhance customer referrals, accessibility and connectivity to services.

Ex-Offenders

The Department of Correction and the Department of Juvenile Corrections report to the Governor and oversee work readiness projects for populations they serve. One-Stop cooperative agreements are in place with these organizations and they actively participate in the Workforce Development Council. The One-Stops have exceptional partnerships with these organizations and have worked together to develop specific job search workshop curriculum for ex-offenders and to educate One-Stop staff throughout the state on techniques for serving this population.

Native Americans

Work continues with the Native American populations throughout the state, including staff visits to various tribal locations to provide One-Stop system information to its members. Although the state does not have a significant Native American population, collaboration exists in areas of demonstrated need such as eastern Idaho when the

Regional Workforce Innovation Team (RWIT) identified a need for training Certified Nursing Assistants in rural areas in Eastern Idaho facing high poverty levels. A collaboration of One-Stop and community partners including the Idaho Department of Labor/Workforce Investment Act, Vocational Rehabilitation, Idaho State University, Eastern Idaho Technical College, Partners for Prosperity, Shoshone-Bannock Tribes, WIA 477, Indian Health Service, Community Council of Idaho Latino & Other Low-Income Families, and Higher Education Program Fort Washakie, WY, brought forth a strategy to leverage funds by sharing program costs to ease the challenges of getting students to a training facility. These partners collaborated to provide unique on-site training across the eastern region and share costs of tuition assistance, transportation, books supplies, program required immunizations and stipends.

Non-traditional Employment
One-Stop Career Centers utilize various approaches offered via core and intensive services to inform and refer customers to non-traditional career opportunities. Information regarding these opportunities is also available through *IdahoWorks,* the Career Information System and in the state's coordination of career events such job fairs promoting opportunities for females in heavy-equipment operation.

Homeless
Services to homeless individuals are also offered via core and intensive services to connect this population to community-based resources. The One-Stop Career Centers and staff also support efforts to the homeless population by partnering with the Jobs For Veterans State program and other private and public resources to coordinate Veteran Standowns throughout the state providing services and resource referrals to homeless veterans.

- Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)

Idaho's strategy to ensure employment and training needs of individuals with disabilities are met involves high-level connections with primary support agencies and organizations, periodic review of disability-related processes and procedures, One Stop representation in local community efforts and ongoing development of resource materials.

To support long-range collaboration efforts, the SWIB maintains representatives on the Idaho Rehabilitation Council, the Idaho Assistive Technology Project Advisory Board and cross-agency working groups through which blending and braiding of funding streams can be accomplished. Examples of such collaborative bodies are the Employment First

Consortium sponsored by the Idaho Council on Developmental Disabilities, the Idaho Interagency Council on Secondary Transition sponsored by the State Department of Education and the Idaho Employment Stakeholder Group sponsored by a variety of disability support agencies. Ad hoc committees also receive representation as needed, for example, a group convened at the invitation of a state legislator to remove archaic and disrespectful disability language from Idaho law.

By participating on the Rehabilitation Council and similar groups, a dialogue can be sustained to ensure alignment of vocational rehabilitation and other workforce programs in addressing the interests, priorities and employment needs of individuals with disabilities.

The Idaho Division of Vocational Rehabilitation and the Idaho Commission for the Blind and Visually Impaired report to the Governor. One-Stop cooperative agreements are in place with these organizations to assist in coordination of the local service delivery system. Each has identified their “applicable core services” and the “preferred” method of service delivery as reflected in MOUs entered into with the SWIB. The agencies participate on the staffing committee for the Workforce Development Council to ensure relevant topics are included for discussion or vote, to share important information regarding agency/community resources for mutual customers and provide information on selected issues.

Vocational Rehabilitation staff has a close working relationship in each of the One Stop Centers across the state, with a regular schedule of attendance at the One Stop Centers or are accessible to One Stop staff via the telephone or email. The partners share resources in accordance with each agency's guidelines when working with common customers. The partners also promote system integration to the maximum extent feasible through the cross training of staff when possible and participation in continuous improvement processes designed to increase outcomes and customer satisfaction.

Partner expertise is also provided to meet specific customer needs, for example, Braille, tape or large print of written information through the Idaho Commission for the Blind and Visually Impaired or a directory of Sign Language and Oral Interpreters through the Council for the Deaf and Hard of Hearing. An example of similar expertise provided by non-required partners is counseling on how employment affects Social Security benefits provided by staff from DisAbility Rights Idaho, which operates the Work Incentives Planning and Assistance (WIPA) program in the state.

All One Stop Centers are equipped with accessible computers specifically designed with ADA equipment and software to accommodate a variety of disabilities. Customers with disabilities can come to the centers during office hours and access center programs and information sources.

The state maintains a Methods of Administration that provides a comprehensive set of actions to ensure that the One Stop system in Idaho addresses the needs of customers with disabilities, to include the full array of available services. All of the state's One Stop Centers comply with ADA Amendments Act (ADAAA) legislation to ensure access for persons with disabilities, providing for the most integrated setting possible. The state's facilities procurement process incorporates ADAAA guidelines to ensure access to new or renovated One Stop Centers and the central office.

The Idaho Department of Labor's EO Officer maintains liaison with other units of the department such as the Disability Determinations Service and the Human Rights Commission, as well as external disability support organizations such as the vocational rehabilitation agencies and the Council on Developmental Disabilities, to ensure policies are communicated and to utilize these groups as resources available to customers with disabilities. Another department unit – Serve Idaho, the Governor's Commission on Service and Volunteerism – administers a disability grant for outreach and accommodations involving AmeriCorps programs, including a "Veterans Serving Veterans" initiative focused on returning veterans with disabilities to employment.

The Idaho Department of Labor website "IdahoWorks" and the computer-generated self-registration include taglines to ensure clear communications regardless of the process utilized by the customer. The EO Officer coordinates with the Publications Committee of the department to ensure taglines and other appropriate information are included and effective on publications.

A Disability Program Navigator (DPN) grant in 2007-2011, having facilitated training to One Stop staff across the state, also laid a foundation of resources for continuous improvement of services to and employment outcomes of individuals with disabilities. Through information and materials gathered from expert local and national sources, the original DPN efforts are sustained through publications such as the comprehensive job search handbook, Willing and Able: a Job Hunting Guide for Idahoans with Disabilities http://labor.idaho.gov/publications/Willing_and_Able.pdf, and its subsequent companion handbook, Willing and Able: A Job Hunting Guide for Idaho Veterans with Disabilities. Disability etiquette guides, local resource flyers, referral information and other materials disseminated through the DPN initiative remain available on staff SharePoint portals for use by the disability coordinator in each One Stop Center. The DPN experience has also prompted an ongoing investigation into the possibility of becoming an Employment Network for the Social Security Administration's Ticket to Work program.

Individuals with disabilities are given special consideration for labor exchange services and are treated as a family of one in determining income for WIA, giving them an additional opportunity for participation in intensive and training services. Youth in the following groups will be given priority consideration for WIA services: 1) youth with disabilities 2) pregnant and parenting teens 3) offenders and 4) youth aging out of foster

care. When reviewing income eligibility for youth with disabilities, only the income of the youth applicant is considered. Disability for WIA eligibility purposes is defined as a verifiable impediment to employment. State policy requires that all partner programs provide services in the One Stop Centers in a manner that meets requirements of section 188 affording programmatic and physical access to services.

- Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

The state's vision for serving youth falls directly under the guidance of the state Workforce Development Council. The workforce development system participates as a component of a highly coordinated continuum of services designed to assure that a broad spectrum of youth populations in need throughout the state are well prepared to enter adulthood as productive members of the workforce.

Idaho has adopted significant changes to its existing program by redirecting services to at-risk, low income, out-of-school youth with significant barriers to employment. Idaho's priorities for service align with those identified above noting a special focus on those out of school youth who lack benefits of services offered by the secondary education system. These youth are integrated into the Department of Labor's service structure where they will benefit from the full range of services offered through the One-Stop system including individualized assessments, career planning and referral to the one or more of the 10 required elements identified for successful transition to further education or work.

The following design considerations were implemented as adopted by Idaho's Workforce Development Council:

Who Will Be Served

a) 70 percent of youth program funds will focus on out-of-school youth. The remaining 30 percent of youth funds have been set aside under a competitive procurement process for programs serving in-school youth (see below) enrolled in alternative high schools or secondary programs offering technical training; require a 100 percent match of Carl Perkins and/or local technical education funds.

   In-School Program Design:

   1) Competitively procure the 30 percent set aside on a regional basis for delivery of the design framework and the ten WIA youth program elements for in-school youth who are enrolled in alternative high schools or secondary programs offering technical training serving at-risk populations;

2) Require 100 percent match of local school district Carl Perkins and/or technical education funds;
3) Require projects to develop occupational skills in demand by high growth industries and to feed into specific high growth industry pipelines;
4) Allow respondents to compete for delivery of the entire design framework and allowable program elements, or any portion thereof; allow respondents to compete for each area's full 30 percent set aside, or any portion thereof; and
5) Allow the 100 percent match to be met with in-kind and/or cash which directly support the activities of the in-school project.

b) Priority for services in all youth programs will be given to individuals from juvenile justice, those aging out of foster care, pregnant and parenting youth and individuals with disabilities.

How Are Services Delivered?

a) Require delivery of all out-of school WIA youth program services through all One-Stop Centers;
b) Require each WIA youth provider to meet or exceed a 50/50 staff/participant expenditure rate;
c) Assign delivery of the "youth framework component to the state's grant recipient/fiscal agent, the Idaho Department of Labor. All intake, assessment, completion of individual service strategies and case management will be provided within the One-Stop offices by One-Stop operator staff; and
d) Implement waivers of statutory and regulatory requirements in related areas where other states have been successful in obtaining waivers. Approval of the following two waivers allow the Workforce Development Council latitude in selection of some or all services for delivery with or without procurement

1) Waive competitive selection of providers for youth paid and unpaid work experiences, supportive services and follow-up services. Include these services in Idaho's definition of "framework services"; and

2) Waive prohibition on the use of WIA youth funds for Individual Training Accounts (ITAs) for older youth. ITAs allow older youth to review the eligible training provider list and select an occupational training provider as in the adult and dislocated worker programs.

Among the youth services available on a statewide basis are the employment and training services offered under the Workforce Investment Act, labor exchange services offered through Wagner-Peyser, services for youth who have entered the juvenile justice system through the Department of Juvenile Corrections and county probation offices, services to youth in families receiving, at risk of needing, or transitioning from public assistance through the Idaho Department of Health and Welfare, vocational

training opportunities at the secondary and postsecondary level provided through the public school system and postsecondary technical colleges, services to youth with disabilities through the Idaho Division of Vocational Rehabilitation and secondary educational services offered through the Department of Education and local secondary school districts. In addition, the Community Council of Idaho offers employment and training services to migrant and seasonal farmworker youth at various sites across the state. These statewide services have been augmented by a network of local providers and community based organizations throughout the state, including Native American grantees within the state that provide employment and training services to Native American youth.

Job Corps regularly schedules visits to One Stop Centers and affiliate locations to recruit new participants. Youth service providers also routinely make referrals to the Job Corps. Although Job Corps is not represented on the Workforce Development Council, organizational representatives attend Council meetings and participate as needed in discussions affecting the population they serve. Idaho Department of Labor staff also co-chairs the Labor and Industry board for the Job Corps Center located in Idaho. To ensure integration of federal and state registered apprenticeships with training programs delivered through the One Stop system, and awareness of the same, the Department of Labor hosts the Office of Apprenticeship website, integrates apprenticeship information in the job seeker and staff portions of the agency's website, and includes the Office of Apprenticeship's services. The federal apprenticeship programs are utilized throughout the One Stop delivery system as the need arises.

WIA youth services are delivered through the One-Stop system, with all ten elements often provided by the One Stop Operator consortia. Access to services for youth providers outside the One Stop Center is made available by including a list of youth providers on the WIA portal that is linked to the description of youth services available in the state. Youth providers and one stop operators are well aware of the service offerings of their partner organizations. Routine referrals are made between providers of these services and co-enrollments between one stop and other youth service providers are not uncommon.

The following design features are the foundation for effective youth programs are the basic framework for WIA youth programs in Idaho and used to develop youth strategies in the state: Based on these key design features, the state adopted the following guiding principles, which are used by the Workforce Development Council to shape youth policy and develop a comprehensive youth strategy:

- Develop creative contextual learning opportunities which include SCANS competencies that combine work-based learning, project-based learning and other environments to make learning engaging and relevant; • Provide a combination of guidance and rich connections to the workplace, including

matching youth with suitable employers, job coaching and structured learning opportunities;

- Use youth as resources, allowing them to contribute to their own growth;
- Incorporate quality implementation, through well-managed programs, through evaluation and continuous improvement, quality staff training and materials and effective use of resources
- Establish and oversee a system of youth development, education and training that promotes and enhances academic achievement, high school graduation, work-readiness skills, postsecondary readiness, occupational skill achievement and employment readiness.
- Allow individual comprehensive assessments to be tailored to each youth's specific service needs.
- Services are relevant to the age and maturity level of each youth and sequenced over time to maximize learning gains and assimilation of appropriate work behaviors.

The state's approach to ensuring that the required design features are reflected in program design is through the issuance of the state's comprehensive youth policy, including the use of the guiding principles in developing strategies to make the ten required elements available, which have been continually reviewed by the state to ensure that the requirements of §129 of the Act are clearly met.

One Stop service areas generally work closely with secondary and alternative schools across the state in dropout prevention efforts with a goal toward high school completion and preparation for postsecondary opportunities. Tutoring, basic skill remediation, employability competency training, counseling, work opportunities and supportive services are among the most common services provided in conjunction with local schools. The state has trained local staff and regions on the incorporation of SCANS skills into work-based learning activity. This has been successfully carried over to continue in WIA for well over the last ten years, allowing for the expansion of local capacity for reinforcing the connection between academic and occupational learning.

Upon the recommendation of the Idaho Workforce Development Council, the Idaho Department of Labor and other state agencies may deliver youth services in the One Stop system without regard to competition. This is not intended to limit opportunities for competition, only to accommodate the move towards a statewide regional planning structure. The criteria used to evaluate proposals for needed youth services vary according to the type of services and outcomes being procured. The Workforce Development Council has established the following broad parameters to be used as the template by which proposals and programs are approved for funding and measured for success:

- Services tailored to their individual needs;
- A variety of contextual educational options to attain skill competencies;
- Continuity of contact with caring, competent adults;
- A focus on work opportunities as a means to teach skills;
- Bona fide connections to employers;
- Leadership development opportunities;
- Positive peer support;
- Opportunities for postsecondary education;
- Positive social skill development;
- Availability of supportive services during and following participation over a sustained period of time;
- Opportunities for participants to be an integral part of program design;
- Services provided by qualified staff; and,
- A commitment to high levels of customer satisfaction and outcome goals appropriate to the population.

It is not intended that all of the criteria be used in every program. The Council encourages a sharp program outcome focus, coordination with other youth services and innovative designs which might require tailoring the criteria to a specific program design. In addition to using the common and WIA performance measures for youth, program effectiveness will be measured by criteria contained within the procurement document(s) and, if appropriate, past history/experience of the service provider.

Migrant and Seasonal Farm Workers

- As detailed in Section II.D, the state conducts extensive outreach activities, in coordination with other public and private community organizations, targeting migrant and seasonal farmworker and Hispanic customers.

- To enhance service delivery to migrant and seasonal farmworkers and other Limited English Proficiency customers, the state's partners continue to identify and expand the delivery of information disseminated in Spanish (the most prominent non-English language spoken in the state) such as the state's Job Search Workbook recently developed http://labor.idaho.gov/publications/jobsearch_workbook_spanish.pdf and as reflected in the variety of other online customer publications.

D. Wagner-Peyser Agricultural Outreach Plan 2012-2013

Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

- Assessment of need
- Proposed outreach activities
- Services provided to agricultural employers and MSFWs through the One-Stop delivery system
- Numerical goals
- Data analysis

Assessment of Need

Most of Idaho's crop farming requiring intensive use of hand labor occurs in the southern part of the state on the Snake River plain. There are over 25,000 farms in Idaho with over 160 commodities produced. Idaho's crops include sugar beets, potatoes, onions, seed crops, grains, and fruits. Hops are cultivated in the northern and southwestern parts of the state and there is large production of peas and lentils in north-central Idaho. Nursery operations are another important agricultural activity, mainly for the production of ornamental trees in north Idaho. The dairy industry, concentrated in the south-central part of the state, is on the rise; many large dairy operations produce their own hay on the same properties. Idaho currently leads the nation in the production of potatoes, food-size trout, and Austrian winter peas, and the state ranks third in the production of milk.

Idaho's need for an agricultural labor force has remained steady in the last few years despite the economic downturn, and it is projected that agriculture may become a high-demand industry with an expected increase of about 400 jobs. In preparing an outreach plan for the upcoming year, the Department has considered the Migrant and Seasonal Farmworker Enumeration Profile Study and data provided by the 167 grantee in addition to projections provided by IDOL's Research & Analysis Bureau. The need for farmworkers is projected to remain at 55,000 during the peak of the agricultural season.

The State Monitor Advocate has directly contributed in drafting this agricultural plan and consideration has been given to the annual summary developed under 20 CFR 653.108(t)

Outreach Activities

MSFW outreach workers are located in 11 of the 25 IDOL One Stop centers serving the state's high-agricultural areas. The following five offices have been identified as significant MSFW offices:

Payette – Located in the city of Payette, provides services to Washington and Payette counties

Canyon County – Located in city of Caldwell, provides services to Canyon and Owyhee counties

Magic Valley – Located in the city of Twin Falls, provides services to Twin Falls, Jerome, Gooding, and Lincoln counties

Mini- Cassia – Located in the city of Burley, provides services to Minidoka and Cassia counties

Rexburg – Located in the city of Rexburg, provides services to Clark, Freemont, Madison, and Teton counties

In addition, the offices below conduct outreach to farmworkers during the months of high agricultural activity:

Bonners Ferry – Located in the city of Bonners Ferry, serves Boundary County
Emmett – Located in the city of Emmett, serves Gem and Boise counties
Mountain Home – Located in the city of Mountain Home, serves Elmore, Owyhee and Gem counties
Pocatello – Located in the city of Pocatello, serves Power, Franklin, Caribou, Bear Lake and Bannock counties
Idaho Falls – Located in the city of Idaho Falls, serves Jefferson, Butte and Bannock counties
Blackfoot – Located in the city of Blackfoot, serves Bingham County

During PYs 2012 and 2013, the Department (in collaboration with other agencies serving MSFWs throughout the state) plans to reach out to 10% of the estimated farmworker population in the counties served by outreach offices. IDOL outreach activity will be conducted as follows:

One-Stop Office	Estimated farmworker population in area served by the office	Minimum outreach contacts (10% of estimated farmworker population)
Payette	1,197	120
Canyon County	6,122	612
Magic Valley	3,638	364
Mini-Cassia	3,211	321
Rexburg	1,789	179
Bonners Ferry	1,052 (population may be lower due to reduced production of hops last year)	105
Emmett	757	76
Mountain Home	2,066	207
Pocatello	1,341	134
Idaho Falls	1,014	101
Blackfoot	2,790	279
State	24,977	2,498

In order to leverage resources, outreach staff will coordinate outreach activities with other agencies in their area serving MSFWs, targeting large events where a great number of farmworkers may be contacted. The State Monitor Advocate and outreach workers will continue to make use of appropriate media, especially the multitude of radio stations throughout the state with Spanish programming.

At a minimum, two pieces of information will be shared with individuals contacted through MSFW outreach activities: services provided by IDOL and how to access and use the

Department's complaint system. For this purpose the Department has developed two bilingual (English/Spanish) brochures. Other services available during outreach will include registering for work, filing complaints, referrals to jobs, referrals to supportive services, and other appropriate services. All outreach activities and services provided will be documented in IDOL's electronic outreach log application and reported as per requirements contained in 20 CFR 653.107

IDOL's administration does not assign numeric goals for the number of staff years or for the level of funding to be used for outreach during the fiscal year. The administration recommends that outreach workers perform outreach activities as necessary to meet the needs of the communities they serve. Staff coordinates appropriately with other agencies and targets events or activities that yield large numbers of contacts. They also prioritize outreach activities that provide opportunities for direct services, such as job referrals, taking complaints and other activities necessary to better serve the farmworker community.

Services Provided to MSFWs through the One-Stop Delivery System

Migrant and seasonal farmworkers, like other One Stop customers, have access to all services provided by the Idaho Department of Labor for which they qualify. As per 20 CFR 153.103, customers registering with our system are identified for farmworker status according to 20 CFR 651.10 definitions. Needs are assessed and those interested in services beyond core services are screened to determine if they meet the criteria for the services they are requesting. Registration including the state's web-based *IdahoWorks* labor exchange system and many other forms and applications are available in Spanish to ensure language accessibility. In addition, bilingual (Spanish/English) personnel are available in each of the designated outreach offices and the state has a contract for telephone language services with CTS LanguageLink.

The Idaho Department of Labor and the Community Council of Idaho (Idaho's 167 grantee) work in conjunction to ensure appropriate referral of MSFW customers for participation in training and other services. At a minimum, the following collaborative activities will occur during the upcoming agricultural seasons:

- Revision/renewal of an agreement for coordination of services between the Idaho Department of Labor and the Community Council of Idaho
- Mutual participation in staff training
- Sharing of outreach materials by both agencies
- Sharing of data for reporting
- Mutual referral of customers
- Assessment of opportunities for co-enrollment

The Idaho Department of Labor will continue to work to meet the performance standards set by the U.S. Department of Labor. The Equity Ratio Indicators, which identify levels of service in terms of percentages of MSFW customers to non-MSFW customers, are:

- referral to jobs
- staff-assisted services
- referral to support services
- referral to career guidance
- job development contacts

The Minimum Service Level Indicators, also established by U.S. DOL, are:

- Placements (42.50% of registered farmworkers)
- Placements at $7.75 or 0.50 more than minimum wage (14% of registered farmworkers)
- Placements on long-term, non-agricultural jobs (3% of registered farmworkers)
- Review of 5 significant offices
- Conduct field checks on 25% of H2A employer sites employing US workers
- Conduct 5 MSFW contacts per staff day worked (8 hours)
- Timely processing of complaints (within 45 days of filing)

Services Provided to Agricultural Employers

In addition to integrated services available through the One Stop system to employers of all industries (described in section XX-to be determined once WIA plan is finalized), agricultural employers in Idaho can benefit from the following services:

- Outreach services and information provided through the MSFW program.
- Assistance in filing H2A applications through the Foreign Labor Certification program and the referral of qualified US workers to fill available positions.
- State Farm Labor Contractor licensing and a public registry with information on farm labor contractors licensed to operate in the state. This service is offered through IDOL's State Wage and Hour Section.

Other Requirements

- The State Monitor Advocate has been given the opportunity to directly contribute in drafting this agricultural plan and consideration has been given to the annual summary developed under 20 CFR 653.108(t)
- Copies of this plan were provided to Idaho's WIA 167 grantee, Community Council of Idaho, on June 1, 2012, with a request to submit written comments by June 30, 2012. The State Monitor Advocate met with the Community Council Executive Director and Employment Director in San Francisco during the Region VI MA and 167 Grantee Training Conference and discussed the plan. No written comments were submitted by the 167 grantee.

The final draft of the plan and a request for comments was sent on July 16, 2012, in electronic format to the following agencies/ services providers with instructions to provide comments by August 15, 2012:

Erik Johnson
Director Migrant Unit
Idaho Legal Aid
Erik.johnson@idaholegalaid.org

Damián Rodríguez M. Ed
Migrant Program
Idaho Vocational Rehabilitation
Damian.rodriguez@vr.idaho.gov

Ileana Cordova
HEP/CAMP Recruiter
Boise State University
icordova@bsu.edu

Mary Lou Wells
Migrant Education Programs
Idaho Department of Education
mlwells@sde.idaho.gov

Irma Morin
Executive Director
Community Council of Idaho
imorin@ccimail.org

Korene González
Director Employment and Training
Community Council of Idaho
kgonzalez@ccimail.org

Roy Vargas
Farm Foreman
Former FLC
rvargas@ruralnetwork.net

Sonia Martínez
Director
Latino Economic and Development Center
soniam@p4peid.org

E. Services to Employers

The state operational must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20FR 661.205(b)(1).)

The employer community is a valued and important customer of the One-Stop system. The council's goals and strategies include a detailed description of the Sector Strategy approach offered through the One-Stop career centers as the state's overarching guidance for One-Stop services to businesses. Program funds are leveraged to expand participation in the statewide workforce investment system in a variety of ways including:

- The implementation of a formalized One-Stop staff structure specifically dedicated to business services.
- Extensive staff training for business consulting techniques and connecting employers to system resources, particularly WIA On-the-Job Training, Internships, Work Experiences and Apprenticeships.
- Development of competency models as described in the Section I.C. to guide workforce, economic and education development professionals in their efforts to meet the needs of employers.

- The use of the state's Workforce Development Training Fund to build the skills of workers in new and expanding industries.
- Extensive enhancements to and use of technology including social media and virtual job fairs facilitate the connection between employers and job seekers
- Joint partnerships with industry and education for workforce development events such as the annual Hard Hats, Hammers & Hot Dogs event coordinated in north Idaho or the Youth Career Fair in southeast Idaho.
- Special surveys have been conducted to identify needs and impressions of employers.
- Extensive building/remodeling of facilities to provide a professional atmosphere for employers to conduct customized recruitment and hiring events with support from One-Stop staff and in direct connectivity to the workforce and other partners.

One-Stop centers are well-poised to serve the business community and are routinely engaged in a variety of local activities to serve the state's business customers. Staff are driven by the philosophy that quality business services ultimately facilitate connection to employment opportunities for job seekers and enhance economic growth. Such services include recruitment and labor exchange support, coordination of customized hiring events, business-related workshops and providing connectivity to workforce training resources, tax credits and other business resources available through the organizations such as the Department of Commerce and small business development centers.

Other examples of leveraging resources to expand business participation include those described further in Section I.B:

- The Governor's Employment Service 10% Reserve Funds dedicated to support both ES Business Solutions Initiative and the Sector Strategy Approach in the One-Stops.
- Pilots projects that share resources of the workforce and education system with business to expand training in high-growth, high-demand industries.
- Utilizing available discretionary funds to develop industry-driven microsites for the purpose of increasing employment opportunities and workforce development within the sector strategy approach.
- Specialized workforce studies to identify skills gaps and partnerships

F. Additional WIA Title I Requirements

Not applicable to Idaho – for single-area states only.

G. (Optional) Waiver Requests

States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

The state requests that the following waivers be approved for use in the administration of its WIA program through PY 2012. Its request to waive this Workforce Investment Act

requirement under the ETA's waiver authority will allow the state flexibility to design and implement workforce strategies to meet unique state needs. These requests were posted on the department's website for public comment as required by regulation.

1) To waive the time limit on period of initial eligibility for training providers (20 CFR 663.50)
2) To use common measures reporting (WIA Section 136(b))
3) To allow the Workforce Development Council to serve as a local board for the statewide planning region (20 CFR 661.300(f))
4) To exempt from the competition/procurement for the follow-up, support services and work experience components, to include internship and summer work experience, and having those services categorized as part of the design framework (WIA Section 123, Section 117(h)(4)(B)(i), and 20 CFR Part 664.400)
5) To exempt from the prohibition on using WIA youth dollars to fund Individual Training Accounts (ITAs) for youth (WIA Section 129 and 29 CFR 664.510)
6) To increase the employer reimbursement rate for On-the-Job Training Participation (WIA Section 101(31)(B) and 20 CFR 663.170)

Because of the magnitude of improvement to the workforce development system and local operations that approval of these waivers would provide, the state seeks to continue implementing these requested waivers with the approval by the U.S. Department of Labor. This request follows the format guidance as outlined in TEGLs 26-09 and 21-11 and required elements as noted under CFR 661.420(c).

A. Statutory and/or regulatory requirements for which a waiver is requested.
B. A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.
C. A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.
D. A description of individuals impacted by the waiver.
E. A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.

1) WAIVER ON THE TIME LIMIT ON PERIOD OF INITIAL ELIGIBILITY FOR TRAINING PROVIDERS

A. Statutory regulation to be waived:

The State of Idaho respectfully requests a waiver regarding the Workforce Investment Act's (WIA) time limit on the period of initial eligibility of training providers (20 CFR 663.530), through June 30, 2010.

B. State or local statutory or regulatory barriers:

There are no state or local statutory or regulatory barriers to implementing the requested waiver.

C. Goals to be achieved by the waiver:

Idaho is committed to delivering quality employment and training programs under WIA. However, it is very likely that if the waiver is not approved, the implementation of the subsequent eligibility criteria will prevent providers from participating in WIA and deny the state the ability to continue to provide the broadest range of training options for its WIA participants. With the potential for WIA reauthorization, there is an opportunity to streamline training providers' subsequent eligibility under a "new" WIA.

D. Description of individuals impacted by the waiver:

The state's training providers have expressed strong concerns with the implementation of subsequent eligibility requirements. The concerns include the following:

a) confidentiality (FERPA compliance),
b) excessive administrative burden and costs associated with tracking all students,
c) time delays with UI wage records,
d) the difficulty in establishing statistically valid processes for adjusting UI wage record data based on economic, geographic, and demographic factors of the local area and characteristics of the population being served, and
e) establishing a consumer report based on a wage record system that underreports employment rates for training programs.

E. Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:

Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. Opportunities for comment have been continually provided to the public and the state's Workforce Development Council, which has consistently approved this waiver since the state's initial request in 2001.

Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012. The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to identify obstacles and address them.

2) UTILIZATION OF COMMON MEASURES FOR REPORTING

A. Statutory regulation to be waived:

Idaho is requesting renewal of a waiver of sections 136 of WIA and 666 of the final rules (approved originally for PY 2006) to adopt and report on the six common measures in lieu of the existing 17 WIA performance measures for PY 2012, implemented in conjunction with these same measures for the state's Wagner-Peyser, Jobs for Veterans Act and Trade Adjustment Act programs.

B. State or local statutory or regulatory barriers:

There are no state or local statutory or regulatory barriers to implementing the requested waiver.

C. Goals to be achieved by the waiver:

With the shift to the six standards under common measures, Idaho has achieved the following goals:

1. Elimination of duplicative administrative systems which have reduced paperwork and labor costs associated with redundant data collection. One example includes the elimination of the tracking and performance for:
    i. the credential measure for Adults and Dislocated Worker clients
    ii. the skill attainment measure for Younger Youth; and
    iii. enhancement in the integration of the One-Stop System by use of a single measurement system to test performance.
2. Refocused youth investments through the creation of opportunities to better implement the state Workforce Development Council's vision for services to youth in the state, which includes a youth program focused on out-of-school populations with increased accountability for employment and/or increased secondary and postsecondary education outcomes.
3. Cost savings through streamlining. A simplified and streamlined performance measurement system proves more cost effective. With consistent direction, program resources have been directed to a single set of goals, rather than competing goals and costly processes.

By requesting to continue this waiver to remove Idaho from the original measures, the state avoids a duplication of efforts in reporting and is able to apply its limited resources where they are most needed.

D. Description of individuals impacted by the waiver:

The waiver has the potential to continue to positively impact all customers of the workforce development system in Idaho while providing better accountability, program management and performance.

E. Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:
Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. The original waiver request was approved by the state's Workforce Development Council in May of 2006, with public comments solicited, however none was received.

Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012. The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to identify obstacles and address them.

3) STATEWIDE REGIONAL PLANNING AREA – SINGLE STATEWIDE COUNCIL

A. Statutory regulation to be waived:
With this request, the State of Idaho is formally seeking renewal of a waiver to apply 20 CFR 661.300(f) which permits a state board to carry-out the roles of a local board in a single local area to a statewide regional planning area. The state's shift from six regional areas to a single statewide planning area allows the state to address federal strategic priorities and to further reforms envisioned in the Workforce Investment Act. The state's two designated areas entered into a consortium agreement, to function as a single state area under a single regional plan. To maximize resources available for service delivery, the state wishes to continue to use the Workforce Development Council as the local workforce board for this area. This fosters sharing of data and information across regions and ease movement of customers from region to region.

B. State or local statutory or regulatory barriers:
No state or local policies limit the Governor's authority to require a regional plan or utilize the Workforce Development Council as the local workforce board for the Idaho Workforce Consortium.

C. Goals to be achieved by the waiver:
The State will achieve the following goals if the waiver is granted:

1) As seen since its initial implementation, the single statewide planning structure has reduced overhead from 14 percent to less than three percent, a reduction of more than $1.3 million that was previously spent to support the state's original six-region structure. This efficiency has maximized the available money directed to training and services to business and job seekers. The State has set a goal of

spending 50 percent of WIA local Adult and Dislocated Worker funds for direct training and support of businesses and participants, positively impacting achievement of performance goals.

2) This statewide structure enhances efforts to transform the system into a demand driven system by further integrating economic development activities into the One-Stop system. The 25 Department of Labor offices across the state serve as the state's One-Stop centers and incorporate the full range of economic and workforce development services in their offerings. This recognizes the importance of sharing data and information about new and expanding businesses to build the economy across regions.
3) The One-Stop system has since been enhanced through expansion of the number of *IdahoWorks* One-Stop Centers to twenty-five sites, broadening the reach to Idaho's citizens and business customers in our urban and rural areas. The initial focus of this implementation was to build these centers' capacity to offer a full range of business development services. Subsequent years' goals are to expand One-Stop partners' participation in the One-Stop system to more fully integrate the wider range of services available at the centers.
4) This statewide delivery structure provided the Workforce Development Council an opportunity to redesign the state's youth program, taking fuller advantage of opportunities for leveraging funds among organizations serving youth. The Workforce Development has developed a strategic planning process designed to identify gaps and prioritize services to those youth who demonstrate the greatest need.
5) The single statewide structure has strengthened administrative oversight and accountability processes. Prior to this change, administrative deficiencies resulted in substantial disallowed costs for Idaho's largest Workforce Investment Area. The strengthened administrative structure, under the waiver, has assisted Idaho to avoid future disallowed costs and will continue to do so, thus further enabling the redirection of funds from service provider and administration to direct participant training and support.

D. Description of individuals impacted by the waiver:

The change to a single statewide regional planning structure, in conjunction with this waiver, allowed for an increase in training opportunities for an additional 500 or more adults, dislocated workers and at-risk youth, and has since permitted the state to maintain these service levels despite occasional funding cuts throughout the years.

E. Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:

Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. Originally this waiver was announced to the general public as part of the PY05 plan review process which included a process for soliciting review and comment during a

three-week period and review by the state's Workforce Development Council, which included comments from the Local Workforce Investment Boards and their staff. Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012.

The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. The State maintains a sophisticated management information and oversight system that tracks progress of financial and participant goals. Progress is reviewed on a quarterly basis to ensure that goals are achieved. The Workforce Development Council advises the state on specific policy changes needed to achieve the priority areas identified above. Additional communication strategies will be devised to ensure that citizens throughout the state are informed of progress and provided an opportunity for input into the state's workforce development system.

4) INCLUDE YOUTH FOLLOW-UP, SUPPORT SERVICES, WORK EXPERIENCES AS FRAMEWORK SERVICES

A. Statutory regulation to be waived:

WIA Section 123, Section 117(h)(4)(B)(i), and 20 C.F.R. Part 664.400 require that eligible providers of youth services be selected by awarding a grant or contract on a competitive basis for youth activities and services.

B. State or local statutory or regulatory barriers:

Idaho has implemented WIA under federal law without any additional legislative or local limitations or requirements. No additional barriers need to be addressed.

C. Goals to be achieved by the waiver:

The goals for the youth program under the waiver are greater effectiveness, efficiency, and continuity of services which results in higher retention rates. This waiver integrates the coordination and provision of these youth activities with the elements of the Youth program design framework delivered through Idaho's One-Stop system and its twenty-five One-Stop Career Centers, increasing customer choice and flexibility in the customer's service strategy with greater access to WIA as well as partner program services accessed through the One-Stop system.

The waiver ensures an efficient, cost-effective delivery system developed at the One-Stop Career Centers by eliminating duplicate processes among training providers for work experiences in the same community. Since those providing framework services better understand where each youth is in relationship to his or her individual service strategy, during program participation, exit or the period for follow-up begins, the waiver also allows for a smoother flow of data, documenting:

- the delivery of youth services; and
- the outcomes that result from youth participation

Common measures reporting improves with this waiver since the framework service provider will best know when a WIA youth participates in partner programs, allowing for better administrative judgment to determine the appropriate time for program completion and influencing the corresponding time period for a positive performance outcome.

A waiver allows for the coordination and provision of these youth activities with the elements of the Youth program design framework delivered through Idaho's One-Stop system and its twenty-five One-Stop Career Centers, all operated by the Idaho Department of Labor. Integration of these services increases customer choice and flexibility in the customer's service strategy with greater access to WIA as well as partner program services accessed through the One-Stop system.

By eliminating duplicate processes among training providers for work experiences in the same community, the waiver ensures an efficient, cost-effective service delivery system. Development of worksites, building relationships with work site supervisors, training staff to monitor sites, and setting up agreements, and processes for payment of youth is very labor intensive. Through this system developed in the One-Stop Career Centers, it is more cost effective and eliminates a duplication of effort when the same, or very similar, services are offered by two or more organizations in the same community.

Authorization for the waiver allows for a smoother flow of data that documents the delivery of youth services, as well as the outcomes that result from youth participation, since the organization that provides the framework services is in a better position to understand where each youth is in relationship to his or her individual service strategy, when a youth has exited a WIA service or the WIA program, and when the follow-up period begins.

The waiver also supports improved common measures reporting since the framework service provider is in the best position to know when a WIA youth is also participating in another partner program, and therefore make a better administrative judgment as to when program completion will trigger the time period to determine a performance outcome under the new common measures.

The goals for the youth program under the waiver will be greater effectiveness, efficiency, and continuity of services. Local One-Stop Career Centers will provide greater continuity of services for youth, resulting in higher retention rates. The case management relationship with participants is based upon a thorough knowledge of the youth, their employment plan, expected outcomes, and barriers. When this relationship continues, and services are seamlessly accessed, the youth is more likely

to follow through with the service strategy in a timely manner, take advantage of available services that lead to positive change, and achieve longer retention after program exit.

D. Description of individuals impacted by the waiver:
The individuals affected by this waiver will be older and younger youth customers, and organizations/agencies who might be interested in RFP opportunities to deliver youth services.

E. Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:
Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. This waiver request was originally developed in response to the recommendations of Idaho's Workforce Development Council Youth subcommittee, working with a number of statewide youth providers to study and re-design WIA youth service delivery. On September 10, 2008, the Council reviewed and approved the subcommittee's re-design recommendations, which included this waiver request and public comments received in response to the press release.

Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012. The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to identify obstacles and address them. Applicable policies and procedures will be modified accordingly. The Department will monitor the impact of the waiver through a combination of reporting and evaluation from the local and state level. Performance measures will be evaluated quarterly to determine the impact of the waiver.

5) PROHIBITION ON USE OF YOUTH WIA DOLLARS TO FUND INDIVIDUAL TRAINING ACCOUNTS FOR OLDER YOUTH

A. Statutory regulation to be waived:
WIA Section 129 and WIA Regulations 29 C.F.R. 664.510 prohibit the use of WIA Youth dollars to fund Individual Training Accounts for youth.

B. State or local statutory or regulatory barriers:
There are no state or local statutory or regulatory barriers to implementing the requested waiver.

C. Goals to be achieved by the waiver:

Approval of this waiver will permit WIA Youth service providers to employ the use of ***Individual Training Accounts*** (ITA's) for out-of-school youth. An ITA allows youth to receive individual training in accordance with systems established for WIA Adult and Dislocated Worker programs. The ITA will generally be applicable to older youth who lack the occupational skills to be successful in employment and whose individual service strategy reflects that skill training is appropriate and necessary to attain self-sufficiency. The ITA gives service providers options for youth which maximize efficiency and customer choice.

It is currently possible to serve older youth with ITA's by dual-enrolling in the WIA Adult program. However, dual-enrollment requires duplicative processes, increasing costs for staffing and record processing. Youth below 18 years of age have no option for ITA's since they are not eligible for the Adult program.

The goals sought by the waiver are to increase: 1) The number of youth entering into employment; 2) The percentage of youth receiving credentials; and, 3) The number of youth being retained in employment.

D. Description of individuals impacted by the waiver:

This waiver impacts the processes used by frontline staff to meet the skill training needs of youth customers and directly impact older WIA eligible youth allowing them to benefit from an ITA. These customers are then be able to directly receive the same types of services afforded adult and dislocated workers without unnecessary paperwork or tracking.

E. Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:

Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. This waiver request was originally developed in response to the recommendations of Idaho's Workforce Development Council Youth subcommittee, working with a number of statewide youth providers to study and re-design WIA youth service delivery. On September 10, 2008, the Council reviewed and approved the subcommittee's re-design recommendations, which included this waiver request and public comments received in response to the press release.

Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012. The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to

identify obstacles and address them. Applicable policies and procedures will be modified accordingly. The Department will monitor the impact of the waiver through a combination of reporting and evaluation from the local and state level. Performance measures will be evaluated quarterly to determine the impact of the waiver.

6) WAIVING THE MAXIMUM EMPLOYER REIMBURSEMENT RATE FOR ON-THE-JOB TRAINING PARTICIPATION

A. State or local statutory or regulatory barriers:

The state requests a waiver of the requirement of the 50 percent employer reimbursement limit for on-the-job training, as identified at WIA Section 101 (31)(B) and 20 CFR 663.710 Idaho has established on-the-job training reimbursement costs based on a sliding reimbursement scale for employers. Under this waiver, the following OJT employer reimbursement amounts are permitted:

a. *up to 90% for employers with 50 or fewer employees;*
b. *up to 75% for employers with 50 - 250 employees;*
c. *for employers with 251 or more employees, reimbursement would remain at the 50% statutory level*

The sliding scale is based on the following factors:

- Demand for the occupation/industry for which OJT is being delivered;
- Percentage of successful completers hired by employer or employers;
- Size of the potential employer's workforce; and
- Demographic characteristics of the trainees, emphasizing the training of individuals with multiple barriers to employment.

No reimbursement greater than 50 percent remains in effect longer than three months. The waiver applies to Program Year 2012.

B. State or local statutory or regulatory barriers:

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

C. Goals to be achieved by the waiver:

This waiver provides the state of Idaho a greater flexibility in responding to local labor markets, maximizing the state's response in utilizing WIA funds to meet the needs of businesses.

The goal of this waiver is to continue enhancing the attractiveness of OJT, focusing on the benefits of increased reimbursement which outweigh the upfront "government paperwork" and allowing businesses to train job seekers who may have challenging barriers.

With this increase in the employer OJT reimbursement rate for businesses, Idaho's workforce system is able to more effectively market WIA funded on-the-job training to support job creation in targeted employment sectors. This increased reimbursement rate creates the necessary flexibility for employers to reasonably benefit from their participation, meeting their, needs, resulting in an increase in business participation in on-the-job training programs and eventually improving the percentages of job seekers that receive training and training-related employment.

This waiver request has the following goals and programmatic outcomes:

- Allows the state to continue to improve services to customers who would benefit through an OJT;
- Improves the state's capacity to market demand-driven services and build relationships with businesses;
- Increases employment opportunities for harder to serve individuals persons, such as the long term unemployed, older workers, and those with limited or sporadic job histories, by allowing businesses to receive higher reimbursement for training and hiring this population;
- Increases opportunities for the One-Stop system to enhance relationships with businesses;
- Increases percentages of employers using OJT as a means of hiring and retaining a skilled workforce;
- Increases number and percentages of workers trained and hired through OJT programs;
- Elevates skill proficiencies for workers that will result in increased worker viability;
- Increases responsiveness to labor market issues in the private sector; and
- Increases flexibility at the local level to offer businesses training solutions tailored to respond to the specific needs of the business.

D. Description of individuals impacted by the waiver:

Employers benefit from this waiver by offering OJTs at a reduced cost. It allows businesses to rapidly adapt to changes in technology and the marketplace, making them capable of expanding and remaining competitive with affordable OJT options uniquely designed to achieve their specific developmental goals. This waiver makes OJT a much more viable option, especially for small businesses looking to expand. The waiver targets all individuals (Dislocated Workers, Adults and Youth) who are eligible for services under WIA and may benefit from the availability of OJT options.

This waiver request was developed as a means of making WIA OJTs a more attractive employer option for obtaining employees trained to their specifications, also helping the employees' acquisition of transferrable skills to help them obtain employment later, should their current situation change. This effort also helps employers become

more aware of the multitude of valuable resources offered by the state's One-Stop Centers.

E. **Opportunity for public comment, including the local workforce investment board, business and labor and the process to monitor the implementation of the waiver:** Consistent with the general waiver request, the state is adhering to publication requirements to ensure the broadest participation possible through this process. The state's Workforce Development Council approved this waiver during its May 3, 2010 meeting. Prior to implementation, opportunities for public comment were solicited, reviewed and incorporated into the waiver as necessary.

Recently, the state's Workforce Development Council reviewed and approved this and other waivers during its May 8, 2012 meeting, which was announced and open to the public. Along with this comment opportunity, this State/Waiver Plan was posted @ http://www.labor.idaho.gov for public review from August 13 – 26, 2012. The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to identify obstacles and address them. Applicable policies and procedures will be modified accordingly. The Department will monitor the impact of the waiver through a combination of reporting and evaluation from the local and state level. Performance measures will be evaluated quarterly to determine the impact of the waiver.

H. Trade Adjustment Assistance (TAA)

States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:

- Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)

WIA Dislocated Worker and Trade Adjustment programs are both administered through the One Stop Centers. Since the inception of WIA, any means of cost sharing has been emphasized to increase the impact of limited funds. In Idaho, the state-level rapid response team includes staff from the dislocated worker, UI and TAA units. When notified of any closure or mass layoff, including those notifications received via Worker Adjustment and Retraining Notification (WARN), the team quickly broadens to include local delivery staff with expertise in provision of rapid response, dislocated worker, UI, TAA and Wagner-Peyser services. This state-local team communicates with the employer and employee representatives, determines if Trade related, assesses initial community impact, identifies and includes other partners for rapid response assistance and develops integrated service delivery schedules to meet the needs of each individual employer and the impacted workers. Informational packets, which include a survey to determine workers' interests and to use towards the development of a National

Emergency grant, are distributed to the impacted workers at the Rapid Response event. Team members work closely with service provider management staff to develop a service delivery plan that coordinates resources and ensures one-stop access to information and enrollment in UI, TAA, WIA and Wagner-Peyser, many times at the job site prior to dislocation and the filing of a Trade petition. . Idaho's rapid response delivery system provides the impacted worker with coordinated application and enrollment for WIA, TAA and Wagner-Peyser services. Forms used for WIA career assessment and retraining plans are accepted for the TAA program, eliminating client redundancies and streamlining co-enrollment processes. Although co-enrollment is not mandated, rapid response service delivery planning has ensured the majority of TAA recipients in Idaho are also being served with WIA funds. The state requires co-enrollment of TAA recipients whenever they receive WIA staff or other supportive services.

- Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))

To ensure that TAA recipients receive comprehensive workforce services in the state, Idaho's One-Stop system includes all mandatory partners along with some voluntary agencies and organizations identified locally by the One-Stop Operator. The full array of core services, including those required by the Act, are available in each of the state's One-Stop Centers. These services include WIA Title IB services and Wagner-Peyser funded labor exchange services coordinated with other One-Stop system partners in the delivery of core services. In addition to these, Unemployment Insurance, Veterans employment and training programs and TAA are also provided in the state's One-Stop centers. Intensive services, also provided in each One-Stop center, help to identify barriers impeding participants' ability and success in achieving their employment goal through cores services.

Idaho's rapid response delivery system provides the impacted worker with coordinated application and enrollment for WIA, TAA and Wagner-Peyser services. Forms used for WIA career assessment and retraining plans are accepted for the TAA program, eliminating client redundancies and streamlining co-enrollment processes. Although co-enrollment is not mandated, rapid response service delivery planning has ensured the majority of TAA recipients in Idaho are also being served with WIA funds. The state requires co-enrollment of TAA recipients whenever they receive WIA staff or other supportive services.

One-Stop TAA staff in Idaho have the background and experience to provide a comprehensive One-Stop assessment through their work with WIA, ES, UI and TAA programs. Through the collection and analysis of participant information, staff can

determine the best mix of services necessary for a TAA participant to obtain employment. Information areas may include an applicant's needs, strengths, support systems, education, job skills, interests and career objectives and current work search activities. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs and interest inventories. Utilizing this information, these state-merit staff have the tools to guide participants in their work search and career development plans, which includes the option for occupational training through fulfillment of the required six criteria as allowed under TAA. Completing assessment activities for TAA participants eventually helps them "navigate" access to the appropriate One-Stop programs and services, as well as other community services.

- Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of Operating Plan.) (WIA Sections 112(b)(8)(A), (B).)

  The Idaho Department of Labor is the single administrative entity and fiscal agent for WIA, TAA, Employment Security, Trade Readjustment Allowances and the Unemployment Insurance programs, naturally supporting administrative consistency in program administration and fiscal integrity. The state's continued support of a single statewide Management Information System-developed for fiscal and case management for WIA and TAA eliminates duplicative administrative costs in Idaho, affords the state with reliable fiscal and performance reporting and promotes efficient use of administrative resources within the workforce system.

  The department's *IdahoWorks* system serves as the customer's single point of entry for automated One-Stop services. This system collects basic customer information relevant to the Wagner-Peyser and WIA programs and is also integrated into the state's Unemployment Insurance claim filing system creating additional administrative efficiency and greater reporting accuracy.

  Further detail regarding the state's development and management of these systems is located in Section II.B. – Operating Systems and Policies.

SECTION III. INTEGRATED WORKFORCE PLAN ASSURANCES AND REQUIRED ATTACHMENTS

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	☒	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	☒	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	.
2.	☒	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	
3.	☒	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		
4.	☒	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	
5.	☒	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	

6.	☒	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	
7.	☐	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	*Not Applicable*

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	☒	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	
9.	☒	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	
10.	☒	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	
11.	☒	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	

12.	☒	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	*Executive Order #2012-04*
13.	☒	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	*Executive Order #2012-04*
14.	☒	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	*Executive Order #2012-04*
15.	☐	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	*Not Applicable*
16.	☒	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	
17.	☒	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	
18.	☒	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	
19.	☒	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	

20.	☒	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21.	☒	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	
22.	☒	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23.	☐	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	*Not Applicable*

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	☒	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	*Allocation Methods described in Section II.A.4. of this plan.*
24a.	☒	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	*Allocation Methods described in Section II.A.4. of this plan.*

25.	☒	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	
26.	☒	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	
27.	☒	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	
28.	☒	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	
29.	☒	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	
30.	☒	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
31.	☒	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	
32.	☒	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200,	

25.	☒	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	
26.	☒	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	
27.	☒	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	
28.	☒	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	
29.	☒	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	
			.400(c)(2), 667.410	
33.	☒	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	
34.	☒	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ASSURANCES AND ATTACHMENTS – ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35.	☐	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	*Not Applicable*
36.	☒	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	
37.	☒	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of IDAHO certifies on the 16TH day of JULY in 2012 that it complied with all of required components of the Workforce Investment Act and Wagner-Peyser Act. The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Governor

July 16, 2012
Date

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0510
Telephone Number:	(208) 332-3570, ext. 3312
Facsimile Number:	(208) 947-0049
E-mail Address:	Dwight.Johnson@labor.idaho.gov

Name of WIA Title I Administrative Agency (if different from the Grant Recipient):

	_____
Address:	_____
	_____
Telephone Number:	_____
Facsimile Number:	_____
E-mail Address:	_____

Name of WIA Title I Signatory Official:

	Roger B. Madsen, Director
	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0500
Telephone Number:	(208) 334-6110
Facsimile Number:	(208) 334-6430
E-mail Address:	Roger.Madsen@labor.idaho.gov

Name of WIA Title I Liaison:

	Roger B. Madsen, Director
	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0500
Telephone Number:	(208) 334-6110
Facsimile Number:	(208) 334-6430
E-mail Address:	Roger.Madsen@labor.idaho.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

	Roger B. Madsen, Director
	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0500
Telephone Number:	(208) 334-6110
Facsimile Number:	(208) 334-6430
E-mail Address:	Roger.Madsen@labor.idaho.gov

Name and Title of State Employment Security Administrator (Signatory Official):

	Roger B. Madsen, Director
	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0500
Telephone Number:	(208) 334-6110
Facsimile Number:	(208) 334-6430
E-mail Address:	Roger.Madsen@labor.idaho.gov

Name and Title of the State Labor Market, Workforce Information, or Research Director:

	Georgia Smith, Deputy Director
	Communications & Research
	Idaho Department of Labor
Address:	317 W. Main Street
	Boise, ID 83735-0500
Telephone Number:	(208) 332-3570, ext. 2102
Facsimile Number:	(208) 334-6430
E-mail Address:	Georgia.Smith@labor.idaho.gov

As the governor, I certify that for the State/Commonwealth of IDAHO, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Later changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: C.L. "Butch" Otter, Governor

Signature of Governor

7/2/2012
Date

Attachment #1 - Council Vision, Mission and Goals

C.L. "BUTCH" OTTER
Governor

TIM KOMBEREC
Chair

B.J. SWANSON
Vice Chair

Workforce Development Council

VISION ● MISSION ● GOALS

VISION

Idaho will sustain a workforce development system that will produce an innovative and skilled workforce that allows business to thrive and provides economic opportunity to Idaho workers and their families.

MISSION

The Workforce Development Council, understanding the unique needs of business, workers and students, will make policy recommendations to the Governor and the Board of Education and will facilitate coordination of an integrated Idaho workforce development system.

GOALS

GOAL 1 Create jobs that sustain Idaho workers and grow the economy

GOAL 2 Facilitate development of an Idaho workforce that is highly skilled, committed to continuous learning and aware of opportunities available in the marketplace

GOAL 3 Support a comprehensive education and workforce delivery system

GOAL 4 Improve awareness of the workforce system among employers, workers, partners and policy makers and expand its use and effectiveness

GOAL 1 CREATE JOBS THAT SUSTAIN IDAHO WORKERS AND GROW THE ECONOMY

Measure **Reduce Idaho's unemployment rate by 40 percent by 2015.**
Benchmark: February 2011 Unemployment Rate* of 8.9 percent (2010 annual average: 8.8 percent)
**Idaho's official, published "Unemployment Rate" is defined as the total unemployed as a percent of the civilian labor force.*

Measure **Reduce Idaho's underemployment rate by 40 percent by 2015.**
Benchmark: The 2010 Underemployment Rate* was 16.4 percent.
**The "Underemployment Rate" is defined as total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force.*

Measure **Create 40,000 jobs with at least two-thirds with $12 or better wage rates with health benefits by 2015.**
Benchmark: Annual average number of jobs for 2010: 603,600

Measure **Attain the Governor's "Project 60" goal by 2015.**
Benchmark: $53.7 billion in GDP for 2009

Strategies

A. Align workforce and education services to business needs and priorities by adopting a "sector strategy" approach that:
   - Targets key industries
   - Builds partnership among employers, education and workforce providers
   - Identifies and addresses training needs of business
   - Leverages public and private resources
   - Establishes expansion targets for each industry

B. Support the creation of a longitudinal data system and other initiatives to improve workforce information for critical business decision-making within targeted industries (i.e., primary care initiative, green initiative) and selected sectors (health care, advanced manufacturing, energy and technology as it relates to renewable energy, software, agri-science and health science).

C. Promote policies for the Workforce Development Training Fund to assist with the creation of jobs and retention of Idaho's workforce.

D. Support adoption of incentives that encourage the hiring of new employees.

E. Engage employers to expand work-based learning opportunities such as internships, on-the-job training, work experiences and apprenticeships to improve workplace readiness and occupational skills.

F. Maintain a quality One-Stop Career Center system that connects employer and workers to workforce services.

G. Encourage employers to increase hiring by promoting the Governor's "Hire One" initiative and consider opportunities for other campaigns such as a "180 Degree Turn-around Campaign" or a "Using Technology to Turn 180 Degrees" campaign that builds on Project 60, increasing the attainment of degrees and credentials for 60 percent of the workforce and reducing unemployment to 60 percent of current levels.

H. Adopt practices such as promotion of the quality Idaho workforce to create opportunities to retain Idaho's under-employed workers.

I. Expand opportunities for innovation and employment in emerging industries such as technology, innovation and green through the "Grow Green" sector and other initiatives.

J. Support the efforts of the Idaho Technology Council in their development of iGEM (Idaho Global Entrepreneurial Mission) to create a more dynamic research and tech transfer infrastructure that enables the growth and success of innovation in our state by identifying and connecting resources geared toward the development, transfer and implementation of advanced technology.

GOAL 2 FACILITATE DEVELOPMENT OF AN IDAHO WORKFORCE THAT IS HIGHLY SKILLED, COMMITTED TO CONTINUOUS LEARNING, AND AWARE OF OPPORTUNITIES AVAILABLE IN THE MARKET-PLACE

Measure **Increase Idaho's "go-to-college" rate, including all postsecondary education, by 30 percent by 2018.**
Benchmark: Currently, 49 percent of Idaho's secondary students go to postsecondary education. *Source: National Center for Higher Education Management Systems*

Measure **Reduce the need for remediation for new college entrants by 50 percent by 2020.**
Benchmarks:

- Full time students who have been out of high school less than 12 months who need remediation – 40.3 percent (2009-10)
- Full time students who have been out of high school over 12 months who need remediation – 39.4 percent (2008-09)
- All other students who need remediation – 26 percent (2008-09 data)
  Source: National Center for Higher Education Management Systems

Measure **Ensure that 60 percent of Idaho workers obtain a certificate, industry recognized credential, apprenticeship or degree beyond high school by 2020.**

Benchmark: Currently, 30 percent of Idahoans 18 to 64 years old have an Associate's degree or more in educational attainment. Another 30 percent had "some college or no degree." *Source: 2009 U.S. Census survey*

Strategies

A. Ensure that students and adults are aware of career choices available to them:
   1. Make e-CIS and other career information universally available
   2. Provide access to trained career facilitators and counselors to assist in career decision making
   3. Encourage students and adults to consider careers where they are under-represented
   4. Expand the use of technology to train facilitators, counselors and other staff who provide guidance to students and career changers
   5. Expand access/awareness through career fairs, on-site or guided exploration, mentoring or other career showcase opportunities
   6. Utilize senior executives, trade associations and others to expand awareness of need for further learning
   7. Explore use of the Idaho Education Network and social media to expand awareness of careers and job opportunities

B. Promote strategies that ensure students are college and career ready by:
   1. Increasing access to quality early childhood education
   2. Expanding access and use of technology, including the Idaho Education Network and online learning to bring a more robust range of academic and career education services to all students
   3. Increasing access to advanced placement, dual credits and other opportunities to encourage college attendance
   4. Providing a safety net to retain or return at risk students to the classroom
   5. Align high school graduation requirements with postsecondary entrance requirements

C. Enhance opportunities for lifelong learning by expanding delivery options such as stackable credentials, compressed scheduling, on-line and distance learning, modularized curriculum and other alternative learning modalities.

D. Identify and promote career pathways within occupations to enhance career options and ease transitions.

E. Support entrepreneurial workforce expansion to spur innovation and increase employment.

F. Expand articulation agreements to increase transitions among secondary and postsecondary programs.

G. Increase options to integrate adult basic skills and English language training with occupational/technical training to facilitate entry of students to postsecondary education and technical training programs.
H. Support reforms to increase skills in STEM subjects (science, technology, engineering and math) including applied academics.

I. Encourage students and adults to obtain continuing education by providing information and supporting such efforts as the Albertson Foundation's "Go-On" campaign.

J. Provide access to low-skilled and at-risk youth and adults, dislocated workers and others with barriers to a full range of information and supports to prepare for work that leads to economic self-sufficiency.

K. Explore alternatives to improve employment rates for unemployment insurance claimants through initiatives such as a "work share" or other options.

L. Encourage the use of workplace flexibility options such as job sharing, job restructuring, part-time worker pools, flex-time and telecommuting to increase employment opportunities and retain quality workers.

M. Promote employment practices and workplace environments that encourage a culture of diversity and inclusiveness.

GOAL 3 SUPPORT A COMPREHENSIVE EDUCATION AND WORKFORCE DELIVERY SYSTEM

Measure **Idaho's Workforce Development System will meet or exceed program performance measures.**

Measure **Establish sector partnerships for each of the targeted industries (health care, technology, energy and advanced manufacturing) by 2012.**

Strategies

A. Maintain a quality One-Stop Career System that connects employers and workers and facilitates access to workforce services, education services and information.

B. Enhance coordination among workforce system partners and streamline services by eliminating duplication and ineffective or unnecessary practices.
C. Continue to expand opportunities to partner with libraries, foundations and others to increase access to information and services in all communities across the state.

D. Provide access to information, financial aid and other supportive services that allow all workers to obtain education and training leading to employment.

E. Coordinate a system of work supports for low-income workers to help them stay employed and move toward economic self-sufficiency (e.g. food stamps, child care, housing) and provide safety nets to those who are in transition in the workforce.

F. Support bridge program development for underprepared youth and adults.

G. Support a comprehensive educational system for all students K-16+ that includes rigorous school-based learning and relevant work-based learning.

H. Improve the effectiveness of the workforce system through the creation of an accountability system that includes:
   1. Implementation of common core measures in K-12 education
   2. Implementation of a longitudinal data system that interfaces with the workforce system to track outcomes of Idaho student achievements and program success

I. Identify the short and long-term implications of Idaho's aging workforce, associated pipeline issues and potential solutions.

J. Increase the civic engagement of Idahoans in volunteer activities to ameliorate the impact of budget shortfalls in education, social services and other critical areas.

GOAL 4 IMPROVE AWARENESS OF THE WORKFORCE SYSTEM AMONG EMPLOYERS, WORKERS, PARTNERS AND POLICY MAKERS AND EXPAND ITS USE AND EFFECTIVENESS

Measure **Establish a measure of Idahoans who are aware of the resources available through the Workforce system.**
Benchmark: The Department of Labor is conducting a survey of Idahoans during 2011 to establish a benchmark of awareness of the workforce system.

Measure **Increase the use of the *IdahoWorks* labor exchange system to list jobs by employers as a percentage of all new hires by 10 percent by 2015.**
Benchmark: During calendar year 2010 employers listed 68,853 job openings within the Idaho Works system and reported 141,108 new hires during the same calendar year. This is a 49 percent "penetration rate" of job openings compared to new hires.

Strategies

A. Conduct periodic surveys to assess access, awareness, perceptions and use of the workforce system.

B. Review and report use rates of the workforce system.

C. Develop and implement an outreach plan for the workforce system.

D. Meet regularly with the Governor, State Board of Education and other policy makers to present progress reports and make recommendations for improvements.

Attachment #2 - Survey Results

Executive Summary

The Idaho Department of Labor (Labor) sought information that would guide its delivery of increasingly effective messages and tools to its publics. The goals were to learn ways to

1. Assess the Department's image among the general public and key customers – job seekers and employers.
2. Identify Department service strengths and opportunities.
3. Guide program and message decisions to help
    - Promote the Department as an information resource.
    - Job seekers connect with employment through job postings, training, and support services.
    - Employers improve the quality of their workforce through job postings, hiring, training, and other workforce services.

Method

Researchers conducted 14-minute telephone interviews with 502 Idahoans – 402 reached by landline and 100 by cell phone. Numbers were randomly dialed from geography-stratified RDD cell phone sample, and geography-stratified, list-assisted RDD landline sample. Quotas were enforced to insure that interviewers completed at least one interview per Idaho county; women and men were relatively equally represented, and no more than 12% of landline respondents were age 65 or older.

Fewer young adults and more middle-age adults completed interviews compared to their proportions among Idahoans. To correct, we weighted data so the age distribution reflected that of Idahoans ages 18-65, but left the 10% of those over age 65 unchanged, thus intentionally under-representing this older age group. Analyses were conducted on this weighted sample, where 50% were women; 59% employed; 56% had not looked for a job in the past two years and did not plan to in the near future; 36% had professional or technical jobs; and 36% said they had used the Department mainly for personal purposes, compared to 35% who had not used the department.

Findings

The telephone interviews focused on the general public, providing a gauge of overall image, beliefs and experiences.

Department Image - What the Department Does

Above all, Idahoans believed that the Department helps Idahoans find jobs (78% agreed) and training opportunities (70%), compared to 60% believing it helps businesses find the best employee for the job, and 53% who believed it helps workers and employers find training money; 26% believed falsely that it helps Idahoans obtain healthcare.

Department Image - Evaluation and Recommendation of the Department

A higher proportion (80%) would recommend the Department to someone who needs its services than have a positive view of the Department (58%). Those expecting to search for a job in the next six to twelve months held the most positive view of Labor.

Drivers of Evaluation. The more strongly people believe that the Department helps Idahoans find jobs and connects workers and employers to training opportunities, the more positive their view of the Department is. And in turn, these pivotal beliefs about the Department are stronger among people who have direct experiences with the Department.

Drivers of Recommendation. The same factors drive people's willingness to recommend the Department to people who need its service as drive their evaluation, although personal experience with the Department plays a stronger, more direct role in their recommendation willingness.

The Department as Top-of-Mind Resource

One in three (35%) Idahoans said they would search for job openings at the Department of Labor, compared to 24% who would look to the Department for wage information for Idaho jobs, and 17% who would look for career information at the Department.

Among those who did not mention the Department, the Internet dominated the alternative sources overall, rivaled only by newspapers and other print for job listings.

- For jobs: newspapers and other print media were named by 29%, Internet in general (28%), and online job listings (23%);
- For Idaho wages: the Internet in general was named by 43%, and online job sites (11%);
- For careers: the Internet in general was named by 47%, online job sites (11%), and school or college placement centers (10%).

Department Services Used

Two-thirds (65%) of Idahoans reported some direct experience with the Department, whether through a visit to a local office (50%), to the Department Web site (48%), or through use of Department services (44%). The Website is gaining in users. More than twice as many had visited the Website in the past two years as before that (34% v. 14%); whereas local offices and services have equal user proportions in the two time periods.

Of those 44% using services, nearly three-quarters (71%) said they were using services as job seekers: most were using the jobs database (33%) or unemployment services (25%). Services specifically targeted to employers accounted for 7% of those used by respondents.

Evaluation of Department Services

About 8 in 10 of those experiencing any Department service are satisfied with the experience (80% satisfied with services; 78% with the Website visit; 77% with the local office visit). Those who had all three kinds of experience rated their local office visit most positively (4.1 on 5-point scale) compared to the Website at 3.9 and the Department service at 4.0.

Summary of Findings, Needs, Opportunities

Image Recap

- Labor's 58% positive evaluation share represents an opportunity, which can be addressed by understanding its context. A positive image of Labor is driven by beliefs that it helps Idahoans find jobs and training. Most Idahoans endorse these beliefs, but there is 20%-35% uncertainty and perceptual "fuzziness" in the community, which is also reflected in the 12% who don't know what their view of Labor is.
- People who have direct experience with the Department – even through the Website – are more likely to hold image-boosting beliefs. They are also about 78% likely to be satisfied with their Department experience, another image enhancer.
- Even though just 58% report a positive image of Labor, 80% would recommend Labor to others, suggesting that the Department is a respected resource, serving an important function, even if not a well-loved one.

Image Action Opportunities

- Increase the number of experiences with the Department. They can occur in direct contact with local offices, job fairs, seminars, or business consultation. Or they can come through such impersonal vehicles as the job list Website or other Web-based outreach. Media can both affect image-enhancing beliefs and drive people to try Labor's services.
- Satisfy users who make a visit. Bad or unsatisfying experiences, which occur about 17% of the time, are the leading reason for people declining to use Labor services.
- Leverage the dominance of the jobs list database and the growing number of visitors to the Website to engage, educate, and satisfy customers.

Education and Green Recap

- Nearly all Idahoans believe in the need for education after high school and throughout the career. And they think there are numerous good ways to get that education or training.
- Nearly 4 in 10 would like to learn more about jobs of the future or green jobs, but approximately that same number do not know how to get the information.
- Just 17% would look to the Department for career information; 24% for wages information.
- Most Idahoans believe green jobs are jobs of the future, but many disagree with experts about what constitute green-jobs industries, especially regarding high tech, nuclear energy, construction, and health care. The vast majority also doesn't perceive an earning advantage of green jobs.

Education and Green – Action Opportunities

- Leverage Idahoan's strong support of education and training and their belief that the Department connects people to training to expand the Department's image as a resource for career and training information.
- Establish the Department's role in the green conversation in two ways: (1) Link messages about green jobs to ones about training for jobs of the future; and (2) Become an expert source for green information, delivering timely, relevant, salient information and clarifications to the public dialogue about green industries and jobs.

Attachment #3 – Idaho State Workforce Development Council - MEMBERSHIP

Workforce Development Council
Membership

CHAIR

CHAIR
Mr. TIM KOMBEREC
CEO
Empire Airlines, Inc.
11559 N. Atlas Road
Hayden, ID 83835
info@empireairlines.com

VICE CHAIR
Ms. B. J. SWANSON
1121 Lamb Road
Troy, ID 83871
bjswanson@gmail.com

MEMBERS

Mr. DARREL ANDERSON
CFO/Executive Vice President
Idaho Power
P.O. Box 70
Boise, ID 83707
danderson@idahopower.com

Mr. PHILIP CLIFTON
Vocational Rehabilitation Counselor
Department of Veteran Affairs
1651 Alvin Ricken Drive, Suite 106
Pocatello, ID 83201
philip.clifton@va.gov

Ms. CINDY HEDGE
Idaho State AFL-CIO
P.O. Box 2238
Boise, ID 83701
cindyidaflcio@gmail.com

Mr. DICK ARMSTRONG
Director
Idaho Department of Health and Welfare
P.O. Box 83720
Boise, ID 83720-0036
armstrongr@dhw.idaho.gov

Dr. TONY FERNANDEZ
President
Lewis-Clark State College
500 8th Avenue
Lewiston, ID 83501
tfernandez@lcsc.edu

Mr. RICHARD HOLMAN
Manager
Idaho National Laboratory
P.O. Box 1625 MS 3830
Idaho Falls, ID 83415
Richard.holman@inl.gov

Dr. GERALD BECK
President
College of Southern Idaho
P.O. Box 1238
Twin Falls, ID 83303-1238
jbeck@csi.edu

Dr. BERT GLANDON
President
College of Western Idaho
6056 Birch Lane
Nampa, ID 83687
bertglandon@cwidaho.cc

Mr. ALEX LaBEAU
President
Idaho Association of Commerce and Industry
P.O. Box 389
Boise, ID 83701-0389
alabeau@iaci.org

Ms. KARA BESST
Chief Financial Officer
Gritman Medical Center
700 S. Main Street
Moscow, ID 83843
Kara.Besst@Gritman.org

Mr. DEAN HAAGENSON
President
Contractors Northwest, Inc.
PO Box 6300
Coeur d'Alene, ID 83815
dean@contractorsnorthwest.com

Mr. JAY LARSEN
President
Idaho Technology Council
5190 W Front Street
Boise, ID 83702
jlarsen@idahotechcouncil.org

Mr. JOHN CHATBURN
Interim Director
Office of Energy Resources
304 N. 8th Street, Suite 205
Boise, ID 83720-0199
John.chatburn@oer.idaho.gov

Mr. THOMAS HALLY
Owner
Deanne Hally Watercolors
4741 Torrey Pines Dr.
Idaho Falls, ID 83404
hallycouncil@yahoo.com

Mr. TOM LUNA
Superintendent of Public Instruction
Idaho Department of Education
P.O. Box 83720
Boise, ID 83720-0027
trluna@sde.idaho.gov

Dr. LINDA CLARK
Superintendent
Joint School District #2
1303 E. Central Drive
Meridian, ID 83642
Clark.linda@meridianschools.org

Ms. SAM HAWS
Administrator
Idaho Commission on Aging
P.O. Box 83720
Boise, ID 83720-0007
shaws@aging.idaho.gov

Mr. ROGER MADSEN
Director
Idaho Department of Labor
317 W. Main Street
Boise, ID 83735-0500
Roger.madsen@labor.idaho.gov

Ms. SHIRLEY McFADDAN
CWA Local 7670
25739 N Goodhope Road
Athol, ID 83801
sjcda@icehouse.net

Mr. ROBERT POYSER
Vice President
AREVA Enrichment Service, LLC
1070 Riverwalk Drive, Suite 150
Idaho Falls, ID 83402
robert.poyser@areva.com

Dr. DAVID SCHMITZ
Rural Family Medicine
777 N. Raymond
Boise, ID 83704
dave.schmitz@fmridaho.org

Mr. BRAD MURRAY
Assistant Superintendent
Lakeland School District
PO Box 39
Rathdrum, ID 83858
bmurray@lakeland272.org

Mr. BRENT REINKE
Director
Idaho Department of Correction
P.O. Box 83720
Boise, ID 83720-0018
breinke@idoc.idaho.gov

Ms. JANA STRAUBHAR
HR Director
Transform Solar
8000 S. Federal Way
Boise, ID 83716
Jstraubhar@transformsolar.com

Mr. MIKE NELSON
Human Resource Manager
Premier Technology, Inc.
1858 West Bridge Road
Blackfoot, ID 83221
mnelson@ptius.net

Dr. MIKE RUSH
Executive Director
State Board of Education
P.O. Box 83720
Boise, ID 83720-0037
Mike.rush@osbe.idaho.gov

Mr. RIAN VAN LUVEN
President
Idaho State AFL-CIO
PO Box 2238
Boise, ID 83701
rianidaflcio@gmail.com

Ms. JAN NIELSEN
Human Resources Manager
Basic American Foods
40 East 7th North
Rexburg, ID 83440
jnielsen@BAF.com

Mr. JEFF SAYER
Director
Idaho Department of Commerce
P.O. Box 83720
Boise, ID 83720-0093
Jeff.sayer@commerce.idaho.gov

Mr. KEN WIESMORE
2451 Ironwood Ave
Twin Falls, ID 83301
kenweismore@yahoo.com

Attachment #4 – Workforce Development Council - STAFF

Governor's Liaison and Chief of Staff

Mr. Mark Warbis
Workforce Development Liaison
Office of the Governor
PO Box 83720
Boise, ID 83720-0034
Phone: (208) 334-2100
Fax: (208) 334-3454
mwarbis@gov.idaho.gov

Staff

Ms. Rosie Andueza
Department of Health and Welfare
PO Box 83720
Boise, ID 83720-0036
Phone: (208) 334-5553
anduezar@dhw.idaho.gov

Mr. Henry Atencio
Deputy Chief
Department of Correction
PO Box 83720
Boise, ID 83720-0018
Phone: (208) 658-2118
hatencio@idoc.idaho.gov

Mr. Kevin Bittner
Deputy Chief
Commission on Aging
341 W. Washington
Boise, ID 83702
Phone: (208) 577-2857
Kevin.bittner@aging.idaho.gov

Mr. Bruce Christopherson
Idaho Commission for the Blind and Visually Impaired
PO Box 83720
Boise, ID 83720-0012
Phone: (208) 334-3220 x 110
Bruce.Christopherson@icbvi.idaho.gov

Ms. Jane Donnellan
Planning & Evaluation Manager
Vocational Rehabilitation
PO Box 83720
Boise, ID 83720-0096
Phone: (208) 287-6477
Jane.donnellan@vr.idaho.gov

Ms. Cheryl Engel
State Adult Basic Education and GED Coordinator
State Division of Professional-Technical Education
PO Box 83720
Boise, ID 83720-0095
Phone: (208) 334-3216
csengel@pte.idaho.gov

Mr. Dwight Johnson
Workforce Policy Adviser
Idaho Department of Labor
317 W Main St
Boise, ID 83735-0510
Phone: (208) 332-3570 x 3335
dwight.johnson@labor.idaho.gov

Ms. Shelby Kerns
Sr. Financial Management Analyst
Division of Financial Management
PO Box 83720
Boise, ID 83720-0032
Phone: (208) 854-3055
skerns@dfm.idaho.gov

Ms. Allison McClintick
K-12 Educator Policy Manager
Office of the State Board of Education
PO Box 83720
Boise, ID 83720-0037
Phone: (208) 332-1579
allison.mcclintick@osbe.idaho.gov

Ms. Vera McCrink
Associate Administrator
Professional Technical Education
650 W. State Street
Boise, Idaho 83702
Phone: (208) 334-3216
vmccrink@pte.idaho.gov

Ms. Pamela Pearson
Senior Socio-Economic Planner
Idaho Department of Labor
317 W. Main St
Boise, ID 83735-0510
Phone: (208) 332-3570 x3325
pamela.pearson@labor.idaho.gov

Mr. Randy Shroll
Economic Development Manager
Idaho Department of Commerce
P.O. Box 83720
Boise, Idaho 83720-0093
Phone: (208) 334-2650 ext. 2124
randy.shroll@commerce.idaho.gov

Mr. Todd Schwarz
State Division of Professional-Technical Education
PO Box 83720
Boise, ID 83720-0095
Phone: (208) 334-3216
astephen@pte.idaho.gov

Administrative Support
Ms. Pat Nelson
Administrative Assistant 2
Idaho Department of Labor
317 W Main St
Boise, ID 83735-0510
Phone: (208) 332-3570 x 3228
pat.nelson@labor.idaho.gov

ATTACHMENT #5 - WIA CORE SERVICES TABLE	WIA Adults	WIA Dislocated Workers	WIA Youth	Job Corps[1]	WIA Native American[1]	WIA MSFW	Wagner Peyser ES	U.I.	Economic & Comm. Dev.[1]	ABE	Vocational Rehabilitation	VR Blind Comm.	V.R. Client Assistance[3]	SCSEP	Carl Perkins[4]	Veterans DVOP/LVER	TAA NAFTA	CSBG E&T	HUD E&T[1]	TAFI[5]	Food Stamps E&T[5]
1. Eligibility for WIA – Title I	X	X	X			X								X							
2. Outreach, intake, orientation	X	X	X			X	X			X	X	X		X		X	X	X		X	X
3. Initial Assessment	X	X	X			X				X	X	X		X		X					
4. Job Search and Placement	X	X	X				X				X	X		X		X					
5. Provision of Employment Statistics (Job Vacancies, job skills, occupations in demand)							X				X	X									
6. Program Performance information																					
➢ Title I eligible providers	X	X																			
➢ WIA Youth			X																		
➢ ABE eligible providers										X											
➢ Carl Perkins (ps/do)															X						
➢ Vocational Rehabilitation											X	X									
7. Area and OS performance	X	X	X																		
8. Supportive Service Info	X	X	X			X								X		X					
9. Filing UI Claims (info)								X													
10. Assistance in establishing eligibility for financial aid	X	X	X											X							
11. Title I Client follow-up	X	X	X											X							

1 Local Program Only – Five autonomous Native American Grantees will independently negotiate services with the WDC. Others do not have statewide presence.

1 Information and assistance at all locations, specialized support centralized; referral to community resources

3 Local Program Only with offices in Boise, Pocatello, Moscow

4 Carl Perkins generally does not operate programs; therefore, core services apply only if local entity provides a program for non-traditional training or to target groups.

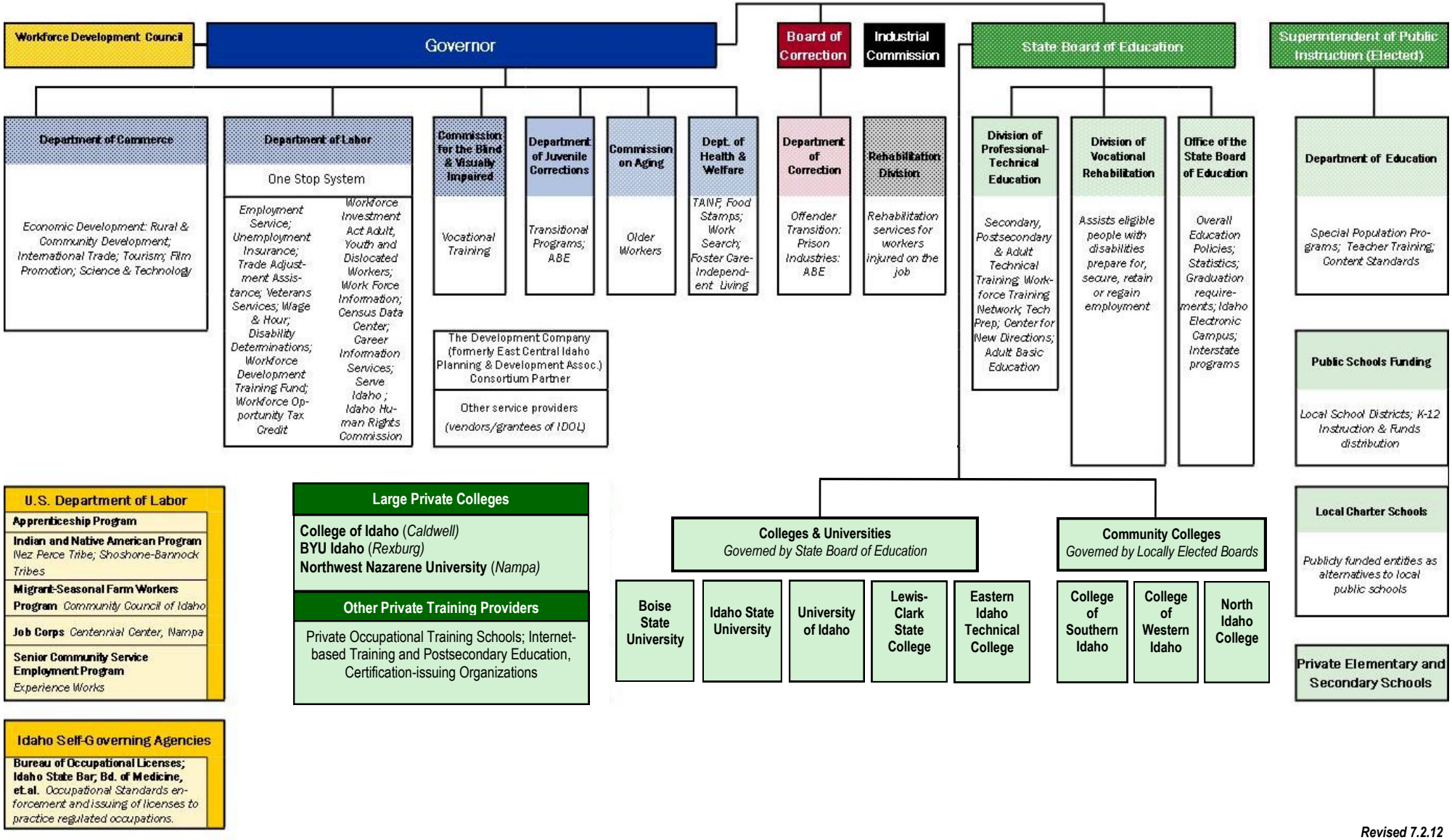
5 TANF and Food Stamps Employment and training are voluntary One Stop Partners.

ATTACHMENT #6 - CORE SERVICES METHODOLOGIES ***Delivery Considerations***	WIA Adults	WIA Dislocated Workers	WIA Youth	Job Corps	WIA Native American[1]	WIA MSFW	Wagner Peyser ES	U.I.	Economic & Comm. Dev.	ABE	Vocational Rehabilitation	VR Blind Comm.	V.R. Client Assistance[3]	SCSEP	Carl Perkins	Veterans DVOP/LVER	TAA NAFTA	CSBG E&T	HUD E&T[1]	TAFI	Food Stamps E&T
1 Population Served																					
Universal	X						X			X											
Restricted		X	X			X		X			X	X		X	X	X	X	X		X	X
2. Preferred Delivery Process(es) – Minimum offered																					
Technology (Idaho Works, phone, video) and/or printed – Unassisted at the center	X	X	X			X	X	X	X	X	X	X			X	X	X	X		X	X
Cross-Training of staff									X	X											
By Appointment or Itinerant						X	X		X	X	X	X		X		X	X				
Co-location – Part time							X		X	X				X				X			
Co-location – Full time	X	X	X				X		X	X				X							
Cost Reimburse Center Partners	X	X	X							X				X							
3. Limitations																					
Services may be performed only by agency staff						X	X	X			X	X				X	X			X	X

Attachment #7 – Workforce Development System Organizational Chart

The Idaho Work Force Development System

Primary Agencies and Programs

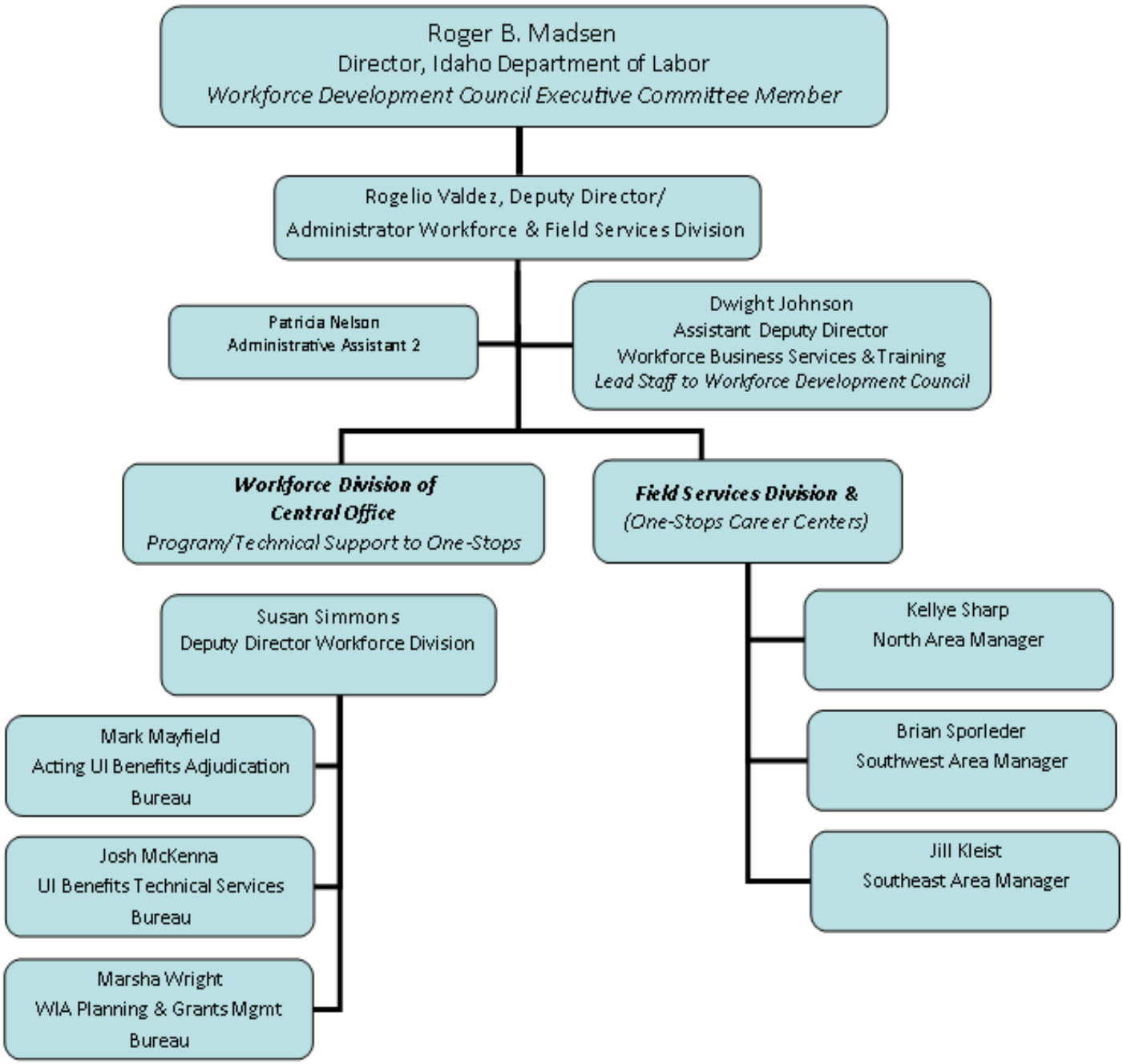


Revised 7.2.12

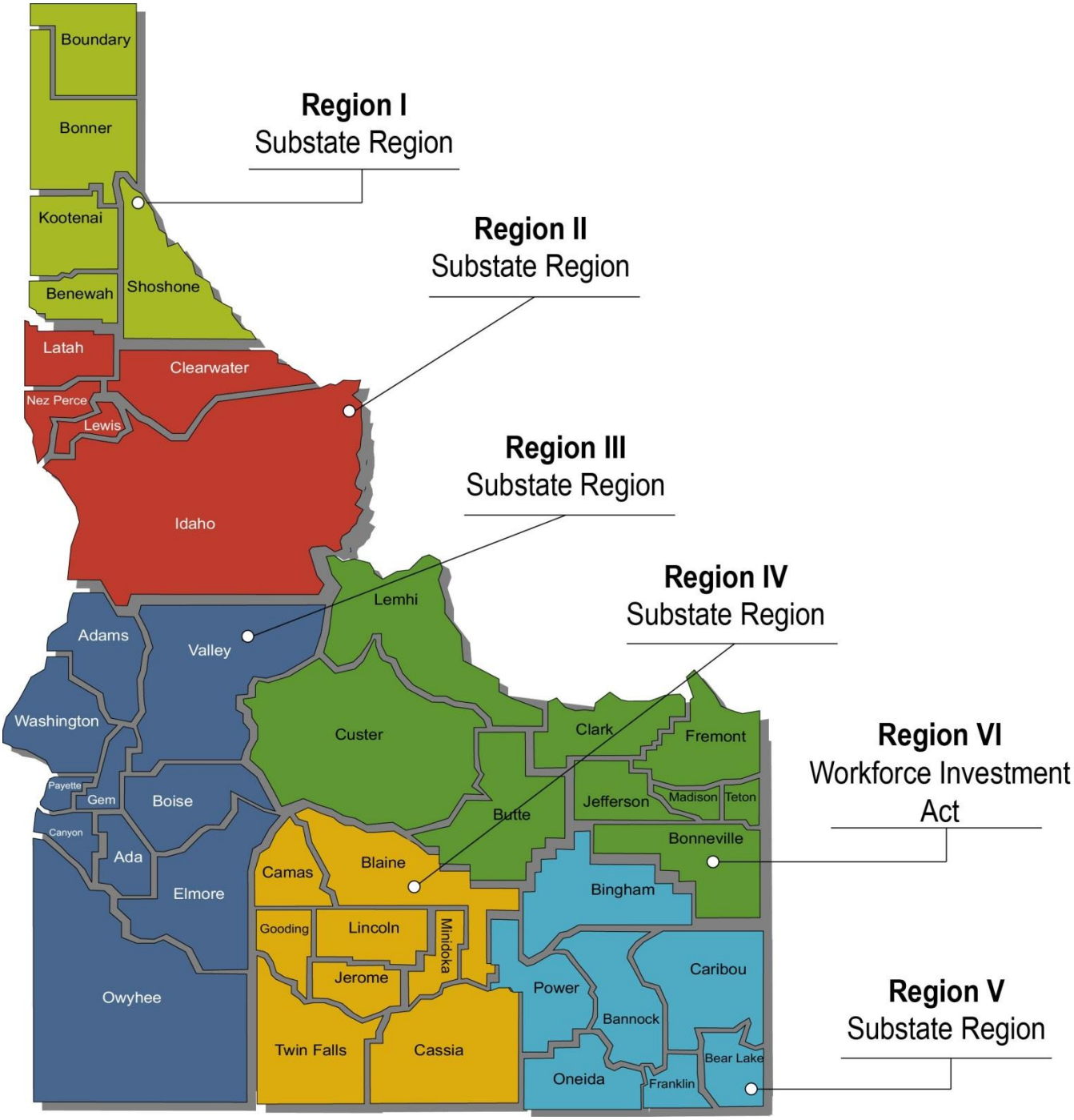
Attachment #8 – IDOL Key Administrative Personnel of Workforce Programs

Workforce & Field Services Division - Idaho Department of Labor

Organization of key administrative personnel of primary programs covered in the WIA/W-P Plan



Attachment #9 – Workforce Investment Areas Map



Attachment #10 – Core, Intensive and Training Services

CORE, INTENSIVE AND TRAINING SERVICES

Core Services

Determinations of eligibility - initial registration may occur electronically, by personal interview, or an individual application with verifying information obtained prior to determination;

Outreach, intake and orientation to the information and services available through the One Stop system including services targeted to special populations including migrant and seasonal farmworkers, veterans, older workers, Native Americans, minorities groups, and persons with disabilities;

Initial assessment - the process of gathering information about an individual's skill levels, aptitudes, abilities and supportive service needs to make an initial assessment of services or programs most appropriate for an individual;

Job search and placement assistance – activities to provide job seekers with specific and general information that are designed to help them carry out a successful job hunting strategy. Subjects may include labor market information, application/resume writing, interviewing techniques, skills identification, why you're hired, and other work search strategies;

Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including

1. job vacancy listings in the local labor market area;
2. information on job skills necessary to obtain the jobs listed; and
3. information relating to local occupations in demand and the earnings and skill requirements for such occupations;

Provision of performance information and program cost information on eligible providers of training services;

Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One Stop delivery system in the local area;

Provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;

Provision of information regarding filing claims for unemployment compensation;

Assistance in establishing eligibility for welfare-to-work activities (not currently available in Idaho), programs of financial aid assistance for training and education programs (Pell

grants) and other Federal, state or local resources that are not funded under WIA and are available in the local area. This assistance may include referrals to specific agencies; information relating to, or provision or, required applications or other forms; or specific on-site assistance; and

Follow-up services - the process of maintaining contact with participants in-person, by telephone or other procedures, to determine if additional services are required to maintain or obtain employment. Follow-up, for a minimum of 12 months after the first day of the employment, is required for participants who are placed in unsubsidized employment.

Intensive Services

Intensive Services are intended to identify obstacles and provide a higher degree of intervention to assist eligible unemployed adults and dislocated workers who are determined unable to obtain or retain employment through core services. Intensive services may also be provided to employed workers to obtain or retain employment that will lead to self-sufficiency as defined by State policy.

Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include

1. diagnostic testing and use of other assessment tools; and
2. in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

Development of a written individual employment plan, to identify the employment goals, steps and timetables, and combination of services needed for the participant to achieve a specific occupational goal;

Group or individual career counseling: ongoing or one-time assistance from a qualified staff person to aid the participant in gaining a better understanding of themselves so that they can more realistically choose or change an occupation, or make a suitable job adjustment. Career counseling can be provided directly to an individual or through group services;

Case management for participants seeking training services; the provision of ongoing one-on-one personal assistance including, but not limited to, providing information and guidance pertaining to vocational choice, assistance in obtaining training and services to reach employability, and follow-up services over a period of time required to obtain employment;

Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;

Out-of-area job search assistance; financial assistance for travel expenses when traveling outside the normal commuting distance for job interviews or to make direct employer contacts where there is a strong potential for employment;

Literacy activities related to basic workforce readiness; includes training which will enhance the employability of the participant by upgrading basic skills. Participants may be enrolled in remedial education to enhance basic reading and math skills, English as a second

language (ESL), GED preparation to obtain a high school equivalency diploma or basic computer skills commonly used in a variety of occupations and industries;

Relocation assistance - financial assistance for moving and relocation expenses when the participant receives a definite, permanent job offer which is contingent upon moving to within commuting distance of the job. Relocation assistance is prohibited to encourage or induce business relocation that would result in a loss of employment at the original site or 120 days after relocation and commencement of business if a loss of employment was encountered at the original site;

Internships - a short-term or part-time work assignment with a private for-profit employer for a participant who needs assistance in becoming accustomed to basic work requirements;

Work experience - a short-term or part-time work assignment with a public, private nonprofit or private-for-profit worksite for a participant who needs assistance in becoming accustomed to basic work requirements; it should promote the development of good work habits and basic work skills.

Training Services

Training Services includes classroom and other occupational training services designed to equip eligible adults and dislocated workers to enter the workforce and/or retain employment. Training services may be made available to employed and unemployed adults and dislocated workers who:

1. Have met the eligibility requirements for intensive services, have received at least one intensive service, and have been determined to be unable to obtain or retain employment through such services;
2. After an interview, evaluation, or assessment, and case management, have been determined by a One Stop operator or One Stop partner, to be in need of training services and to have the skills and qualifications to successfully complete the selected training program;
3. Select a program of training services that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate;
4. Are unable to obtain grant assistance from other sources to pay the costs of such training, including Federal Pell Grants established under title IV of the Higher Education Act of 1965, or require WIA assistance in addition to other sources of grant assistance, including Federal Pell Grants; and
5. For individuals whose services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system;

Occupational skills training - training conducted in a classroom setting and is designed to provide individuals with the technical skills necessary to perform a specific job or group of jobs. Participants may be enrolled in vocational technical skills training or academic skills training;

On-the-job training - training conducted by a private or public sector employer, that occurs while the participant is engaged in productive work, learning the skills and information necessary for full and adequate performance on the job;

Programs that combine workplace training with related instruction, which may include cooperative education programs;

Training programs operated by the private sector;

Skill upgrading and retraining - training provided to an individual already in the workforce, who is in need of additional training to advance in their current employment and attain self-sufficiency;

Entrepreneurial training - training provided to an individual for the purpose of providing the management skills required to start up and operate a business;

Job readiness training - defined as pre-employment/work maturity skills;

Adult education and literacy activities provided in combination with other training services;

Customized training – designed to train individuals for specific occupations in a new or expanding business or industry conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training;

Permissible Local Employment and Training Activities: Adult and dislocated worker funds provided to local areas may also be used to deliver the discretionary activities identified below and authorized in the Act:

1. Customized screening and referral of qualified participants in training services to employment;
2. Customized employment-related services to employers on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act.

Attachment #11 – Three-Tiered Services

Pending

SECTION V. – DATA APPENDICES

TABLE 1: ANNUAL AVERAGE NONFARM PAYROLL JOBS - PLACE OF WORK - STATE OF IDAHO

MAJOR INDUSTRIAL SECTORS	2007	2008	2009	2010	2011	2007-11 Change Numeric	2007-11 Change Percent
US Total Nonfarm Payroll Jobs*	**137,598**	**136,790**	**130,807**	**129,874**	**131,359**	**-6,239**	**-4.5%**
Total Nonfarm Payroll Jobs	**655,600**	**648,800**	**609,900**	**603,600**	**605,800**	**-49,800**	**-7.6%**
Natural Resources	4,400	4,200	3,200	3,500	3,800	**-600**	**-13.6%**
Construction	52,500	44,900	34,300	31,300	29,600	**-22,900**	**-43.6%**
Manufacturing	66,300	63,000	54,800	53,200	54,600	**-11,700**	**-17.6%**
Wholesale Trade	28,100	27,800	26,000	25,900	26,200	**-1,900**	**-6.8%**
Retail Trade	83,300	82,600	76,300	74,800	75,000	**-8,300**	**-10.0%**
Utilities	2,100	2,200	2,800	2,700	2,800	700	33.3%
Transportation & Warehousing	18,800	18,900	17,900	18,000	18,000	**-800**	**-4.3%**
Information	10,900	11,000	10,000	9,600	9,400	**-1,500**	**-13.8%**
Finance & Insurance	23,600	23,300	22,300	22,300	22,300	**-1,300**	**-5.5%**
Real Estate & Rental And Leasing	8,900	8,400	7,300	6,900	6,700	**-2,200**	**-24.7%**
Professional, Scientific & Technical	33,700	33,400	31,500	31,400	31,500	**-2,200**	**-6.5%**
Management Of Companies & Enterprises	7,900	7,300	6,000	5,900	5,900	**-2,000**	**-25.3%**
Administrative, Support & Waste Mangement	41,600	40,600	37,200	36,900	37,300	**-4,300**	**-10.3%**
Educational Services	8,100	8,700	9,100	9,400	10,000	1,900	23.5%
Health Care & Social Services	65,400	69,100	71,900	74,500	76,100	10,700	16.4%
Arts, Entertainment & Recreation	9,200	9,100	8,600	8,500	8,400	**-800**	**-8.7%**
Accommodation & Food Services	54,100	54,200	50,100	49,500	50,400	**-3,700**	**-6.8%**
Other Services	19,400	21,200	21,200	21,100	21,200	1,800	9.3%
Federal Government	13,100	13,200	13,500	13,700	12,700	**-400**	**-3.1%**
State Government	29,400	29,800	30,000	28,500	28,600	**-800**	**-2.7%**
Local Government	75,000	76,200	76,000	76,400	75,400	400	0.5%

* In thousands

TABLE 2: TARGET INDUSTRY JOBS: 2007 - 2011

Target Industries	2007	2008	2009	2010	2011	2007-11 Change Numeric	2007-11 Change Percent
Nonfarm Payroll Jobs	655,600	648,800	609,900	603,600	605,800	**-49,800**	**-7.6%**
Aerospace	2,026	2,106	2,140	1,933	1,909	**-117**	**-5.8%**
Advanced Manufacturing*	66,300	63,000	54,800	53,200	54,600	**-11,700**	**-17.6%**
High Tech	56,706	55,677	49,328	48,619	49,362	**-7,344**	**-13.0%**
Health Care	62,159	65,671	67,001	68,989	70,560	8,401	13.5%
Enegery-Core	15,100	18,338	16,941	17,864	17,712	2,612	17.3%

Target Industries	Percent of Nonfarm Payroll Jobs 2007	2008	2009	2010	2011
Aerospace	0.3%	0.3%	0.4%	0.3%	0.3%
Advanced Manufacturing*	10.1%	9.7%	9.0%	8.8%	9.0%
High Tech	8.6%	8.6%	8.1%	8.1%	8.1%
Health Care	9.5%	10.1%	11.0%	11.4%	11.6%
Enegery-Core	2.3%	2.8%	2.8%	3.0%	2.9%

* All Manufacturing

TABLE 3: HIGH-DEMAND OCCUPATIONS IN IDAHO: 2010-2020

Ranked by Annual Openings*

List limited to occupations with 100 or more annual job openings in projection period.

Rank	Occupational Title	2010	2020 Projected Employment	Net Change	Annual Openings*	Percent Change	Median Hourly Wage	Median Annual Wage	Education Level **
	Total, All Occupations	**661,055**	**774,405**	**113,350**	**27,267**	**17.15%**	**$14.51**	**$30,170**	
1	Retail Salespersons	19,831	23,523	3,692	952	18.62%	$10.12	$21,040	LHS
2	Cashiers	15,245	17,578	2,333	925	15.30%	$8.96	$18,640	LHS
3	Customer Service Representatives	14,103	17,478	3,375	738	23.93%	$11.62	$24,170	HSDE
4	Farmworkers & Laborers, Crop, Nursery & Greenhouse	15,408	17,541	2,133	683	13.84%	$9.46	$19,680	LHS
5	Registered Nurses	11,527	16,188	4,661	675	40.44%	$28.24	$58,740	AD
6	Waiters and Waitresses	8,464	10,318	1,854	608	21.90%	$8.69	$18,080	LHS
7	Office Clerks, General	16,618	19,390	2,772	571	16.68%	$12.34	$25,670	HSDE
8	Combined Food Preparation & Serving Workers, Inc Fast Food	8,751	11,105	2,354	479	26.90%	$8.67	$18,030	LHS
9	Personal Care Aides	6,092	9,894	3,802	428	62.41%	$8.96	$18,630	LHS
10	Heavy & Tractor-Trailer Truck Drivers	11,803	13,323	1,520	387	12.88%	$16.61	$34,550	HSDE
11	Counter Attendants, Cafeteria, Food Concession & Coffee Shop	4,180	4,955	775	381	18.54%	$8.59	$17,860	LHS
12	Laborers & Freight, Stock & Material Movers, Hand	7,653	8,887	1,234	368	16.12%	$11.32	$23,540	LHS
13	First-Line Supervisors of Retail Sales Workers	7,622	8,975	1,353	313	17.75%	$15.33	$31,890	HSDE
14	Nursing Aides, Orderlies & Attendants	7,321	9,470	2,149	309	29.35%	$10.89	$22,650	PNDA
15	Janitors & Cleaners, Exc Maids & Housekeeping Cleaners	9,257	10,458	1,201	294	12.97%	$10.00	$20,790	LHS
16	First-Line Supervisors of Office & Administrative Support Workers	6,920	8,003	1,083	293	15.65%	$19.28	$40,100	HSDE
17	Home Health Aides	3,637	6,056	2,419	289	66.51%	$9.04	$18,800	LHS
18	General & Operations Managers	11,667	12,336	669	284	5.73%	$32.60	$67,820	AD
19	Elementary School Teachers, Exc Special Education	6,960	8,160	1,200	273	17.24%	NA	$45,490	BD
20	Receptionists & Information Clerks	4,919	6,039	1,120	261	22.77%	$11.19	$23,280	HSDE
21	Carpenters	6,401	7,371	970	233	15.15%	$16.89	$35,140	HSDE
22	Bookkeeping, Accounting & Auditing Clerks	8,835	10,156	1,321	229	14.95%	$14.80	$30,790	HSDE
23	Landscaping & Groundskeeping Workers	5,453	6,724	1,271	223	23.31%	$11.42	$23,750	LHS
24	Teacher Assistants	6,325	7,121	796	223	12.58%	NA	$20,440	HSDE
25	Sales Representatives, Wholesale & Manufacturing, Exc Technical & Scientific Products	5,469	6,261	792	208	14.48%	$20.90	$43,480	HSDE
26	Cooks, Restaurant	4,260	5,406	1,146	206	26.90%	$9.43	$19,620	LHS
27	Childcare Workers	4,193	4,890	697	202	16.62%	$8.60	$17,890	HSDE
28	Teachers & Instructors, All Other	7,385	8,257	872	200	11.81%	NA	$19,360	BD
29	Stock Clerks & Order Fillers	5,977	6,279	302	178	5.05%	$9.90	$20,590	LHS
30	Food Preparation Workers	3,202	3,805	603	175	18.83%	$8.76	$18,220	LHS
31	Maids & Housekeeping Cleaners	5,119	5,981	862	172	16.84%	$8.91	$18,540	LHS
32	Maintenance & Repair Workers, General	5,301	6,019	718	170	13.54%	$15.17	$31,550	HSDE
33	Computer Support Specialists	3,663	4,400	737	170	20.12%	$18.65	$38,790	SCND
34	Automotive Service Technicians & Mechanics	3,421	4,196	775	166	22.65%	$17.42	$36,230	HSDE
35	Secondary School Teachers, Exc Special & Career/Technical Education	4,416	4,741	325	153	7.36%	NA	$44,010	BD

36	Licensed Practical & Licensed Vocational Nurses	2,839	3,609	770	153	27.12%	$18.22	$37,900	PNDA
37	Bartenders	2,648	3,213	565	148	21.34%	$8.59	$17,870	LHS
38	Team Assemblers	4,155	4,785	630	145	15.16%	$12.14	$25,250	HSDE
39	Dishwashers	2,201	2,623	422	142	19.17%	$8.50	$17,680	LHS
40	Accountants and Auditors	3,704	4,269	565	136	15.25%	$26.78	$55,700	BD
41	Light Truck or Delivery Services Drivers	3,835	4,434	599	136	15.62%	$12.39	$25,780	HSDE
42	Cooks, Fast Food	4,274	4,665	391	130	9.15%	$8.59	$17,880	LHS
43	First-Line Supervisors of Food Preparation and Serving Workers	3,077	3,698	621	127	20.18%	$11.27	$23,450	HSDE
44	Police and Sheriff's Patrol Officers	2,963	3,352	389	126	13.13%	$20.92	$43,520	HSDE
45	Construction Laborers	5,370	6,158	788	122	14.67%	$13.88	$28,880	LHS
46	Electricians	3,109	3,469	360	120	11.58%	$23.10	$48,040	HSDE
47	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,955	7,221	266	120	8.82%	$13.60	$28,280	HSDE
48	First-Line Supervisors of Construction Trades and Extraction Workers	3,091	3,565	474	118	15.33%	$23.37	$48,600	HSDE
49	Tellers	2,486	2,625	139	116	5.59%	$11.33	$23,580	HSDE
50	Amusement and Recreation Attendants	1,472	1,757	285	112	19.36%	$8.55	$17,780	LHS
51	Medical Assistants	2,360	3,085	725	108	30.72%	$13.76	$28,620	HSDE
52	Loan Officers	2,387	2,825	438	105	18.35%	$23.49	$48,860	HSDE
53	First-Line Supervisors of Farming, Fishing, and Forestry Workers	2,341	2,668	327	100	13.97%	$21.13	$43,940	HSDE
54	Welders, Cutters, Solderers, and Brazers	1,981	2,451	470	100	23.73%	$15.32	$31,870	HSDE

*Annual Openings include openings due to growth and replacement needs

** See Table 4: Education Level

NA - Not Available

Source: Projections ~ 2010-2020 Idaho Department of Labor Occupation Projections

Source: Wages ~ Idaho Department of Labor 2011 Occupations Employment Statistics Program

TABLE 4: FASTEST GROWING OCCUPATIONS IN IDAHO: 2010-2020

Ranked by Percent Change

List limited to occupations with 30 percent or more change

Rank	Occupational Title	2010	2020 Projected Employment	Net Change	Annual Openings*	Percent Change	Median Hourly Wage	Median Annual Wage	Education Level**
	Total, All Occupations	**661,055**	**774,405**	**113,350**	**27,267**	**17.15%**	**$14.51**	**$30,170**	
1	Home Health Aides	3,637	6,056	2,419	289	66.51%	$9.04	$18,800	LTHS
2	Personal Care Aides	6,092	9,894	3,802	428	62.41%	$8.96	$18,630	LTHS
3	Diagnostic Medical Sonographers	235	368	133	17	56.60%	$31.95	$66,460	AD
4	Foundry Mold and Coremakers	95	148	53	7	55.79%	$16.38	$34,080	HSDE
5	Respiratory Therapists	424	634	210	29	49.53%	$25.55	$53,130	AD
6	Cardiovascular Technologists and Technicians	206	308	102	13	49.51%	$25.96	$54,010	AD
7	Physical Therapist Assistants	274	409	135	18	49.27%	$21.43	$44,570	AD
8	Occupational Therapy Assistants	96	142	46	7	47.92%	$27.04	$56,240	AD
9	Veterinary Technologists and Technicians	462	675	213	29	46.10%	$12.57	$26,150	AD
10	Physical Therapist Aides	325	473	148	20	45.54%	$10.74	$22,350	HSDE
11	Medical Secretaries	1,327	1,921	594	77	44.76%	$13.27	$27,600	HSDE
12	Health Educators	280	396	116	18	41.43%	$21.97	$45,710	BD
13	Physical Therapists	1,029	1,453	424	54	41.21%	$34.28	$71,290	DPD
14	Healthcare Social Workers	489	690	201	32	41.10%	$22.10	$45,960	MD
15	Helpers--Carpenters	115	162	47	8	40.87%	$12.79	$26,610	LTHS
16	Market Research Analysts and Marketing Specialists	1,052	1,479	427	71	40.59%	$23.39	$48,640	BD
17	Registered Nurses	11,527	16,188	4,661	675	40.44%	$28.24	$58,740	AD
18	Meeting, Convention, and Event Planners	188	264	76	12	40.43%	$16.89	$35,120	BD
19	Logisticians	320	449	129	19	40.31%	$31.00	$64,480	BD
20	Radiologic Technologists and Technicians	1,000	1,399	399	56	39.90%	$24.46	$50,870	AD
21	Nuclear Engineers	277	387	110	17	39.71%	$50.69	$105,430	BD
22	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	125	173	48	8	38.40%	$16.06	$33,410	LTHS
23	Psychiatric Technicians	337	465	128	19	37.98%	$13.85	$28,810	PNDA
24	Helpers, Construction Trades, All Other	154	212	58	10	37.66%	$9.27	$19,280	LTHS
25	Occupational Therapists	438	601	163	24	37.21%	$32.24	$67,060	MD
26	Medical Equipment Repairers	246	337	91	16	36.99%	$21.93	$45,620	AD
27	Computer-Controlled Machine Tool Operators, Metal and Plastic	297	406	109	17	36.70%	$15.80	$32,860	HSDE
28	Mental Health Counselors	601	816	215	35	35.77%	$20.33	$42,290	MD
29	Bicycle Repairers	146	198	52	9	35.62%	$11.29	$23,490	HSDE
30	Database Administrators	242	327	85	12	35.12%	$31.81	$66,160	BD
31	Dietetic Technicians	67	90	28	3	34.33%	$11.50	$23,920	HSDE
32	Radiation Therapists	56	75	19	3	33.93%	$35.18	$73,170	AD
33	Occupational Therapy Aides	83	111	28	4	33.73%	$8.54	$17,770	HSDE
34	Interpreters and Translators	223	298	75	14	33.63%	$16.35	$34,010	BD
35	Recreational Vehicle Service Technicians	256	342	86	16	33.59%	$16.13	$33,550	HSDE
36	Automotive and Watercraft Service Attendants	587	782	195	39	33.22%	$9.39	$19,530	LTHS
37	Surgical Technologists	509	678	169	26	33.20%	$18.47	$38,410	PNDA

38	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	55	73	18	3	32.73%	$17.74	$36,890	HSDE
39	Motorcycle Mechanics	181	240	59	11	32.60%	$17.19	$35,750	HSDE
40	Emergency Medical Technicians and Paramedics	851	1,124	273	44	32.08%	$14.67	$30,510	PNDA
41	Medical Equipment Preparers	236	309	73	11	30.93%	$13.42	$27,910	HSDE
42	Veterinarians	479	627	148	25	30.90%	$33.88	$70,460	DPD
43	Medical Assistants	2,360	3,085	725	108	30.72%	$13.76	$28,620	HSDE
44	Insurance Sales Agents	1,351	1,765	414	72	30.64%	$18.25	$37,950	HSDE
45	Skincare Specialists	227	296	69	11	30.40%	$11.18	$23,250	PNDA
46	Dental Hygienists	1,208	1,573	365	61	30.22%	$34.11	$70,940	AD
47	Opticians, Dispensing	265	345	80	13	30.19%	$13.23	$27,520	HSDE
48	Sawing Machine Setters, Operators, and Tenders, Wood	306	398	92	16	30.07%	$14.03	$29,190	HSDE
49	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	480	624	144	18	30.00%	$13.78	$28,670	HSDE

*Annual Openings include openings due to growth and replacement needs

** See Table 4: Education Level

NA - Not Available

Source: Projections ~ 2010-2020 Idaho Department of Labor Occupation Projections

Source: Wages ~ Idaho Department of Labor 2011 Occupations Employment Statistics Program

TABLE 5: Education Level

Level	Abbreviation
Associate's degree	AD
Bachelor's degree	BD
Doctoral or professional degree	DPD
High school diploma or equivalent	HSDE.
Less than high school	LHS
Master's degree	MD
Postsecondary non-degree award	PNDA
Some college, no degree	SCNO

TABLE 6: DECLINING OCCUPATIONS IN IDAHO: 2010-2020

Occupational Title	2010	2020 Projected Employment	Net Change	Annual Openings*	Percent Change	Median Hourly Wage	Median Annual Wage	Education Level**
Total, All Occupations	**661,055**	**774,405**	**113,350**	**27,267**	**17.15%**	$14.51	$30,170	
Postal Service Mail Sorters, Processors, and Processing Machine Operators	461	239	**(222)**	2	**-48.16%**	$25.00	$52,010	HSDE
Postal Service Clerks	319	172	**(147)**	8	**-46.08%**	$25.53	$53,090	HSDE
Postmasters and Mail Superintendents	214	158	**(56)**	4	**-26.17%**	$27.32	$56,820	HSDE
Switchboard Operators, Including Answering Service	379	304	**(75)**	7	**-19.79%**	$11.45	$23,820	HSDE
Word Processors and Typists	158	132	**(26)**	1	**-16.46%**	$13.46	$28,000	HSDE
Pressers, Textile, Garment, and Related Materials	173	154	**(19)**	1	**-10.98%**	$8.88	$18,470	LHS
Postal Service Mail Carriers	1,488	1,327	**(161)**	49	**-10.82%**	$25.60	$53,240	HSDE
Desktop Publishers	72	65	**(7)**	1	**-9.72%**	$16.28	$33,860	AD
Print Binding and Finishing Workers	119	109	**(10)**	4	**-8.40%**	$13.07	$27,190	HSDE
Office Machine Operators, Except Computer	225	207	**(18)**	6	**-8.00%**	$11.42	$23,760	HSDE
Photographic Process Workers and Processing Machine Operators	263	243	**(20)**	7	**-7.60%**	$10.76	$22,390	HSDE
Dentists, All Other Specialists	40	37	**(1)**	1	**-7.50%**	NA	NA	DPD
Proofreaders and Copy Markers	65	61	**(4)**	1	**-6.15%**	$13.65	$28,390	BD
Computer Operators	149	142	**(7)**	1	**-4.70%**	$16.34	$33,980	HSDE
Floral Designers	474	453	**(21)**	15	**-4.43%**	$9.70	$20,180	HSDE
Prepress Technicians and Workers	275	263	**(12)**	6	**-4.36%**	$11.83	$24,610	PNDA
Information and Record Clerks, All Other	594	569	**(25)**	17	**-4.21%**	$17.56	$36,530	HSDE
Transportation Attendants, Except Flight Attendants	173	167	**(6)**	3	**-3.47%**	$8.90	$18,500	HSDE
Millwrights	308	298	**(10)**	6	**-3.25%**	$21.98	$45,710	HSDE
Musical Instrument Repairers and Tuners	31	30	**(1)**	1	**-3.23%**	$12.32	$25,620	PNDA
Printing Press Operators	728	706	**(22)**	14	**-3.02%**	$14.79	$30,750	HSDE
File Clerks	833	808	**(25)**	22	**-3.00%**	$11.70	$24,350	HSDE
Forest and Conservation Technicians	2,336	2,288	**(53)**	99	**-2.27%**	$15.06	$31,320	AD
Title Examiners, Abstractors, and Searchers	628	615	**(13)**	10	**-2.07%**	$19.72	$41,010	HSDE
Petroleum Pump System Operators, Refinery Operators, and Gaugers	49	48	**(1)**	2	**-2.04%**	$28.04	$58,310	HSDE
Data Entry Keyers	616	606	**(10)**	11	**-1.62%**	$12.84	$26,720	HSDE
Reporters and Correspondents	291	287	**(4)**	10	**-1.37%**	$12.48	$25,970	BD

*Annual Openings include openings due to growth and replacement needs

** See Table 4: Education Level

NA - Not Available

Source: Projections ~ 2010-2020 Idaho Department of Labor Occupation Projections

Source: Wages ~ Idaho Department of Labor 2011 Occupations Employment Statistics Program

TABLE 7: IDAHO HOT JOBS

The Hot Jobs order is determined by the average rank of the three criteria with the hottest jobs list

Rank	Occupational Title	2010	2020 Projected Employment	Net Change	Annual Openings*
1	Registered Nurses	11,527	16,188	4,661	675
2	Medical and Health Services Managers	1,523	1,978	455	83
3	Physical Therapists	1,029	1,453	424	54
4	Dental Hygienists	1,208	1,573	365	61
5	Pharmacists	1,404	1,726	322	68
6	Software Developers, Applications	1,306	1,697	391	53
7	Management Analysts	2,168	2,708	540	89
8	Physicians and Surgeons, All Other	989	1,211	222	42
9	Network and Computer Systems Administrators	1,094	1,406	312	49
10	Market Research Analysts and Marketing Specialists	1,052	1,479	427	71
11	Radiologic Technologists and Technicians	1,000	1,399	399	56
12	Family and General Practitioners	739	918	179	33
13	Physician Assistants	565	732	167	27
14	Licensed Practical and Licensed Vocational Nurses	2,839	3,609	770	153
15	Mechanical Engineers	1,158	1,370	212	58
16	Electrical Engineers	1,834	2,124	290	73
17	Computer Systems Analysts	959	1,174	215	40
18	Industrial Machinery Mechanics	1,274	1,630	356	60
19	Loan Officers	2,387	2,825	438	105
20	Elementary School Teachers, Except Special Education	6,960	8,160	1,200	273
21	Veterinarians	479	627	148	25
22	Human Resources, Training, and Labor Relations Specialists, All Other	1,253	1,552	299	51
23	Accountants and Auditors	3,704	4,269	565	136
23	Occupational Therapists	438	601	163	24
25	Cost Estimators	944	1,199	255	44
25	Insurance Sales Agents	1,351	1,765	414	72
27	Architectural and Engineering Managers	1,030	1,202	172	37
28	Automotive Service Technicians and Mechanics	3,421	4,196	775	166
29	Computer Support Specialists	3,663	4,400	737	170
30	Respiratory Therapists	424	634	210	29
31	Industrial Engineers	666	807	141	28
32	Training and Development Specialists	858	1,111	253	39
33	Construction Managers	2,702	3,112	410	59
34	Sales Managers	1,673	1,922	249	74
35	Administrative Services Managers	1,686	1,988	302	72
35	Nuclear Engineers	277	387	110	17
37	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,366	2,673	307	87
38	Information Security Analysts, Web Developers, and Computer Network Architects	1,232	1,477	245	42
39	Computer and Information Systems Managers	1,093	1,271	178	35
40	Computer Programmers	2,193	2,540	347	86
41	Electronics Engineers, Except Computer	563	680	117	26
41	Engineers, All Other	785	927	142	31
43	Industrial Production Managers	646	778	132	28
43	Logisticians	320	449	129	19
45	Farmers, Ranchers, and Other Agricultural Managers	2,476	2,824	348	83
46	Healthcare Social Workers	489	690	201	32
46	First-Line Supervisors of Construction Trades and Extraction Workers	3,091	3,565	474	118
48	Clinical, Counseling, and School Psychologists	1,050	1,263	213	54
49	Rehabilitation Counselors	2,128	2,592	464	92
50	Medical Assistants	2,360	3,085	725	108

TABLE 8a: TARGET INDUSTRY - ADVANCED MANUFACTURING INDUSTRIAL SECTORS

NAICS CODE	INDUSTRY TITLE
311	Food Manufacatauring
312	Beverage & Tobacco Product Manufacturing
313	Textile Mills
314	Textile Product Mills
315	Apparel Manufacturing
316	Leather & Allied Product Manufactuaring
321	Wood Product Manufacaturing
322	Paper Manufacturing
323	Printing & Related Support Activities
324	Petroleum & Coal Products Manufacturing
325	Chemical Manufacturing
326	Plastics & Rubber Products Manufacturing
327	Nonmetallic Mineral Product Manufacturing
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
334	Computer & Electronic Product Manufacturing
335	Electrical Equipment, Applicance & Componenet Manufacturing
336	Transportation Equipment Manufacturing
337	Furniture & Related Product Manufacturing
339	Miscellaneous Manufacturing

TABLE 8b: TARGET INDUSTRY - ADVANCED MANUFACTURING OCCUPATIONS

OCC CODE	OCCUPATION TITLE
17-2071	Electrical Engineers
17-2141	Mechanical Engineers
17-3023	Electrical and electronic engineering technicians
17-3029	Engineering technicians, except drafters, all other
17-2112	Industrial Engineers
17-3027	Mechanical engineering technicians
17-3013	Mechanical Drafters
17-3026	Industrial engineering technicians
19-2031	Chemists
17-2072	Electrical Engineers - except computers
17-3012	Electrical and Electronics Drafters
17-2131	Materials Engineers
19-4031	Chemical Technicians
17-2041	Chemical Engineers
19-2032	Materials Scientists
17-3021	Aerospace Engineering and Operations Technicians
51-1011	First-line supervisors/managers of production and operating workers
43-5071	Shipping, Receiving, and Traffic Clerks
53-7064	Packers and Packagers, Hand
49-9041	Industrial Machinery Mechanics
43-5061	Production, Planning, and Expediting Clerks
11-3051	Industrial Production Managers
49-9043	Maintenance Workers, Machinery
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment
51-2092	Team assemblers
51-4121	Welders, cutters, solderers, and brazers
51-9111	Packaging and filling machine operators and tenders
51-9199	Production workers, all other
51-9198	Helpers--Production workers
51-3092	Food batchmakers
51-3093	Food cooking machine operators and tenders
51-4041	Machinists
51-9061	Inspectors, testers, sorters, samplers, and weighers
51-7011	Cabinetmakers and bench carpenters
51-3011	Bakers
51-2022	Electrical and electronic equipment assemblers
53-7063	Machine Feeders and Offbearers
51-6031	Sewing machine operators
51-2099	Assemblers and fabricators, all other
51-7042	Woodworking machine setters, operators, and tenders, except sawing
51-4031	Cutting, punching, and press machine setters, operators, and tenders, metal and plastic
51-5023	Printing machine operators
51-6093	Upholsterers
51-9032	Cutting and slicing machine setters, operators, and tenders
51-2041	Structural metal fabricators and fitters
51-9071	Jewelers and precious stone and metal workers
49-9044	Millwrights

51-9012 Separating, filtering, clarifying, precipitating, and still machine setters, operators, and tenders
51-9023 Mixing and blending machine setters, operators, and tenders
51-9121 Coating, painting, and spraying machine setters, operators, and tenders
53-7011 Conveyor Operators and Tenders
51-9141 Semiconductor processors
51-9122 Painters, transportation equipment
51-2023 Electromechanical equipment assemblers
51-3023 Slaughterers and meat packers
51-4072 Molding, coremaking, and casting machine setters, operators, and tenders, metal and plastic
51-9196 Paper goods machine setters, operators, and tenders
51-9081 Dental laboratory technicians
51-2091 Fiberglass laminators and fabricators
51-9123 Painting, coating, and decorating workers
51-9021 Crushing, grinding, and polishing machine setters, operators, and tenders
51-7021 Furniture finishers
51-7099 Woodworkers, all other
51-4011 Computer-controlled machine tool operators, metal and plastic
51-4033 Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal and plastic
51-5022 Prepress technicians and workers
51-8091 Chemical plant and system operators
51-4081 Multiple machine tool setters, operators, and tenders, metal and plastic
51-9193 Cooling and freezing equipment operators and tenders
51-4021 Extruding and drawing machine setters, operators, and tenders, metal and plastic
51-9011 Chemical equipment operators and tenders
51-9195 Molders, shapers, and casters, except metal and plastic
51-3091 Food and tobacco roasting, baking, and drying machine operators and tenders
51-9083 Ophthalmic laboratory technicians
51-4194 Tool grinders, filers, and sharpeners
51-5011 Bindery workers
51-9051 Furnace, kiln, oven, drier, and kettle operators and tenders
51-5021 Job printers
51-9022 Grinding and polishing workers, hand
51-4122 Welding, soldering, and brazing machine setters, operators, and tenders
51-4193 Plating and coating machine setters, operators, and tenders, metal and plastic
51-2021 Coil winders, tapers, and finishers
51-4199 Metal workers and plastic workers, all other
51-9041 Extruding, forming, pressing, and compacting machine setters, operators, and tenders
51-4111 Tool and die makers
51-4035 Milling and planing machine setters, operators, and tenders, metal and plastic
51-9197 Tire builders
51-6041 Shoe and leather workers and repairers
51-9194 Etchers and engravers
51-4034 Lathe and turning machine tool setters, operators, and tenders, metal and plastic
51-4061 Model makers, metal and plastic
51-9191 Cementing and gluing machine operators and tenders
51-2031 Engine and other machine assemblers
51-4022 Forging machine setters, operators, and tenders, metal and plastic
51-6099 Textile, apparel, and furnishings workers, all other
51-4023 Rolling machine setters, operators, and tenders, metal and plastic
51-4052 Pourers and casters, metal
51-4071 Foundry mold and coremakers
51-9192 Cleaning, washing, and metal pickling equipment operators and tenders

51-4062 Patternmakers, metal and plastic
51-4192 Lay-out workers, metal and plastic
51-2011 Aircraft structure, surfaces, rigging, and systems assemblers
51-4191 Heat treating equipment setters, operators, and tenders, metal and plastic
51-9082 Medical appliance technicians
51-4051 Metal-refining furnace operators and tenders
51-4012 Numerical tool and process control programmers
51-6062 Textile cutting machine setters, operators, and tenders
51-7031 Model makers, wood
51-6091 Extruding and forming machine setters, operators, and tenders, synthetic and glass fibers
51-6092 Fabric and apparel patternmakers
51-5012 Bookbinders
51-7032 Patternmakers, wood
51-6064 Textile winding, twisting, and drawing out machine setters, operators, and tenders
51-2093 Timing device assemblers, adjusters, and calibrators
51-6042 Shoe machine operators and tenders
51-6061 Textile bleaching and dyeing machine operators and tenders
51-6063 Textile knitting and weaving machine setters, operators, and tenders

TABLE 9a: TARGET INDUSTRIES - HIGH TECH INDUSTRIAL SECTORS

NAICS CODE	INDUSTRY TITLE
1131	Timber Tract Operations
1132	Forest Nurseries and Gathering of Forest Products
2111	Oil and Gas Extraction
2211	Electric Power Generation, Transmission and Distribution
3241	Petroleum and Coal Products Manufacturing
3251	Basic Chemical Manufacturing
3252	Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing
3254	Pharmaceutical and Medicine Manufacturing
3255	Paint, Coating, and Adhesive Manufacturing
3259	Other Chemical Product and Preparation Manufacturing
3332	Industrial Machinery Manufacturing
3333	Commercial and Service Industry Machinery Manufacturing
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing
3339	Other General Purpose Machinery Manufacturing
3341	Computer and Peripheral Equipment Manufacturing
3342	Communications Equipment Manufacturing
3343	Audio and Video Equipment Manufacturing
3344	Semiconductor and Other Electronic Component Manufacturing
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
3346	Manufacturing and Reproducing Magnetic and Optical Media
3353	Electrical Equipment Manufacturing
3364	Aerospace Product and Parts Manufacturing
3369	Other Transportation Equipment Manufacturing
4234	Professional and Commercial Equipment and Supplies Wholesalers
4861	Pipeline Transportation of Crude Oil
4862	Pipeline Transportation of Natural Gas
4869	Other Pipeline Transportation
5112	Software Publishers
5171	Wired Telecommunications Carriers
5172	Wireless Telecommunications Carriers
5174	Satellite Telecommunications
5179	Other Telecommunications
5182	Data Processing and Related Services
51913	Internet Publishing & Broadcasting & Web Search Portals
5211	Monetary Authorities - Central Bank
5232	Securities and Commodity Exchanges
5413	Architectural, Engineering, and Related Services
5415	Computer Systems Design and Related Services
5416	Management, Scientific, and Technical Consulting Services
5417	Scientific Research and Development Services
5511	Management of Companies and Enterprises
5612	Facilities Support Services
8112	Electronic and Precision Equipment Repair and Maintenance

TABLE 9b: TARGET INDUSTRIES - HIGH TECH OCCUPATIONS

OCC CODE	OCCUPATION TITLE
11–3021	Computer and information systems managers
11–9041	Engineering managers
11–9121	Natural sciences managers
15–1011	Computer and information scientists, research
15–1021	Computer programmers
15–1031	Computer software engineers, applications
15–1032	Computer software engineers, systems software
15–1041	Computer support specialists
15–1051	Computer systems analysts
15–1061	Database administrators
15–1071	Network and computer systems administrators
15–1081	Network systems and data communications analysts
15–2011	Actuaries
15–2021	Mathematicians
15–2031	Operations research analysts
15–2041	Statisticians
15–2091	Mathematical technicians
17–2011	Aerospace engineers
17–2021	Agricultural engineers
17–2031	Biomedical engineers
17–2041	Chemical engineers
17–2051	Civil engineers
17–2061	Computer hardware engineers
17–2071	Electrical engineers
17–2072	Electronics engineers, except computer
17–2081	Environmental engineers
17–2111	Health and safety engineers, except mining safety engineers and inspectors
17–2112	Industrial engineers
17–2121	Marine engineers and naval architects
17–2131	Materials engineers
17–2141	Mechanical engineers
17–2151	Mining and geological engineers, including mining safety engineers
17–2161	Nuclear engineers
17–2171	Petroleum engineers
17–3011	Architectural and civil drafters
17–3012	Electrical and electronics drafters
17–3013	Mechanical drafters
17–3021	Aerospace engineering and operations technicians
17–3022	Civil engineering technicians
17–3023	Electrical and electronic engineering technicians
17–3024	Electromechanical technicians
17–3025	Environmental engineering technicians
17–3026	Industrial engineering technicians
17–3027	Mechanical engineering technicians
17–3031	Surveying and mapping technicians
19–1011	Animal scientists
19–1012	Food scientists and technologists
19–1013	Soil and plant scientists
19–1021	Biochemists and biophysicists
19–1022	Microbiologists

19–1023 Zoologists and wildlife biologists
19–1031 Conservation scientists
19–1032 Foresters
19–1041 Epidemiologists
19–1042 Medical scientists, except epidemiologists
19–2011 Astronomers
19–2012 Physicists
19–2021 Atmospheric and space scientists
19–2031 Chemists
19–2032 Materials scientists
19–2041 Environmental scientists and specialists, including health
19–2042 Geoscientists, except hydrologists and geographers
19–2043 Hydrologists
19–4011 Agricultural and food science technicians
19–4021 Biological technicians
19–4031 Chemical technicians
19–4041 Geological and petroleum technicians
19–4051 Nuclear technicians
19–4091 Environmental science and protection technicians, including health
19–4092 Forensic science technicians
19–4093 Forest and conservation technicians

TABLE 10a: TARGET INDUSTRIES - ENERGY INDUSTRIAL SECTORS

NAICS CODE	INDUSTRY TITLE
211111	Crude Petroleum and Natural Gas Extraction
211112	Natural Gas Liquid Extraction
212291	Uranium Radium Vanadium Ore Mining
213111	Drilling Oil and Gas Wells
213112	Support Activities for Oil and Gas Operations
213113	Support Activities for Coal Mining
213114	Support Activities for Metal Mining
221111	Hydroelectric Power Generation
221112	Fossil Fuel Electric Power Generation
221119	Other Electric Power Generation
221121	Electric Bulk Power Transmission and Control
221122	Electric Power Distribution
221210	Natural Gas Distribution
221330	Steam and Air Conditiioning Supply
237120	Oil and Gas Pipeline Construction
237130	Power and Communication System Construction
237990	All Other Heavy Construction
324110	Petroleum Refineries
325120	Industrial Gas Manufacturing
325193	Ethyl Alcohol Manufacturing
332420	Metal Tank (Heavy Gauge) Manufacturing
333131	Mining Machinery and Equipment Manufacturing
333132	Oil and Gas Field Machinery and Equipment Manufacturing
333414	Heating Equipment (except Warm Air Furnaces) Manufacturing
333611	Turbine and Turbine Generator Set Units Manufacturing
334519	Other Measuring and Controlling Device Manufacturing
335311	Power, Distribution, and Specialty Transformer Manufacturing
335312	Motor and Generator Manufacturing
335313	Switchgear and Switchboard Apparatus Manufacturing
335314	Relay and Industrial Control Manufacturing
335929	Other Communication and Energy Wire Manufacturing
335931	Current Carrying Wiring Device Manufacturing
335991	Carbon and Graphite Product Manufacturing
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing
541330	Engineering Services
541360	Geophysical Surveying and Mapping Services
541380	Testing Laboratories
541620	Environmental Consulting Services
541690	Other Scientific and Technical Consulting Services
541711	Research and Development in Biotechnology
541712	Research and Development in Physical, Engineering and Life Sciences

TABLE 10b: TARGET INDUSTRIES - ENERGY OCCUPATIONS

OCC CODE	OCCUPATION TITLE
11-3071	Transportation Managers
17-2041	Chemical Engineers
17-2051	Civil Engineers
17-2071	Electrical Engineers
17-2081	Environmental Engineers
17-2112	Industrial Engineers
17-2141	Mechanical Engineers
17-2161	Nuclear Engineers
17-3012	Electrical Drafters
17-3023	Electrical and Electronic Engineering Technicians
17-3027	Mechanical Engineering Technicians
17-3029	Engineering Technicians, Except Drafters, All Other
17-3031	Surveying and Mapping Technicians
19-1021	Biochemists and Biophysicists
19-2032	Materials Scientists
19-2041	Environmental Scientists and Specialists, Including Health
19-2042	Geoscientists, Except Hydrologists and Geographers
19-4031	Chemical Technicians
19-4041	Geophysical Data Technicians
19-4051	Nuclear Technicians
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
41-9031	Sales Engineers
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers
47-2011	Boilermakers
47-2031	Carpenters
47-2111	Electricians
47-2131	Insulation Workers, Floor, Ceiling, and Wall
47-2151	Pipelayers
47-2152	Plumbers, Pipefitters, and Steamfitters
47-3013	Helpers--Electricians
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters
47-4011	Construction and Building Inspectors
49-2092	Electric Motor, Power Tool, and Related Repairers
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles
49-2098	Security and Fire Alarm Systems Installers
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door
49-9031	Home Appliance Repairers
49-9041	Industrial Machinery Mechanics
49-9042	Maintenance and Repair Workers, General
49-9043	Maintenance Workers, Machinery
49-9044	Millwrights
49-9051	Electrical Power-Line Installers and Repairers
51-2022	Electrical and Electronic Equipment Assemblers
51-4041	Machinists
51-4121	Welders, Cutters, Solderers, and Brazers
51-8011	Nuclear Power Reactor Operators
51-8012	Power Distributors and Dispatchers
51-8013	Power Plant Operators
51-8092	Gas Plant Operators
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, & Tenders
53-1031	First-Line Supervisors/Managers of Transportation & Material-Moving Machine & Vehicle Operators
53-3032	Truck Drivers, Heavy and Tractor-Trailer
53-6031	Service Station Attendants
53-6051	Transportation Vehnicle, Equipment & System Inspectors, exc Aviation
53-7032	Excavating and Loading Machine and Dragline Operators
53-7071	Gas Compressor and Gas Pumping Station Operators

TABLE 11a: TARGET INDUSTRIES - HEALTH CARE INDUSTRIAL SECTORS

NAICS CODE	INDUSTRY TITLE
621	Ambulatory Health Care Services
622	Hospitals
623	Nursing and Residential Care Facilities

TABLE 11b: TARGET INDUSTRIES - HEALTH CARE OCCUPATIONS

OCC CODE	OCCUPATION TITLE
21-1011	Substance Abuse and Behavioral Disorder Counselors
21-1012	Educational, Guidance, School, and Vocational Counselors
21-1013	Marriage and Family Therapists
21-1014	Mental Health Counselors
21-1015	Rehabilitation Counselors
21-1019	Counselors, All Other
21-1021	Child, Family, and School Social Workers
21-1022	Healthcare Social Workers
21-1023	Mental Health and Substance Abuse Social Workers
21-1029	Social Workers, All Other
21-1091	Health Educators
21-1092	Probation Officers and Correctional Treatment Specialists
21-1093	Social and Human Service Assistants
21-1094	Community Health Workers**
21-1099	Community and Social Service Specialists, All Other
21-2011	Clergy
21-2021	Directors, Religious Activities and Education
21-2099	Religious Workers, All Other
29-1011	Chiropractors
29-1021	Dentists, General
29-1022	Oral and Maxillofacial Surgeons
29-1023	Orthodontists
29-1024	Prosthodontists
29-1029	Dentists, All Other Specialists
29-1031	Dietitians and Nutritionists
29-1041	Optometrists
29-1051	Pharmacists
29-1061	Anesthesiologists
29-1062	Family and General Practitioners
29-1063	Internists, General
29-1064	Obstetricians and Gynecologists
29-1065	Pediatricians, General
29-1066	Psychiatrists
29-1067	Surgeons
29-1069	Physicians and Surgeons, All Other
29-1071	Physician Assistants
29-1081	Podiatrists
29-1122	Occupational Therapists
29-1123	Physical Therapists
29-1124	Radiation Therapists
29-1125	Recreational Therapists
29-1126	Respiratory Therapists
29-1127	Speech-Language Pathologists
29-1128	Exercise Physiologists
29-1129	Therapists, All Other
29-1131	Veterinarians
29-1141	Registered Nurses
29-1151	Nurse Anesthetists
29-1161	Nurse Midwives
29-1171	Nurse Practitioners
29-1181	Audiologists

29-1199 Health Diagnosing and Treating Practitioners, All Other
29-2011 Medical and Clinical Laboratory Technologists
29-2012 Medical and Clinical Laboratory Technicians
29-2021 Dental Hygienists
29-2031 Cardiovascular Technologists and Technicians
29-2032 Diagnostic Medical Sonographers
29-2033 Nuclear Medicine Technologists
29-2034 Radiologic Technologists
29-2035 Magnetic Resonance Imaging Technologists
29-2041 Emergency Medical Technicians and Paramedics
29-2051 Dietetic Technicians
29-2052 Pharmacy Technicians
29-2053 Psychiatric Technicians
29-2054 Respiratory Therapy Technicians
29-2055 Surgical Technologists
29-2056 Veterinary Technologists and Technicians
29-2057 Ophthalmic Medical Technicians
29-2061 Licensed Practical and Licensed Vocational Nurses
29-2071 Medical Records and Health Information Technicians
29-2081 Opticians, Dispensing
29-2091 Orthotists and Prosthetists
29-2092 Hearing Aid Specialists
29-2099 Health Technologists and Technicians, All Other
29-9011 Occupational Health and Safety Specialists
29-9012 Occupational Health and Safety Technicians
29-9091 Athletic Trainers
29-9092 Genetic Counselors
29-9099 Healthcare Practitioners and Technical Workers, All Other
31-1011 Home Health Aides
31-1013 Psychiatric Aides
31-1014 Nursing Assistants
31-1015 Orderlies
31-2011 Occupational Therapy Assistants
31-2012 Occupational Therapy Aides
31-2021 Physical Therapist Assistants
31-2022 Physical Therapist Aides
31-9011 Massage Therapists
31-9091 Dental Assistants
31-9092 Medical Assistants
31-9093 Medical Equipment Preparers
31-9094 Medical Transcriptionists
31-9095 Pharmacy Aides
31-9096 Veterinary Assistants and Laboratory Animal Caretakers
31-9097 Phlebotomists
31-9099 Healthcare Support Workers, All Other

TABLE 12: TARGET INDUSTRIES - AEROSPACE INDUSTRIAL SECTORS

NAICS CODE	INDUSTRY TITLE
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
336411	Aircraft Manufacturing
336412	Aircraft Engine and Engine Parts Manufacturing
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing
481111	Scheduled Passenger Air Transportation
481112	Scheduled Freight Air Transportation
481211	Nonscheduled Chartered Passenger Air Transportation
481212	Nonscheduled Chartered Freight Air Transportation
481219	Other Nonscheduled Air Transportation
488111	Air Traffic Control
488119	Other Airport Operations
488190	Other Support Activities for Air Transportation
611512	Flight Training

TABLE 13: HOT JOBS FOR TARGET INDUSTRIES

Hot Job Ranking	High Demand Ranking	Occupational Title	2020 Projected Employment	Annual Openings*	Percent Change	Hot Jobs Wage	Education Level**
1	5	Registered Nurses - **HC**	16,188	675	40.44%	$28.24	AD
3	117	Physical Therapists - **HC**	1,453	54	41.21%	$34.28	DPD
4	106	Dental Hygienists - **HC**	1,573	61	30.22%	$34.11	AD
5	100	Pharmacists - **HC**	1,726	68	22.93%	$52.13	DPD
6	121	Software Developers, Applications - **HT** & **E**	1,697	53	29.94%	$30.83	BD
8	146	Physicians and Surgeons, All Other - **HC**	1,211	42	22.45%	$102.41	DPD
9	129	Network and Computer Systems Administrators - **HT**	1,406	49	28.52%	$29.76	BD
11	114	Radiologic Technologists and Technicians - **HC**	1,399	56	39.90%	$24.46	AD
12	172	Family and General Practitioners - **HC**	918	33	24.22%	$80.60	DPD
13	200	Physician Assistants - **HC**	732	27	29.56%	$42.96	MD
14	36	Licensed Practical and Licensed Vocational Nurses - **HC**	3,609	153	27.12%	$18.22	PNDA
15	111	Mechanical Engineers - **AM**, **HT** & **E**	1,370	58	18.81%	$39.05	BD
16	87	Electrical Engineers- **HT** & **E**	2,124	73	15.81%	$42.69	BD
17	149	Computer Systems Analysts - **HT**	1,174	40	22.42%	$29.20	BD
18	107	Industrial Machinery Mechanics - **AM**	1,630	60	27.94%	$21.11	HSDE
21	214	Veterinarians - **HC**	627	25	30.90%	$33.88	DPD
23	219	Occupational Therapists - **HC**	601	24	37.21%	$32.24	MD
27	159	Architectural & Engineering Managers - **HT** & **E**	1,202	37	16.70%	$56.12	BD
29	33	Computer Support Specialists - **HT**	4,400	170	20.12%	$18.65	SCND
30	185	Respiratory Therapists - **HC**	684	29	49.53%	$25.55	AD
31	191	Industrial Engineers - **AM**, **HT** & **E**	807	28	21.17%	$39.26	BD
33	110	Construction Managers - **E**	3,112	59	15.17%	$32.02	AD
35	270	Nuclear Engineers - **HT** & **E**	387	17	39.71%	$50.69	BD
38	143	Information Security Analysts, Web Developers, & Computer Network Architects - **HT**	1,477	42	19.89%	$26.76	BD
39	165	Computer & Information Systems Managers - **HT**	1,271	35	16.29%	$40.35	BD
40	70	Computer Programmers - **HT** & **E**	2,540	86	15.82%	$25.47	BD
41	210	Electronics Engineers, Exc Computer - **HT**	680	26	20.78%	$39.74	BD
41	182	Engineers, All Other - **E**	927	31	18.09%	$37.45	BD
43	193	Industrial Production Managers - **AM**	778	28	20.43%	$34.56	BD
50	51	Medical Assistants - **HC**	3,085	108	30.72%	$13.76	HSDE
51	289	Surgeons - **HC**	430	15	25.00%	$123.04	DPD
52	267	Diagnostic Medical Sonographers - **HC**	368	17	56.60%	$31.95	AD
60	122	Machinists - **AM** & **E**	1,542	53	24.15%	$17.95	HSDE
63	54	Welders, Cutters, Solderers, & Brazers - **AM** & **E**	2,451	100	23.73%	$15.32	HSDE
64	205	Medical & Clinical Laboratory Technologists - **HC**	727	26	22.80%	$26.98	BD
67	14	Nursing Aides, Orderlies, & Attendants - **HC**	9,470	309	29.35%	$10.89	PNDA
69	17	Home Health Aides - **HC**	6,056	289	66.51%	$9.04	LHS
70	250	Speech-Language Pathologists - **HC**	535	19	25.59%	$28.91	MD
73	61	Dental Assistants - **HC**	2,567	93	24.25%	$14.39	PNDA
80	171	Dentists, General - **HC**	938	34	13.01%	$90.37	DPD
85	97	Pharmacy Technicians - **HC**	1,997	70	27.52%	$14.11	HSDE

86	280	Environmental Engineers - **HT** & **E**	429	16	22.57%	$34.77	BD
86	334	Internists, General - **HC**	309	11	25.10%	$106.83	DPD
90	46	Electricians - **E**	3,469	120	11.58%	$23.10	HSDE
91	268	Architects, Except Landscape & Naval - **E**	496	17	21.27%	$32.79	BD
93	329	Database Administrators - **HT**	327	12	35.12%	$31.81	BD
99	209	Surgical Technologists - **HC**	678	26	33.20%	$18.47	PNDA
102	255	Physical Therapist Assistants - **HC**	409	18	49.27%	$21.43	AD
104	140	Emergency Medical Technicians and Paramedics - **HC**	1,124	44	32.08%	$14.67	PNDA
105	127	Medical Records & Health Information Technicians - **HC**	1,319	50	27.69%	$14.47	PNDA
116	325	Optometrists - **HC**	245	12	27.60%	$35.71	DPD
118	150	Electrical Power-Line Installers & Repairers - **E**	959	40	11.51%	$34.74	HSDE
119	64	Plumbers, Pipefitters & Steamfitters - **E**	2,387	90	14.21%	$18.72	HSDE
121	276	Operations Research Analysts - **HT** & **E**	399	17	19.10%	$32.71	BD
128	104	First-Line Supervisors of Production & Operating Workers - **AM**	2,922	64	11.36%	$21.97	PNDA
136	266	Dietitians & Nutritionists - **HC**	351	17	23.59%	$24.67	BD
138	231	Occupational Health & Safety Specialists - **HC**	502	22	16.20%	$29.78	BD
139	32	Maintenance & Repair Workers, General - **AM**	6,019	170	13.54%	$15.17	HSDE
141	176	Mobile Heavy Equipment Mechanics, Exc Engines - **E**	913	33	16.60%	$20.22	HSDE
143	220	Environmental Scientists & Specialists, Inc Health - **HT** & **E**	643	24	15.23%	$27.17	BD
146	45	Construction Laborers - **E**	6,158	122	14.67%	$13.88	LHS
147	133	Production, Planning & Expediting Clerks - **AM**	1,279	47	16.06%	$17.49	HSDE
150	389	Materials Engineers - **AM** & **HT**	182	8	23.81%	$43.06	BD
152	164	Purchasing Agents, Exc Wholesale, Retail & Farm Products - **AM**	1,012	36	12.82%	$23.98	HSDE
153	89	Operating Engineers & Other Construction Equipment Operators - **E**	2,299	72	11.49%	$19.01	HSDE
154	248	Mechanical Engineering Technicians - **AM**, **HT** & **E**	636	19	16.27%	$24.89	AD
154	189	Veterinary Technologists & Technicians - **HC**	675	29	46.10%	$12.57	AD
157	425	Obstetricians & Gynecologists - **HC**	183	6	23.65%	$125.96	DPD
159	196	Electrical & Electronics Engineering Technicians - **AM**, **HT** & **E**	966	27	12.98%	$24.55	AD
163	331	Health & Safety Engineers, Exc Mining Safety Engineers & Inspectors - **HT**	324	11	16.97%	$38.16	HSDE
165	38	Team Assemblers - **AM** & **E**	4,785	145	15.16%	$12.14	HSDE
169	246	Massage Therapists - **HC**	627	19	21.98%	$17.44	PNDA
170	426	Pediatricians, General - **HC**	161	6	22.90%	$77.96	DPD
172	265	Health Technologists & Technicians, All Other - **HC**	442	17	29.24%	$16.73	PNDA
176	403	Occupational Therapy Assistants - **HC**	142	7	47.92%	$27.04	AD
177	273	Computer-Controlled Machine Tool Operators, Metal & Plastic - **AM**	406	17	36.70%	$15.80	HSDE
183	271	Environmental Science & Protection Technicians, Inc Health - **HT** & **E**	329	17	21.40%	$21.80	AD
184	460	Anesthesiologists - **HC**	141	5	24.78%	$111.38	DPD
188	459	Psychiatrists - **HC**	125	5	26.26%	$75.83	DPD
193	244	Psychiatric Technicians - **HC**	465	19	37.98%	$13.85	PNDA
211	308	Chiropractors - **HC**	441	14	18.87%	$20.38	DPD

212	142	Inspectors, Testers, Sorters, Samplers & Weighers - **AM**	1,338	43	15.54%	$14.29	HSDE
214	241	Healthcare Support Workers, All Other - **HC**	609	20	26.88%	$13.25	HSDE
216	448	Chemical Engineers - **AM** & **HT**	124	5	22.77%	$45.83	BD
217	201	Electrical & Electronic Equipment Assemblers - **E**	919	27	21.56%	$12.18	HSDE
221	363	Surveyors - **E**	297	10	16.93%	$28.76	BD
225	202	Natural Sciences Managers - **HT** & **E**	449	27	2.98%	$40.64	BD
234	238	Physical Therapist Aides - **HC**	478	20	45.54%	$10.74	HSDE
235	431	Nuclear Technicians - **HT** & **E**	136	6	22.52%	$32.13	AD
242	422	Healthcare Practitioners & Technical Workers, All Other - **HC**	123	6	26.80%	$27.21	BD
247	315	Urban & Regional Planners - **E**	373	13	14.77%	$25.94	MD
248	307	Mechanical Drafters - **HT** & **E**	441	14	18.55%	$18.31	AD
250	372	Athletic Trainers - **HC**	198	9	29.41%	$19.13	BD
252	515	Radiation Therapists - **HC**	75	3	33.93%	$35.18	AD
269	351	Multiple Machine Tool Setters, Operators & Tenders, Metal & Plastic - **AM**	331	10	19.06%	$19.63	HSDE
272	299	Computer Occupations, All Other - **HT**	615	14	4.77%	$32.33	BD
274	290	Medical & Clinical Laboratory Technicians - **HC**	447	15	21.80%	$14.28	AD
274	319	Opticians, Dispensing - **HC**	345	13	30.19%	$13.23	HSDE
279	260	Civil Engineering Technicians - **HT** & **E**	667	18	9.52%	$22.64	AD
281	291	Zoologists & Wildlife Biologists - **HT**	622	15	4.19%	$30.39	BD
283	340	Medical Equipment Preparers - **HC**	309	11	30.93%	$13.42	HSDE
284	358	Hydrologists - **HT** & **E**	261	10	12.99%	$31.59	MD
291	55	Forest & Conservation Technicians - **HT** & **E**	2,283	99	-2.27%	$15.06	AD
297	427	Health Diagnosing & Treating Practitioners, All Other - **HC**	175	6	17.45%	$26.57	MD
304	392	Industrial Engineering Technicians - **AM**, **HT** & **E**	268	8	19.64%	$18.42	AD
305	292	Maintenance Workers, Machinery - **AM**	546	15	12.35%	$19.23	HSDE
309	301	Psychiatric Aides - **HC**	421	14	29.54%	$9.46	HSDE
310	435	Electromechanical Equipment Assemblers - **E**	215	6	26.47%	$17.15	HSDE
314	80	Shipping, Receiving, and Traffic Clerks - **AM**	2,980	80	1.85%	$12.39	HSDE
320	356	Chemists - **AM**, **HT** & **E**	265	10	7.29%	$36.31	BD
324	398	Geoscientists, Exc Hydrologists & Geographers - **HT** & **E**	199	7	11.80%	$34.87	BD
326	303	Surveying & Mapping Technicians - **HT** & **E**	508	14	10.43%	$20.62	HSDE
329	153	Packaging and Filling Machine Operators and Tenders - **AM**	2,209	39	1.33%	$14.51	HSDE
332	234	Medical Transcriptionists - **HC**	838	21	12.03%	$14.82	PNDA
336	456	Recreational Therapists - **HC**	105	5	23.53%	$21.19	BD
339	348	Power Plant Operators - **E**	255	10	8.97%	$31.65	HSDE
340	167	Helpers--Production Workers - **AM**	1,429	35	10.78%	$11.34	LHS
343	493	Electrical & Electronics Repairers, Powerhouse, Substation & Relay - **E**	111	4	15.63%	$35.31	PNDA
344	449	Forensic Science Technicians - **HT**	91	5	21.33%	$23.22	BD
360	376	Chemical Technicians - **AM**, **HT** & **E**	288	8	16.13%	$17.94	AD
366	442	Conservation Scientists - **HT**	338	6	7.99%	$30.35	BD
373	387	Engineering Technicians, Exc Drafters, All Other - **E**	270	8	11.11%	$24.23	AD
375	518	Respiratory Therapy Technicians - **HC**	98	3	22.50%	$21.42	AD
381	421	Welding, Soldering & Brazing Machine Setters, Operators & Tenders - **AM**	156	6	20.93%	$16.97	HSDE
390	439	Physical Scientists, All Other - **E**	163	6	6.54%	$43.27	BD

391	**436**	Electrical and Electronics Drafters - **HT** & **E**	228	6	10.68%	$27.01	AD
393	**317**	Meter Readers, Utilities - **E**	371	13	7.54%	$20.06	HSDE
398	**514**	Computer Numerically Controlled Machine Tool Programmers, Metal & Plastic - **AM**	73	3	32.73%	$17.74	HSDE
408	**204**	Biological Technicians - **HT** & **E**	747	26	3.03%	$14.31	BD
416	**474**	Statisticians - **HT**	52	4	15.56%	$27.61	MD
421	**380**	Food Scientists & Technologists - **HT**	169	8	4.97%	$27.75	BD
423	**347**	Architectural & Civil Drafters - **HT** & **E**	467	10	1.30%	$19.75	AD
424	**528**	Therapists, all other - **HC**	44	2	18.92%	$25.13	MD
427	**413**	Soil & Plant Scientists - **HT**	150	7	4.90%	$30.99	BD
432	**558**	Oral & Maxillofacial Surgeons - **HC**	39	1	14.71%	$107.68	DPD
440	**546**	Mining & Geological Engineers, Inc Mining Safety Engineers - **HT**	72	2	12.50%	$39.59	BD
446	**450**	Foresters - **HT**	311	5	3.67%	$24.43	BD
454	**390**	Cutting, Punching & Press Machine Setters, Operators & Tenders, Metal & Plastic - **AM**	597	8	7.76%	$15.62	HSDE
461	**298**	Agricultural & Food Science Technicians - **HT**	401	14	3.08%	$15.37	AD
461	**256**	Weighers, Measurers, Checkers 7 Samplers, Recordkeeping - **AM**	406	18	11.23%	$10.50	HSDE
464	**542**	Plating & Coating Machine Setters, Operators & Tenders, Metal & Plastic - **AM**	53	2	20.45%	$18.57	HSDE
468	**537**	Atmospheric & Space Scientists - **HT**	87	2	7.41%	$44.59	BD
469	**523**	Dietetic Technicians - **HC**	90	3	34.33%	$11.50	HSDE
472	**524**	Orthodontists- **HC**	67	2	8.06%	$49.60	DPD
478	**438**	Millwrights - AM	298	6	-3.25%	$21.98	HSDE
485	**483**	Occupational Therapy Aides - **HC**	111	4	33.73%	$8.54	HSDE
491	**471**	Grinding, Lapping, Polishing, & Buffing Machine Tool Setters, Operators, & Tenders, Metal & Plastic - **AM**	115	4	18.56%	$12.78	HSDE
498	**501**	Environmental Engineering Technicians - **AM**, **HT** & **E**	91	3	10.98%	$21.22	AD
505	**507**	Electrical & Electronics Repairers, Commercial & Industrial Equipment - **AM**	128	3	3.23%	$24.23	PNDA
510	**484**	Pharmacy Aides - **HC**	141	4	15.57%	$12.35	HSDE
513	**407**	Veterinary Assistants & Laboratory Animal Caretakers - **HC**	321	7	11.46%	$9.51	HSDE
521	**556**	Dentists, All Other Specialists - **HC**	37	1	-7.50%	$49.09	DPD
526	**553**	Occupational Health & Safety Technicians - **HC**	39	1	14.71%	$17.37	HSDE
551	**550**	Lathe & Turning Machine Tool Setters, Operators & Tenders, Metal & Plastic - **AM**	35	1	6.06%	$16.06	HSDE
559	**554**	Milling & Planing Machine Setters, Operators & Tenders, Metal & Plastic - **AM**	74	1	4.23%	$12.55	HSDE

E-Energy AM - Advanced Manufacturing HC Healthcare HT High Tech

*Annual Openings include openings due to growth and replacement needs

** See Table 4: Education Level

Source: Projections ~ 2010-2020 Idaho Department of Labor Occupation Projections

Source: Wages ~ Idaho Department of Labor 2011 Occupations Employment Statistics Program

TABLE 14: UI-CLAIMANT CHARACTERISTICS

	2007	2008	2009	2010	2011	2011% of Total
Gender of the Insured Unemployed						
Male	39,999	60,951	72,716	61,323	54,568	65.58%
Female	20,234	29,762	37,985	34,669	28,638	34.42%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**
Ethnicity of the Insured Unemployed						
Hispanic/Latino	8,321	10,738	14,220	13,069	12,047	14.48%
Non-Hispanic/Latino	45,744	69,026	94,323	80,983	70,092	84.24%
INA*	6,168	10,949	2,158	1,940	1,067	1.28%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**
Race of the Insured Unemployed						
Native American	1,186	1,384	1,699	1,485	1,293	1.55%
Asian	507	649	1,035	731	584	0.70%
African American	263	407	653	563	464	0.56%
Pacific Islander	138	214	331	250	210	0.25%
White	42,731	64,107	90,152	77,239	65,618	78.86%
INA*	15,408	23,952	16,831	15,724	15,037	18.07%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**
Age of the Insured Unemployed						
<22	2,241	3,621	4,680	3,516	2,962	3.56%
22-24	3,826	5,874	7,471	6,525	5,514	6.63%
25-34	13,309	20,521	26,923	23,426	21,122	25.39%
35-44	12,683	18,087	22,864	19,503	17,827	21.43%
45-54	13,533	18,845	23,795	20,449	19,017	22.86%
55-59	4,828	6,779	8,805	7,962	7,898	9.49%
60-64	2,872	4,007	5,403	5,073	4,983	5.99%
>=65	1,886	2,523	3,199	3,048	3,023	3.63%
INA*	5,055	10,456	7,561	6,495	860	1.03%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**
Industry of the Insured Unemployed						
11-Agriculture & Forestry	3,634	3,970	4,644	4,548	4,097	4.92%
21-Mining	417	706	887	610	573	0.69%
22-Utilities	161	176	228	236	209	0.25%
23-Construction	12,236	18,992	23,914	20,100	15,619	18.77%
31-33 Manufacturing	9,914	14,704	20,793	13,703	10,609	12.75%
42-Wholesale Trade	1,880	2,736	4,269	3,502	3,010	3.62%
44-45-Retail Trade	4,394	7,166	10,798	9,041	7,604	9.14%
48-49 Transportation & Warehousing	2,143	2,820	3,783	3,605	3,071	3.69%
51-Information	568	869	1,443	1,094	899	1.08%
52-Finance & Insurance	1,048	1,597	1,954	1,639	1,394	1.68%
53-Real Estate & Rental & Leasing	524	973	1,350	1,103	847	1.02%
54-Professional, Scientific, & Technical Services	1,782	2,982	4,165	3,613	3,156	3.79%
55-Management of Companies & Enterprises	59	104	185	193	192	0.23%
56-Admintrative& Support & Waste Management	4,668	6,874	10,251	9,729	8,964	10.77%
61-Educational Services	577	759	1,295	1,552	1,455	1.75%
62-Health Care & Social Assistance	2,561	3,276	5,860	5,641	5,692	6.84%
71-Arts, Entertainment & Recreation	836	1,228	1,706	1,688	1,574	1.89%
72-Accommodation & Food Services	2,212	3,487	5,551	5,527	4,932	5.93%
81-Other Services (ex Public Administration)	964	1,498	2,276	2,156	1,830	2.20%
92-Public Administration	1,277	1,361	1,984	2,207	1,984	2.38%

INA*	8,378	14,435	3,865	4,505	5,495	6.60%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**
Occupations of the insured unemployed						
11-Management	2,544	3,828	5,679	4,567	3,726	4.48%
13-Business Financial	958	1,511	2,312	1,817	1,454	1.75%
15-Computer Math	560	1,049	1,637	1,179	817	0.98%
17-Architect & Engineer	696	1,437	2,540	1,488	993	1.19%
19-Life Physical Social	328	420	564	509	461	0.55%
21-Community & Social Services	313	389	578	589	577	0.69%
23-Legal	97	149	173	152	139	0.17%
25-Education Training & Library	792	903	1,345	1,412	1,404	1.69%
27-Art Design, Entertainment, Sports & Media	303	577	946	740	590	0.71%
29-Healthcare Practice & Technician	414	525	938	969	982	1.18%
31-Healthcare Support	651	922	1,580	1,740	1,721	2.07%
33-Protective Services	927	1,048	1,295	1,298	1,338	1.61%
35-Food Preparation & Related	2,310	3,544	5,367	5,594	5,092	6.12%
37-Building & Grounds Cleaning & Maintenance	2,047	2,794	3,941	3,658	3,307	3.97%
39-Personal Care & Services	634	958	1,536	1,584	1,563	1.88%
41-Sales & related	2,574	4,189	6,753	5,795	4,956	5.96%
43-Office & Administrative Support	4,697	7,249	10,654	9,537	7,961	9.57%
45-Farming, Fishing & Forestry	5,254	5,869	6,944	6,927	6,582	7.91%
47-Construction & Extraction	11,552	17,466	21,751	17,686	13,917	16.73%
49-Install, Maintenance & Repair	2,378	4,137	6,030	4,802	3,832	4.61%
51-Production	6,985	9,953	14,184	10,003	8,067	9.70%
53-Transportation & Materials Moving	6,318	8,887	11,149	9,151	7,615	9.15%
55-Military Specific	59	64	68	64	73	0.09%
INA*	6,842	12,845	2,737	4,731	6,039	7.26%
Total	**60,233**	**90,713**	**110,701**	**95,992**	**83,206**	**100.00%**

* Information Not Available

TABLE 15a: IDAHO INDIAN RESERVATIONS - POPULATION & RACE/ETHNICITY

Subject	Coeur d'Alene Reservation, ID	Duck Valley Reservation, NV--ID	Fort Hall Reservation and Off-Reservation Trust Land, ID	Kootenai Reservation and Off-Reservation Trust Land, ID	Nez Perce Reservation, ID	Total All Reservations
SEX AND AGE						
Total population	**6,916**	**1,263**	**5,351**	**80**	**18,677**	**32,287**
Male	3,510	722	2,440	37	9,685	16,394
Female	3,406	541	2,911	43	8,992	15,893
Under 5 years	384	110	472	0	981	1,947
5 to 9 years	419	133	416	15	1,095	2,078
10 to 14 years	502	52	351	16	1,216	2,137
15 to 19 years	440	153	467	5	1,103	2,168
20 to 24 years	340	66	244	0	927	1,577
25 to 34 years	441	140	504	9	1,747	2,841
35 to 44 years	675	165	727	15	2,249	3,831
45 to 54 years	1,244	147	652	20	2,759	4,822
55 to 59 years	688	43	404	0	1,703	2,838
60 to 64 years	584	75	367	0	1,201	2,227
65 to 74 years	832	116	540	0	2,048	3,536
75 to 84 years	311	58	146	0	1,276	1,791
85 years and over	56	5	61	0	372	494
Median age (years)	**47.5**	**34.2**	**37.1**	**32.4**	**45.1**	
18 years and over	5,292	859	3,885	44	14,584	24,664
21 years and over	5,096	799	3,580	44	14,065	23,584
62 years and over	1,566	236	974	0	4,384	7,160
65 years and over	1,199	179	747	0	3,696	5,821
18 years and over	5,292	859	3,885	44	14,584	24,664
Male	2,648	484	1,857	22	7,667	12,678
Female	2,644	375	2,028	22	6,917	11,986
65 years and over	1,199	179	747	0	3,696	5,821
Male	628	91	320	0	1,910	2,949
Female	571	88	427	0	1,786	2,872
RACE						
One race	6,608	1,239	5,088	52	18,123	31,110
Two or more races	308	24	263	28	554	1,177
One race	6,608	1,239	5,088	52	18,123	31,110
White	5,419	156	1,806	13	15,843	23,237
Black or African American	29	30	0	0	59	118
American Indian & Alaska Native	1,099	1,034	3,258	39	2,007	7,437
Sioux tribal grouping	12	11	0	0	29	52
Asian	21	17	0	0	116	154
Other Asian	0	0	0	0	14	14
Native Hawaiian and Other Pacific Islander	16	2	0	0	17	35
Other Pacific Islander	0	2	0	0	0	2
Two or more races	308	24	263	28	554	1,177
White and American Indian and Alaska Native	266	16	115	28	458	883
HISPANIC OR LATINO AND RACE						
Hispanic or Latino (of any race)	165	79	563	0	450	1,257
Other Hispanic or Latino	16	4	15	0	46	81

2006-2010 American Community Survey 5-Year Estimates

TABLE 15b: IDAHO INDIAN RESERVATIONS - ECONOMIC, EDUCATION & VETERANS DATA

Subject	Coeur d'Alene Reservation, ID	Duck Valley Reservation, NV--ID	Fort Hall Reservation and Off-Reservation Trust Land, ID	Kootenai Reservation and Off-Reservation Trust Land, ID	Nez Perce Reservation, ID	Total All Reservations
EMPLOYMENT STATUS						
Population 16 years and over	**5,518**	**944**	**4,001**	**49**	**15,066**	**25,578**
In labor force	3,187	455	2,193	22	8,167	14,024
Civilian labor force	3,187	455	2,193	22	8,153	14,010
Employed	2,975	399	1,902	22	7,341	12,639
Unemployed	212	56	291	0	812	1,371
Armed Forces	0	0	0	0	14	14
Not in labor force	2,331	489	1,808	27	6,899	11,554
Percent Unemployed	6.7%	12.3%	13.3%	0.0%	10.0%	9.8%
Females 16 years and over	**2,728**	**397**	**2,081**	**27**	**7,129**	**12,362**
In labor force	1,441	208	1,039	6	3,640	6,334
Civilian labor force	1,441	208	1,039	6	3,640	6,334
Employed	1,375	187	945	6	3,308	5,821
OCCUPATION						
Civilian employed population 16 years & over	2,975	399	1,902	22	7,341	12,639
Management, business, science, and arts	850	188	627	0	2,098	3,763
Service	609	108	360	7	1,500	2,584
Sales and office	588	51	319	6	1,390	2,354
Natural resources, construction, and maintenance	526	38	226	9	1,231	2,030
Production, transportation, and material moving	402	14	370	0	1,122	1,908
INDUSTRY						
Civilian employed population 16 years & over	2,975	399	1,902	22	7,341	12,639
Agriculture, forestry, fishing and hunting, & mining	274	42	177	9	1,143	1,645
Construction	285	0	133	0	643	1,061
Manufacturing	225	0	162	0	694	1,081
Wholesale trade	56	0	19	0	127	202
Retail trade	284	19	94	0	642	1,039
Transportation & warehousing, & utilities	131	22	181	0	375	709
Information	30	0	0	0	89	119
Finance & insurance, & real estate & rental & leasing	62	27	85	0	257	431
Professional, scientific, & management, & administrative & waste management services	185	13	70	0	268	536
Educational services, & health care & social	670	132	473	0	1,544	2,819
Arts, entertainment, & recreation, & accommodation & food services	393	16	197	7	692	1,305
Other services, except public administration	171	7	29	0	227	434
Public administration	209	121	282	6	640	1,258
CLASS OF WORKER						
Civilian employed population 16 years & over	2,975	399	1,902	22	7,341	12,639
Private wage and salary workers	2,115	71	1,034	7	4,429	7,656
Government workers	511	304	730	15	2,050	3,610
Self-employed in own not incorporated business workers	337	24	138	0	842	1,341
Unpaid family workers	12	0	0	0	20	32
EDUCATIONAL ATTAINMENT						
Population 25 years & over	4,831	749	3,401	44	13,355	22,380
Less than 9th grade	80	37	200	0	612	929
9th to 12th grade, no diploma	403	103	497	23	1,106	2,132
High school graduate (includes equivalency)	1,783	313	1,110	21	5,347	8,574
Some college, no degree	1,240	176	937	0	3,413	5,766
Associate's degree	432	43	206	0	1,176	1,857
Bachelor's degree	547	51	330	0	1,251	2,179
Graduate or professional degree	346	26	121	0	450	943
VETERAN STATUS						
Civilian population 18 years & over	5,292	859	3,885	44	14,570	24,650
Civilian veterans	902	107	324	0	2,323	3,656

2006-2010 American Community Survey 5-Year Estimates

TABLE 16: IDAHO'S POPULATION WITH A DISABILITY

	Total Civilian Noninstitutionalized Population	With a Disability
Population Age 16 and Over	**1,167,974**	**178,931**
EMPLOYMENT STATUS		
Employed	681,907	46,426
Not in Labor Force	486,067	132,505
CLASS OF WORKER		
Private for-profit wage & salary workers	480,063	32,034
Employee of private company workers	450,059	30,873
Self-employed in own incorporated business workers	30,004	1,161
Private not-for-profit wage & salary workers	43,642	2,786
Local government workers	50,461	2,878
State government workers	34,777	2,832
Federal government workers	20,457	1,300
Self-employed in own not incorporated business workers	51,143	4,457
Unpaid family workers	1,364	139
OCCUPATION		
Management, business, science, & arts occupations	229,121	11,653
Service occupations	122,061	11,049
Sales & office occupations	166,385	9,749
Natural resources, construction, & maintenance occupations	81,829	5,664
Production, transportation, & material moving occupations	82,511	8,310
INDUSTRY		
Agriculture, forestry, fishing & hunting, & mining	36,823	2,878
Construction	46,370	2,786
Manufacturing	68,191	4,225
Wholesale trade	19,093	1,625
Retail trade	85,920	7,753
Transportation & warehousing, & utilities	32,732	2,878
Information	11,592	418
Finance & insurance, & real estate & rental & leasing	39,551	1,764
Professional, scientific & management, & administrative & waste management services	70,918	3,993
Educational services & health care & social assistance	147,292	9,007
Arts, entertainment, & recreation, & accommodation and food services	59,326	4,782
Other services (except public administration)	27,958	2,136
Public administration	36,141	2,228
EDUCATIONAL ATTAINMENT		
Population Age 25 and Over	**971,300**	**167,671**
Less than high school graduate	111,700	33,702
High school graduate, GED, or alternative	275,849	59,188
Some college or associate's degree	343,840	52,984
Bachelor's degree or higher	239,911	21,797

Source: 2010 America Community Survey 1-years estimates

TABLE 17: IDAHO'S VETERANS

Civilian population 18 years and over	**130,011**
PERIOD OF SERVICE	
Gulf War (9/2001 or later) veterans	11,831
Gulf War (8/1990 to 8/2001) veterans	20,412
Vietnam era veterans	46,284
Korean War veterans	16,251
World War II veterans	13,911
SEX	
Male	121,170
Female	8,841
AGE	
18 to 34 years	11,051
35 to 54 years	34,713
55 to 64 years	33,543
65 to 74 years	25,222
75 years and over	25,612
RACE AND HISPANIC OR LATINO ORIGIN	
One race	128,113
White	125,071
Black or African American	650
American Indian and Alaska Native	1,170
Asian	390
Native Hawaiian and Other Pacific Islander	130
Some other race	650
Two or more races	2,080
Hispanic or Latino (of any race)	3,640
White alone, not Hispanic or Latino	122,470
EDUCATIONAL ATTAINMENT	
Civilian population 25 years and over	127,689
Less than high school graduate	10,470
High school graduate (includes equivalency)	36,647
Some college or associate's degree	50,693
Bachelor's degree or higher	30,007
EMPLOYMENT STATUS	
Civilian population 18 to 64 years	79,239
Labor force participation rate	76.00%
Civilian labor force 18 to 64 years	60,210
Unemployment rate	7.30%

Source: 2006-2010 America Community Survey 5-year estimates
**Totals may not add due to rounding and margin of error

TABLE 18: WAGE & INCOME DATA

AreaName	Average Wage Per Job 2010	% of US	Rank	2011 OES Wage Median	Average	% of US	% of US	Per Capita Income 2010	% of US	Rank
United States	$47,046	100.0%		$16.57	$21.74			$39,937	100.0%	
Idaho	**$35,819**	**76.1%**	**48**	**$14.51**	**$18.52**	**87.6%**	**85.2%**	**$31,897**	**79.9%**	**50**
Montana	$34,764	73.9%	50	$14.13	$17.71	85.3%	81.5%	$35,053	87.8%	36
Nevada	$43,775	93.0%	22	$15.70	$20.13	94.7%	92.6%	$36,938	92.5%	30
Oregon	$42,153	89.6%	29	$16.90	$21.29	102.0%	97.9%	$36,317	90.9%	33
Utah	$40,219	85.5%	33	$15.41	$19.69	93.0%	90.6%	$32,517	81.4%	46
Washington	$49,354	104.9%	11	$19.30	$24.17	116.5%	111.2%	$42,589	106.6%	13
Wyoming	$42,768	90.9%	25	$17.37	$20.44	104.8%	94.0%	$44,961	112.6%	7

SourceS: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

Bureau of Economic Analysis

December 2011

Occupation & Employment Survey

Bureau of Labor Statistics