

## **Subject: Veterans Priority**

On page 105 under the question describing the role of the LVER/DVOP please note in the second paragraph that the please note that the LVER/DVOP grant is now the Jobs for Veterans grant. That is just a minor point for accuracy.

On page 110 under the question concerning priority of service for veterans pursuant to the Jobs for Veterans Act (JVA) the order of priority is not current. Under the JVA the priority order is 1) Special Disabled Veterans 2) other disabled veterans 3) other eligible veterans and eligible persons in accordance with priorities set by the Secretary.

In the JVA FY 2005-2009 application guidance the other priorities are, in order: 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.

Please consider these changes for consistency across plans. Otherwise, thank you for your on-going support and consideration of veterans. I was pleased to note recently that in WIA performance reporting the ratio of veterans in the dislocated worker program was greater than their incidence in population or even their registration in the ES system.

Thanks!!

Dale Langford  
Director/Veterans Employment and Training/Idaho

## **Subject: Workforce Changes**

Dear Governor Kempthorne:

We understand you are about to make a decision on workforce training that will have far reaching implications for our State.

You have before you two, somewhat similar plans but we believe the choice you make will have far different outcomes. Its the outcome that we as local government representatives are acutely concerned with and we assume it is important to you also as you reach a decision that will fit the monies available to run the program.

The alternative plan submitted by a consortium of interested development committees is clearly superior when one looks at the decentralization that it maintains. We all have the responsibility of providing our constituents with the best decision possible and its commonly accepted that the decision process that is closer to those affected is usually the best. You have been a champion of this concept for much of your service career and if you give it the consideration it deserves, we believe you will agree with us that the alternative plan will do all that the other option will and additionally maintains the regional control that local government constantly strives to improve.

Thank you for accepting this input that we offer in a spirit of helping you make the best decision for the people of Idaho.

Sincerely,

For the Board of Blaine County Commissioners

Dennis Wright  
Commissioner

**Subject: State Draft**

Dear Council,

I have reviewed the councils draft strategic plan and I like it much better than the Govenors plan. I endorse the proposed council recommendations and hope the Governor supports the councils recommendations also.

Thank you,

Don Bartling,

Region 1 WIF Council member.

**Subject: Work Force Development**

Dear Govenor Kimpthorn,

I support the alternative state plan 5-12-05. Top down managment has never worked. We republicans have always beleved in local control.

Thanks,

Gary Grindstaff

**Subject: Job Training Boards**

I support your plan to eliminate the six regional job training boards, mentioned in an Idaho Statesman article today in the Local Section.

I applaud you for trying to eliminate a layer of government. It's clear from the article that the board members want to maintain control of the federal funds and how they are spent. It's about power, isn't it?

I'd like to see your office move the funds to the industry level, instead of the business level. At the present level, it is too easy to view this as cronyism. Whereas, at the industry level, you could tie this position in with your broad policy of aiding big businesses to locate here and pay high wages.

You are showing good leadership in this.

Sincerely,  
Marianne Ash

## **Subject: Strategic Plan**

Dear Cheryl,

I attended the presentation today in Coeur d'Alene by Dwight and his colleagues regarding the strategic two year workforce investment plan draft that is due at the end of the month. I have to say that I was very disappointed in the attitude and stance that this group took toward local, public input into the plan. It appeared to me that, despite the opportunity they were giving to provide local input, the plan was not going to change.

Not a single attendee (other than the presenters) spoke in favor of dissolving the local workforce boards and their staff. Not only was the audience against this concept, they were also very concerned about the fact that there was no plan in place to provide alternative means for local input to the state workforce development council. It seems all that the plan developers did is react to the diminished funding levels and deadline for plan submission by creating a plan that may look good on paper, but has not been well thought out. The audience was very concerned that many of the details of how the new plan will work are not yet in place. Thus, there is no guarantee that the needs of workforce and economic development in north Idaho will be addressed.

I urge you to reconsider the plan to dissolve administration of the local workforce boards. The North Idaho Workforce Investment Board has been a key entity in economic development in our area. Loss of this board will lead to loss of leadership and innovation in our local workforce development system. North Idaho needs to have a local workforce development system that is broad, diverse, and responsive to local needs. This can't be achieved by one council in Boise. I urge you to consider alternative ways of adjusting to diminished funding levels.

Thank you for your consideration.

Sincerely,

Marie Price  
Program Developer  
Goodwill Industries of the Inland Northwest  
1212 N. 4th St.  
Coeur d'Alene, ID 83814

Goodwill Industries of the Inland Northwest helps people build independence through training, education and employment.

**Subject: Public Comment**

**North Idaho Workforce Investment Board  
Comments on Draft State Plan**

After a cursory review of the draft state plan available for public comment on Friday, May 6, we would like to submit the following comments for consideration by the State Workforce Development Council at their May 11 meeting. Given further time to review the plan in depth, we reserve the right to submit additional comments for inclusion in the final plan.

**Plan Development Process**

A “Plan Development Process” is required to be included in the plan. Your draft plan states this section will be included in the final plan. How can we comment on this section during the public comment period when it has been omitted? Specifically, we would like to see the description for part (1) (a) *a discussion of the involvement of the Governor and the State Board in the development of the plan*, and (1) (b) *a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan*.

No collaboration occurred between the State Board and members of economic development, education, the business community, or any other interested parties in Region I in the development of the state plan.

**Section III. B. 2.**

On Page 11 of 135, your draft plan states: *“In developing the state’s plan, opportunities for input and consultation were made available throughout the process for the Governor, local elected officials, legislators and other participating entities and interested parties.”*

Prior to publishing the draft state plan, posted on the web on May 6, 2005, no opportunities for input or consultation were made available in Region I to local elected officials, legislators, and other participating entities and interested parties.

**Section V. J. 2. a.**

Why is Subpart C (Local Governance Provisions) section 661.300(f) cited in seeking a waiver? Section (f) of 661.300 describes board governance for a single workforce investment area state. Idaho has six regional boards, one a mandatory designation, and the remaining five were granted designation upon implementation of the Workforce Investment Act.

Waivers are outlined in Subpart D (Waivers and Work-flex Waivers) in sections 661.400-661.420 of Federal Register Vol. 65, No. 156. The purpose, conditions, and requirements for seeking a waiver have not been met.

It seems that “reduction in funding” is key to your request for a waiver. No input was sought from your regional WIBs on other ways the decline in funding could be addressed. Eliminating local boards that bring in millions in additional grant, foundation and local government funds would seem to be the most contradictory means of addressing the shortage of training dollars.

Why was only one option—eliminating all of your local WIBs—considered as a means of dealing with Idaho’s reduced allocation?

### **Section V. J. 2. c. 1)**

The \$1.3 million estimated savings by eliminating local boards needs to be documented. These figures do not reflect contracts or Idaho management information system figures. Many of the functions of our local board staff would have to be performed by state staff with the added cost of travel.

### **Section V. J. 2. e.**

This paragraph states, *“The Chairs of the Local Elected Official organizations and the Local Workforce Investment Boards and their executive staff received letters from the Governor announcing this change. Each individual also received a personal call in advance of the letter to advise them of this change and offer an opportunity to comment on the proposal.”*

The “personal call” to each of the regions received in advance of the letter was actually a prepared written statement read by Roger Madsen. At the conclusion of the statement, Mr. Madsen asked if anyone had any comments. A total of **3 minutes** was allotted by Mr. Madsen for such comment.

### **Section VIII. G. 5.**

This section describes awarding grants and contracts for WIA activities. It is noted that *“With the functioning of the state as a single state area, WIA funds may be awarded to state agencies for delivery of local services without regard to competition based upon the recommendation by the Idaho Workforce Development Council.”*

Your primary basis for seeking a waiver is Idaho’s decreasing allocation of funds and a “bleak financial outlook.” If this is the case, why would funds be awarded to state agencies “without regard to competition”? Where is the incentive to keep costs down if there is no competition?

### **Section VIII. G. 6.**

This section states, *“Upon the recommendation of the Idaho Workforce Development Council, Idaho Commerce and Labor and other state agencies may deliver youth services in the one stop system without regard to competition.”*

Your primary basis for seeking a waiver is Idaho’s decreasing allocation of funds and a “bleak financial outlook.” If this is the case, why would funds be awarded to Idaho Commerce and Labor and other state agencies “without regard to competition”? Where is the incentive to keep costs down if competition is not required?

### **Section X. C.**

Why is Subpart C (Local Governance Provisions) section 661.300(f) cited in seeking a waiver? Section (f) of 661.300 describes board governance for a single workforce investment area state. Idaho has six regional boards, one a mandatory designation, and the remaining five were granted designation upon implementation of the Workforce Investment Act.

Waivers are outlined in Subpart D (Waivers and Work-flex Waivers) in sections 661.400-661.420 of Federal Register Vol. 65, No. 156. The purpose, conditions, and requirements for seeking a waiver have not been met.

## **Section X. E.**

This section should describe the appeals process and states that it can be found at Attachment 17. Attachment 17 is not included in your draft plan for review. Why has this been omitted?

## **Section XI. Assurances**

This section has been completely left out of your draft plan. We are specifically interested in item 15, which reads: *“The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.”*

The state cannot certify that it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. There has been no such consultation in Region I.

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A meeting was held this morning (May 9) at Idaho Commerce and Labor. In attendance were:

Senator Shawn Keough, Senator Dick Compton, Senator John Goedde, Rep. Frank Henderson, Sen. Joe Stegner, Rep. Marge Chadderdon, Rep. Bob Nonini, Rep. Eric Anderson, and several other county commissioners, union reps, chambers, service providers, and other interested parties. Several comments were made by those in attendance, all in opposition to moving forward with the Governor’s plan.

Commerce and Labor staff promised to have a written transcript of the meeting available to Workforce Development Council members for their meeting on Wednesday.



May 17, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735



Dear Ms. Brush,

Re: Comments on draft 2-year Workforce Investment Plan

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

As a member of the North Central Idaho Workforce Board, I am personally disappointed that local boards were not given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. In addition, Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will **not** result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served. Finally, program dollars titled "overhead" have been used very effectively in Region II to polish skills of existing workforce members, due to collaborative partnerships established in this region.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

I have had the opportunity to examine both the original proposal and the alternative plan, now published on the Idaho Association of Counties website. The original plan is not acceptable as it does not encourage open and fair competition, does not engage local business leaders or elected officials in any meaningful ways, eliminates opportunity for creative collaborative problem solving in a changing global economy, and thus, is bound to be less effective in maximizing the value of money being spent. I find that the alternative plan will better promote open and fair competition. It will better allow for necessary, engaged dialogue and problem-solving local elected officials, business leaders, and tribal representatives on a full range of workforce challenges. It will be fiscally responsible at the same time it meets forward-looking objectives.

Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208) 743-6507 if you wish to discuss my concerns.

Sincerely,

Tedi J. Roach, CTS, CPC, CSP  
North Central Idaho Workforce Board Chair  
Owner, Express Personnel Services  
[tedi.roach@expresspersonnel.com](mailto:tedi.roach@expresspersonnel.com)

**Subject:** Plan comments

Dear Ms. Brush:

I have reviewed the proposed state plan for the Workforce Investment Act and find some very disturbing concepts. First, to eliminate the local workforce board system is ludicrous. This system has been in place for many years, has developed partnerships and trust, and is efficient in its delivery of services. That infrastructure that we taxpayers have put a great deal of money into building cannot be replicated at the state level. Boise does not know what is best for the rest of the state.

Second, eliminating the competitive process used by the local boards is a slap in the face to taxpayers. The all-knowing Idaho Commerce & Labor deciding on service providers without a competitive process is a clear case of wanting to eliminate the private providers that have done a wonderful job providing for the hard to serve. You should know that ICL generally has higher costs for workforce training and provides less real service.

You are proposing to terminate a great system, the best in the West. Please do not eliminate our locally controlled workforce boards.

Katy Miller

## **Subject: Strategic Plan**

Incorporated into this one pdf file are five North Central Idaho responses to the Draft Strategic Plan for 2005 unveiled to the Workforce Development Council on May 11, 2005. Each of the five proposals rejects the element of eliminating local workforce boards.

The first of the five responses is a formal application for North Central Idaho's continued designation as a workforce area. It is signed by 13 of 15 county commissioners, the other two being absent at meetings when the decision was made.

The second response is from the Chair of the North Central Idaho Workforce Board (NCIWB). The third is from a former chair of NCIWB. The fourth is from the Mayor the City of Nezperce, who is also a Workforce Board member, and the last one is from the Board President of the Clearwater Economic Development Association.

In addition to these responses, we understand that legislators representing various parts of the North Central Idaho region have weighed in on the issue in responses sent directly to the Governor's Office, regarding opposition to abolishing local workforce boards and the lack of dialogue which led to this draft plan. Also, we believe commenters representing the Idaho Association of Counties, the Idaho Economic Development Association, and the Idaho Rural Partnership have expressed concerns about the Draft Plan in which specific, vested input from local elected officials and business leaders is eliminated.

Please feel free to call me if you have any questions or if I can provide any additional information.

Sincerely,

Wanda Keefer  
Executive Director  
Clearwater Economic Development Association  
(208) 746-0015



1626 6th Ave. North  
Lewiston, Idaho 83501  
(208) 746-0015  
Fax (208) 746-0576

May 5, 2005

The Honorable Dirk Kempthorne  
Office of the Governor  
700 West Jefferson, 2<sup>nd</sup> Floor  
P.O. Box 83720  
Boise, ID 83720-0034

Re: Workforce Investment Act Restructuring Proposal

Dear Governor Kempthorne:

With the recent federal reforms proposed for the Workforce Investment Act, the Clearwater Economic Development Association, Inc., on behalf of Region II County Commissioners, respectfully requests your consideration in protecting the integrity of the WIA at the local level.

As we all recognize the economic reality of shrinking budgets and less funding for the WIA Program throughout Idaho, we are committed to protecting both the services provided and the most efficient administrative structure for providing those services. Your proposal to reduce administrative overhead by \$1.3 million will have significant impacts on the regional Workforce Investment Boards. While we realize the need to find ways to reduce administrative costs, it is imperative some level of regional oversight remain intact.

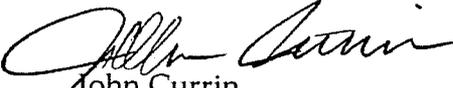
The 2005 Profile of Rural Idaho indicates the continuing struggle rural counties face with regards to an educated workforce. The report states "A well educated labor force is clearly an asset that attracts employers," and goes on to say "If rural communities invest in education but cannot provide good job opportunities, young adults are likely to seek work elsewhere".

We hope the Idaho Department of Commerce and Labor as well as the statewide Workforce Development Council will consider alternatives to the elimination of

the regional WIB structure as they work toward finalizing the State Plan. Possible options to outright elimination might include more cost-sharing with counties for administrative costs or reducing the number of Workforce Investment Areas from six down to three. Regardless, we are committed to keeping as many dollars in actual workforce training services on the ground and insuring this training remains effective and responsive to local needs.

The Clearwater Economic Development Association and our Region II partners hope you will seriously consider our local concerns when developing the State Plan for Idaho. We also look forward to continuing our strong and valuable relationship with the Idaho Department of Commerce and Labor. Together, we will keep all of Idaho economically strong and working.

Sincerely,



John Currin  
CEDA Board President

Cc: Roger Madsen, ICL  
Clearwater, Idaho, Latah, Lewis and Nez Perce Counties  
Idaho District 6, 7, 8 Representatives  
Karen A. McGee, Chair, Workforce Development Council

# CITY OF NEZPERCE



STEVE A. BATEMAN, MAYOR

Rhonda J. Schmidt, Clerk ♦ P. O. Box 367 ♦ Nezperce, ID. 83543  
Phone (208) 937-1021 ♦ Fax (208) 937-0116

May 6, 2005

Dr. Dene Thomas, President  
Lewis-Clark State College  
500 8<sup>th</sup> Avenue  
Lewiston, ID 83501

Re: Governor's Proposal to Restructure Idaho's Workforce System

Dear Dr. Thomas:

I am concerned about Governor Kempthorne's proposal to restructure Idaho's workforce system by moving to a single statewide workforce area. Decisions and funding that impact our local economies need to be made directly by those who have stake in their communities.

The local board has successfully partnered with area agencies, private business and community based organizations for more than 20 years. Thousands of individuals have benefited from the innovative programs, received career training, became employed, and are contributing to our region's economy due to the collaborative efforts of our local board. Economic development and creating a competitive advantage for north central Idaho's businesses is the primary focus of our Board and it is through their active local participation and involvement that they can achieve this.

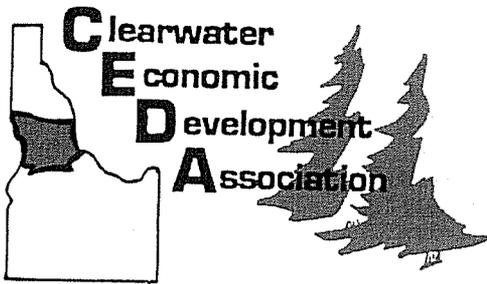
Therefore I strongly urge you and the Workforce Development Council to remain local. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise at the local level.

Sincerely,

A handwritten signature in cursive script that reads "Steve A. Bateman / Byggs".

Steve A. Bateman  
Mayor

Cc: Tedi Roach, Chair, NCIWB; c/o CEDA, 1626 6<sup>th</sup> Avenue North, Lewiston, ID 83501



1626 6th Ave. North  
Lewiston, Idaho 83501  
(208) 746-0015  
Fax (208) 746-0576

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, ID 83735

Dear Ms. Brush,

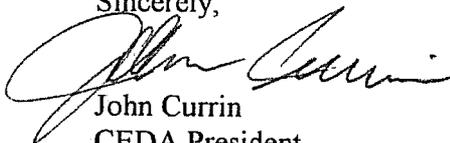
The Clearwater Economic Development Association (CEDA) appreciates the opportunity to provide comments on the draft plan to restructure Idaho's workforce system by moving to a single statewide workforce area. The CEDA Board would like to express sincere disagreement with the draft plan's elimination of local workforce boards.

CEDA has been Region II's workforce system administrator since its inception in 1968. Previously CEDA was involved with employment and training programs through the Private Industry Council under the Jobs Training Partnership Act. CEDA has worked diligently and cooperatively in support of the North Central Idaho Works Board (NCIWB) to ensure fiscal and service delivery accountability, utilizing effective private business input. The NCIWB's success is reflected by the outstanding performance of the service provider.

This is not in the best interest of overall program system delivery. Input from private industry business ensures effective utilization of training funds by the service provider, training institutions and the recipient. We therefore respectfully request that you consider the alternative proposal to the State Plan delivered to the Governor May 13, 2005 and published at <http://idcounties.org> under "Revised State Workforce Plan."

Once again, we thank you for the opportunity to comment on this important change to the workforce system.

Sincerely,



John Currin  
CEDA President

**Subject:** I support the Alternative Plan retaining local control of our workforce development system.

Dear Governor,

As a member of the Hispanic Community and a business man in the Magic Valley, I have been personally involved with services delivery to our Hispanic Community, and other groups in need of training services specially youth.

I strongly support maintaining local control of our workforce development system. I have many yeas of prior experience in providing training services to our workforce, and I will not support your plan of taking decisions affecting our local workforce to your state office. For several years, I have chair the South Central Youth Council, and I know having local control of these funds is extremely vital to our workforce.

I fully support retaining local control of our workforce development system, and respectfully request your approval of our Alternative plan retaining local control of our workforce development system.

Alex Castañeda  
Twin Falls, Idaho

**Subject:** Work Force Plan

Governor Kempthorn

I strongly support the alternative workforce plan over state plan

Barbara Corwin

# STEPHEN TENCICH

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May 23, 2005

The Honorable Dirk Kempthorne  
Governor of Idaho  
Office of the Governor  
PO Box 83720  
Boise, ID 83720-0034

RE: Support for a New State Structure for WIA

Dear Governor Kempthorne,

As a member of WorkSOURCE, an *IdahoWorks* Board, I want to take a few minutes to let you know that I support the restructuring of the state workforce system to better meet the needs of Idaho citizens and businesses.

In lieu of the \$5.6 million budget cuts over the past three years and the \$1.8 million reduction next program year, the shift from six individual areas to one and the subsequent reduction of \$1.3 million in administrative overheads is more reasonable than is the reduction of training and employment services to hundreds of jobless Idaho workers.

I feel qualified making this assertion because I have over 20 years of experience improving organizational performance and I have been a member of the Region 3 WorkSOURCE Board for the past four years, currently serve as an Executive Committee member, and also serve as Chair of the Accountability Committee (which is responsible for measuring and monitoring the system).

My opinion runs counter to several WorkSource board members, officers and staff, but I believe that you are making the best decision for the workforce system and the citizens of Idaho.

Please let me know what I can do to help.

Thank you for your time.

Sincerely,

*Stephen Tencich*

Cc. Cheryl Brush, Workforce Systems Bureau Chief

May 18, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735

Dear Ms. Brush,

Re: Comments on draft 2-year Workforce Investment Plan

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

As a member of WorkSOURCE, an *IdahoWorks* Board, I am personally disappointed that local boards were not given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. In addition, Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will **not** result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served. Finally, program dollars titled "overhead" have been used very effectively in Region III to polish skills of existing workforce members, due to collaborative partnerships established in this region.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

I have had the opportunity to examine both the original proposal and the alternative plan, now published on the Idaho Association of Counties website. The original plan is not acceptable as it does not encourage open and fair competition, does not engage local business leaders or elected officials in any meaningful ways, eliminates opportunity for creative collaborative problem solving in a changing global economy, and thus, is bound to be less effective in maximizing the value of money being spent. I find that the alternative plan will better promote open and fair competition. It will better allow for necessary, engaged dialogue and problem-solving local elected officials, business leaders, and tribal representatives on a full range of workforce challenges. It will be fiscally responsible at the same time it meets forward-looking objectives.

Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208) 250-5362 if you wish to discuss my concerns.

Sincerely,

Rick Jackson

## **Comments and Concerns regarding the State of Idaho Strategic Two-Year State Workforce Investment Plan**

Region III WorkSOURCE, an *IdahoWorks* Board elected leadership requests that the State of Idaho Strategic Two-Year State Workforce Investment Plan be rejected. WorkSOURCE Board elected leadership further suggests that the Alternative State of Idaho Strategic Two-Year State Workforce Investment Plan submitted by regional Workforce Investment Boards be approved and submitted as the official State Plan.

### **Comments and Concerns regarding the State Plan.**

- 1) The 21<sup>st</sup> Century Policy Academy outlines numerous strategies to enhance workforce development programs. A major component is the Business Cluster model which creates the environment to identify workplace skills and partner with employers to train the needed workforce. Commitments to the report's strategies would require a non-governmental approach. "Clusters provide a better organizational framework for delivering services that are more tailored to industry demand because they are problem-oriented, not program-oriented: address needs interdependently, not independently; and work with customers collectively, not individually." Try as they may, Government has not succeeded in the past. A business-led, community-based, and non-governmental looking organization is the most expedient and results oriented structure to ensure success. The local WIBs have developed that trust with the business community.
  - a. If public / private partnerships are the most effective manner in which to ensure success, as indicated above, would it not be in the State of Idaho's best interest to collaborate with local elected officials and workforce investment boards to maintain the current successful system?
- 2) The Executive Summary states that Governor Kempthorne's proposal to move toward a single statewide area is necessary because maintenance of this system is no longer a viable option. About which system does this refer? Since the local elected officials and the state's regional workforce investment boards were not consulted (as required by WIA) during the development of this proposed plan, their ability to maintain the six existing areas is unknown. Their comments, after this proposed plan was released, state that local elected officials have the ability to effectively deal with budget cuts, while continuing to provide exemplary customer services. Therefore, the system that is no longer a viable option to maintain must be the state bureaucracy.
- 3) The proposed plan states that it will establish a goal of spending 50 percent of WIA Adult and Dislocated Worker local funds for direct training and support of business and participants. What is the current statewide percentage?

- a. Please note that this proposal is NOT to spend 50 percent of these funds on training, but also includes other costs. This proposal seems to be very close to that which is currently happening.
  - b. This proposed plan does not speak to the expenditure of WIA youth funds? What is the plan for youth dollars?
- 4) The proposed plan delineates strategies to integrate workforce and education with economic development. Does the State plan to work with all organizations that provide economic development or only within state government? How will you coordinate with organizations other than the state? How will you get local input? Just stating that this is the plan does not give any comfort that it could or will actually happen.
- 5) Under the current system, six regional workforce investment boards are led by local business leaders. These boards have developed Business and Industry Clusters and other mechanisms to engage local business in identifying and solving local workforce development needs. These local boards also provide workforce and economic development services to businesses in their regions.
  - a. How does the Governor's proposed plan broaden access for business to the workforce system?
  - b. The existing six regional workforce systems integrates local economic development district services with workforce development services. Explain why the proposed plan to integrate these two systems is necessary?
  - c. This plan states that its proposed changes are necessary due to budget reductions, and yet it proposes to expand from six One-Stop Centers to twenty-four. Considering budget cuts, is this expansion reasonable?
  - d. WIA sets the parameters to define a One-Stop Center. Please explain how each of the 24 offices will meet that definition.
  - e. The proposed plan states that new agreements among one-stop partners will be negotiated during PY'05. With whom will these agreements be negotiated? How?
- 6) What will happen to current Youth Councils?
- 7) Define the Idaho Workforce Consortium. Is there a Consortium Agreement? What are their bylaws? What organizations can be members? How does an interested organization join? How are members removed?
- 8) Region III, the largest region in the state providing WIA services to 41 percent of the state's WIA participants, received approximately \$30,000 as a performance incentive. How can issuing a \$100,000 incentive to Region VI, who served only 5% of the state's WIA participants be an effective use of funds? Wouldn't those funds be better spent if they were distributed throughout the state to provide

additional services to Idahoans who reside in all regions, rather than to the only single region to be invited to join the Idaho Workforce Consortium?

- 9) The Governor states: “I am committed to the creation of new high skill jobs by harnessing the combined energy and resources of employment, education, and economic development to achieve success for all of Idaho.”
  - a. Does this just mean state agencies or does the Governor plan to access all resources that provide these services? If it is the Governor’s intent to access resources other than state agencies, why then is this proposal doing away with the local workforce investment boards that are the existing hub of local resources in communities throughout Idaho?
- 10) Define demand-driven workforce system.
- 11) Who are Idaho’s workforce investment leaders? What about the members of each of the current workforce investment boards? Why would the Governor disregard the existing expertise of the members of these volunteer boards, who have intimate knowledge of local needs in their communities?
- 12) How will the state identify the workforce skill sets needed in high growth, high demand industries?
- 13) Define high demand industries. As the increasing percentage of WIA funds is earmarked for training, how does “focusing” training funds to meet “high demand” jobs in science and technology address today’s workforce needs of our state’s rural communities, which greatly outnumber to urban areas?
- 14) The proposed plan wants to “earmark state-sponsored programs and federal grant monies to assist Idaho’s rural communities and counties with infrastructure improvements....”
  - a. Local Economic Development Districts currently provide technical assistance to communities to develop infrastructure improvement plans and grant applications to submit to the State. The proposed plan seems to duplicate these services. Is the plan to train staff in the 24 sites to assist in the identification of needed projects, cultivate available resources, shepherd projects through the local governing entities, and then direct the completion of required governmental forms to prepare grants? I am sure that the State is aware that the six regional Economic Development Districts provide this service by leveraging federal and other grant resources.
- 15) What is the reasoning that the proposed plan speaks to the expansion of the state’s 24 Commerce and Labor offices to include economic development, when the plan states that: “economic development partners have a long history of collaboration

directed toward meeting the needs of Idaho's workforce and business customers"?  
Is this not a duplication of services?

- 16) In the section **Bringing Business Representatives to the State Council** the plan is to bring key business leaders and economic development to the Governor's Workforce Development Council.
- a. Who are these leaders? How many will be included on the state WDC? How will a single statewide council address local workforce issues in each of Idaho's communities?
  - b. How will appointments to the WDC be made? Will local elected officials approve these nominations?

- 17) In which communities have the Director of Idaho Commerce and Labor sponsored community and business leaders' forums? Where are future forums planned? When?

18) **WorkSOURCE Policy for use of ITAs:**

Classroom or other structured training under the authority of an approved training institution may be provided to participants who require such training for employment as identified through the assessment process. Once it has been identified that training is needed and appropriate, the case manager may issue an ITA. An ITA cannot exceed \$6,000 per program year. Understanding that funds are limited and it is the desire of WorkSOURCE, to make optimum use of its resources, the One-Stop System Operator should manage its training portfolio in such a manner as to have an average expenditure of no more than \$3,000 per program year.

A case manager and their supervisor may seek a waiver of the \$6,000 cap by presenting their case to the WorkSOURCE Director.

WorkSOURCE provided the Plan modification to Idaho Commerce & Labor (ICL) for comment. Jim Adams with Idaho Commerce & Labor provided the following comment regarding the above WorkSOURCE Policy. "Are these costs still reasonable? i.e. BSU fees are up and tuition for 1<sup>st</sup> time."

Yet ICL has identified that by eliminating local Workforce Investment Boards there will be a savings of \$1.3 million which will provide training to 500 Idahoans, which average \$2,600 per participant.

There seems to be a disconnect here. Please explain how 500 participants can be provided training with only \$1.3 million, when Region 3 is criticized by a Planner at ICL for limiting Individual Training Accounts for participants to \$6,000.

- 19) The Proposed State Plan speaks to the need to reduce expenditures due to decreased federal funds and yet on page 5 of 135 it states in Section 2. "The priority for 2005 will be to ensure that all 24 offices have the training and support necessary to become full service business centers." And again in Section 3. "As indicated above, the focus in year one will be on building the capacity of these centers to offer economic and community development services. We are concerned that the increased costs associated with developing and building the capacity of business centers is likely to detract from the stated State goal of getting funds to participants.
- a. How do you plan to accomplish this expansion while increasing service to WIA participants?
- 20) How will Native American Tribes and Job Corps be represented on the state WDC?
- 21) How will the Council expand the participation of mandatory and voluntary partners in the one stop centers?
- 22) Who will be members of the One-Stop Policy Team that will develop recommendations for improvement of the strategic planning processes? How will local communities and local businesses be represented?
- 23) The proposed plan states that "no areas in Idaho qualify for mandatory designation". It is our understanding that WIA allows for mandatory designation or temporary and subsequent designation. If regions were originally designated "temporary and subsequent", should not the regions continue their subsequent designation? If not, please state the Act or regulations that deny this designation.
- 24) On Page 72 of the proposed plan it states: no areas in Idaho currently qualify for mandatory designation. Region III meets the qualifications listed below>

**From WIA : (2) Automatic Designation**

*The Governor shall approve any request for designation as a local area – from any unit of general local government with a population of 500,000 or more*

IDA-ORE Planning and Development Association, Inc. dba Sage Community Resources was designated a local workforce investment area in 1998. At that time the Governor recognized Sage as a qualifying entity. No reference was made to anything other than full designation.

**From WIA: (3) Temporary and Subsequent Designation**

*Criteria – Notwithstanding paragraph (2) (A), the Governor shall approve any request, ..... for temporary designation as a local area from any unit of general local government (including a combination of such units) with a population of 200,000 or more.....*

*Has the definition changed?*

The Act allows for a unit of general local government to include a combination of such units. Sage Community Resources is a combination of County Governments with a population of 596,829.

One of the counties within Region 3, Ada County, a member of Sage Community Resources, has a population of 332,523. It would appear that Ada County alone would qualify for Temporary and Subsequent Designation.

- 25) Sage Community Resources currently meets the qualifications for mandatory designation as well as temporary and subsequent designation. Under which category will Sage receive designation?
- 26) Wording the WIA reauthorization makes it mandatory to designate any region that currently has designation and is meeting performance standards. The current system has led Idaho to be credited with top honors in the northwestern United States in meeting WIA performance standards. Why destroy current successful regional workforce investment boards that embody true public / private partnerships, by going to a single statewide workforce investment area?
- 27) If the Governor designated Idaho Commerce and Labor as the single administrative entity, grant recipient and fiscal agent, what state agency will provide oversight to this proposed statewide structure? How will this proposed structure monitor itself? What criteria will be used for continuous improvement? Who will identify disallowed costs or other issues that may be questionable?
- 28) In Region III, Retirement Jobs of Idaho, Inc., Senior Community Service Employment Program and designated WIA adult funds work in concert to assist older workers to enter or re-enter the job market. The Baby-Boomers are entering retirement age and will increasingly cause an adverse effect on the job market. How will the special needs of older workers be addressed?
- 29) Why is it in Idaho's best interest to go against the intent of WIA and grant awards to state agencies to deliver WIA services without regard to competition. How can the state adequately monitor themselves? How do you ensure continuous improvement?
- 30) WIA requires that there be at least one One-Stop Career Center in each region, yet the proposed plan is to increase the number of One-Stop Centers to twenty-four. Is that not, building the state bureaucracy? What is the plan to change the public image of the "unemployment office" to a One-Stop Center that includes services for business?

- 31) Under the proposed plan, will the Southwest Idaho One-Stop Consortium be the One-Stop Operator?
- 32) On page 84: Local Idaho Works Boards may not provide training services without a waiver from the Governor.
- a. By PY'02, Sage Community Resources was required by the State Workforce Development Council to close their Employment and Training Department, because Sage, as the administrative entity, was not allowed to provide training services. The services Sage's E & T Department provided were similar to those provided by Idaho Commerce & Labor. How then can Idaho Commerce & Labor continue to provide WIA service and in fact move towards becoming the sole WIA service provider? They say they do not provide training services, but then neither did Sage. Do different rules apply?
  - b. Did the Governor issue Idaho Commerce & Labor a waiver?
- 33) Local WIBs have developed Business and Industry Councils that are identifying specific employer needs and leveraging non-federal resources to fund training. If local boards are disbanded, how will the proposed plan meet the needs of BICs?
- 34) Did you consult with local elected officials in the development of the proposed plan? If yes, when? Did you consult with LEOs in each of the six regions? If not, why not?
- 35) As pointed out on page 131, significant decreases in funding availability might mean significant changes in the number of participants, program activity mix and the number of exiters. Local Elected Officials and WIB board members have the expertise to deal with funding changes while effectively meeting expectations. Wouldn't it be appropriate to engage these leaders in solving these issues by continuing the current system for PY'05. The Alternative Plan submitted by the regional WIBs offers this opportunity.

## **Comments and Concerns regarding the State of Idaho Strategic Two-Year State Workforce Investment Plan**

Region III WorkSOURCE, an *IdahoWorks* Board elected leadership requests that the State of Idaho Strategic Two-Year State Workforce Investment Plan be rejected. WorkSOURCE Board elected leadership further suggests that the Alternative State of Idaho Strategic Two-Year State Workforce Investment Plan submitted by regional Workforce Investment Boards be approved and submitted as the official State Plan.

### **Comments and Concerns regarding the State Plan.**

- 1) The 21<sup>st</sup> Century Policy Academy outlines numerous strategies to enhance workforce development programs. A major component is the Business Cluster model which creates the environment to identify workplace skills and partner with employers to train the needed workforce. Commitments to the report's strategies would required a non-governmental approach. "Clusters provide a better organizational framework for delivering services that are more tailored to industry demand because they are problem-oriented, not program-oriented: address needs interdependently, not independently; and work with customers collectively, not individually." Try as they may, Government has not succeeded in the past. A business-led, community-based, and non-governmental looking organization is the most expedient and results oriented structure to ensure success. The local WIBs have developed that trust with the business community.
  - a. If public / private partnerships are the most effective manner in which to ensure success, as indicated above, would it not be in the State of Idaho's best interest to collaborate with local elected officials and workforce investment boards to maintain the current successful system?
- 2) The Executive Summary states that Governor Kempthorne's proposal to move toward a single statewide area is necessary because maintenance of this system is no longer a viable option. About which system does this refer? Since the local elected officials and the state's regional workforce investment boards were not consulted (as required by WIA) during the development of this proposed plan, their ability to maintain the six existing areas is unknown. Their comments, after this proposed plan was released, state that local elected officials have the ability to effectively deal with budget cuts, while continuing to provide exemplary customer services. Therefore, the system that is no longer a viable option to maintain must be the state bureaucracy.
- 3) The proposed plan states that it will establish a goal of spending 50 percent of WIA Adult and Dislocated Worker local funds for direct training and support of business and participants. What is the current statewide percentage?

# Petition of Concern

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Reauthorization of the Workforce Investment Act, which strongly supports local control, is expected to happen later this year. We, the below signed, are expressing our concern that this proposal is attempting to jump ahead of legislation. We encourage the Idaho Workforce Development Council not to rush through the decision to eliminate local Workforce Investment Boards and request that you wait for WIA Reauthorization before making a decision regarding a single statewide workforce investment area.

Name	Title	Organization / Business
Tom Males	OWNER	TCBY/Fireweed

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Name	Title	Organization / Business
Betty Wilson	Executive Director	Workforce-e

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Name	Title	Organization / Business
P. Q.	V.P.	American Staffing

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Name	Title	Organization / Business
S. Hooper	S.V.P.	MARSH INC.

FROM : Kerr Surveying

FAX NO. : 208-634-4842

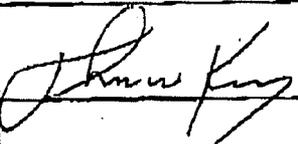
May. 18 2005 12:33PM P1

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Name	Title	Organization / Business
 THOMAS W. KERR	Valley County Commissioner OWNER	Valley County KERR SURVEYING McCall, IDAHO

## Petition of Concern

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Name	Title	Organization / Business
<i>Paul M. McFarland</i>	<i>President</i>	<i>Western Idaho Labor Council</i>

## Petition of Concern

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Name	Title	Organization / Business
<i>Ronda Wagner</i>	<i>Chief Nursing Officer</i>	<i>WEISER Memorial Hospital</i>
<i>Ronda Wagner</i>	<i>208 549-0370 x123</i>	<i>WEISER IDAHO</i>

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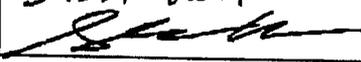
Name	Title	Organization / Business
Robert Vendell	Exec. Dir.	IHCA

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Name	Title	Organization / Business
Vivian Ransom Thuan Ransom	Administrator	Idaho Medical Group Management Assoc. Idaho Sports Medicine Institute
Shawn Koley 	MSO - Administrator	Saint Alphonsus Physician S.C.F., Inc.

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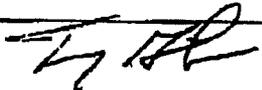
Name	Title	Organization / Business
<i>Sharon Blackstock</i>	HR Manager	Terry Reilly Health Services
<i>L. Marie Lawther</i>	HR Manager	Intermountain Orthopedics
<i>Cathy Treasler</i>	Clinic Administrator	The Women's Clinic
<i>Greg Shum</i>	Practitioner	The Women's Clinic

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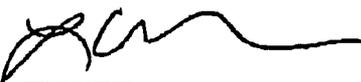
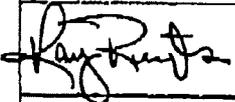
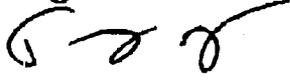
Name	Title	Organization / Business
	Chairman Shoshone Paiute Tribes	

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Name	Title	Organization / Business
Kathleen Hansen	Employee Developmental Specialist	Preferred Community Homes
Melissa Castellans	employee Bookkeeping	PCH
Michelle Parker	Employee Admin.	PCH
	office manager	PCH
	Housekeeper	PCH
	Employee Administrator	PCH

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Name	Title	Organization / Business
C. Jones	WorkSource Board member	Shoshone-Paiute Tribes

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Name	Title	Organization / Business
Nancy Powell <i>Nancy D Powell</i>	CFO	Saltzer Medical Group

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Name	Title	Organization / Business
<i>Rachelle Armstrong</i>	<i>Human Resources Manager</i>	<i>The Home Depot</i>

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Name	Title	Organization / Business
Elaine Martini	Owner	Marlon Inc. Construction Educ of Idaho. 208-463-0209*
Please think about decision and be		
sure that the best interests of the workforce		
employee is being met! Financial restrictions		
might be addressed by each board now		
that they understand the need.		
Please do what is best of the		
future employee!		

\*  
\*  
\*

# Petition of Concern

Since the inception of the Workforce Investment Act of 1998, WorkSOURCE, an Idaho Works Board in concert with local business leaders, local elected officials, and local services providers has guided the delivery of Workforce Investment Act (WIA) funds to develop the workforce to meet the needs of employers throughout southwest Idaho. WorkSOURCE has developed a true public – private partnership that utilizes leveraged resources to create a successful system that consistently meets or exceeds its goals.

WorkSOURCE is one of six regions throughout the State of Idaho where local boards direct WIA funds to meet the business needs of each region. Recently, these boards have been notified that it is the intent of the Governor to designate Idaho as a single statewide workforce investment area effective July 1, 2005. This action would remove local control of WIA funds and programs that benefit local businesses.

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Name	Title	Organization / Business
RW Jackson	CHAR	LP
Kathy Hagler	Director	CEFI

# Petition of Concern

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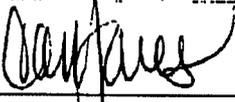
Name	Title	Organization / Business
<i>Sally L. Jones</i>	Publisher	Bar Bar Inc aka Boise Weekly

# Petition of Support

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Reauthorization of the Workforce Investment Act, which strongly supports local control, is expected to happen later this year. I am concerned that this proposal is attempting to jump ahead of legislation. We encourage the State of Idaho to not eliminate local Workforce Investment Boards. On May 13 regional Boards submitted an alternative plan. This Alternative Plan addresses the budget shortfalls as identified in the State's proposed plan and will allow the Governor to maintain the integrity of the current system. I encourage you to accept the proposed Alternative Plan and reject the plan eliminating Idaho's local workforce investment boards.

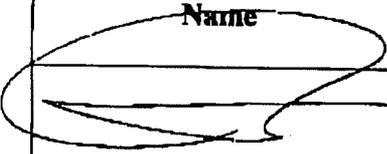
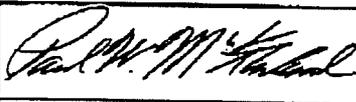
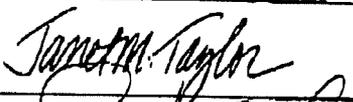
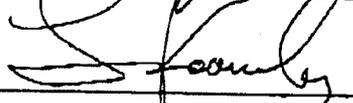
Name	Title	Organization / Business
DALYNN Kuster	EL-Ada Multi-Programs Mgr WorkSource Board Member	EL-Ada Community Action Partnership
	Assistant Tribal Administrator WorkSource Board Member	Shoshone - Paiute Tribes
	President	Continental Village
Rachelle Anthony	Human Resource Manager	The Home Depot

# Petition of Support

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Name	Title	Organization / Business
	Robert L. Hodge Vice-Chair One Stop Chairman	Region 12 attorney
Donna Grimmer	Donna Grimmer Board member Youth Council Co-Chair	Easter Seals - Goodwill Vice President
Tom Kerr	Valley Co. Commissioner SAGE BOARD WF BOARD	
	President	Western Job Central Labor Council
	Jan Taylor Regional Human Resources Mgr.	Continental Western Group
	LARRY KOOMLER S.V.P.	MARS (I) INC.

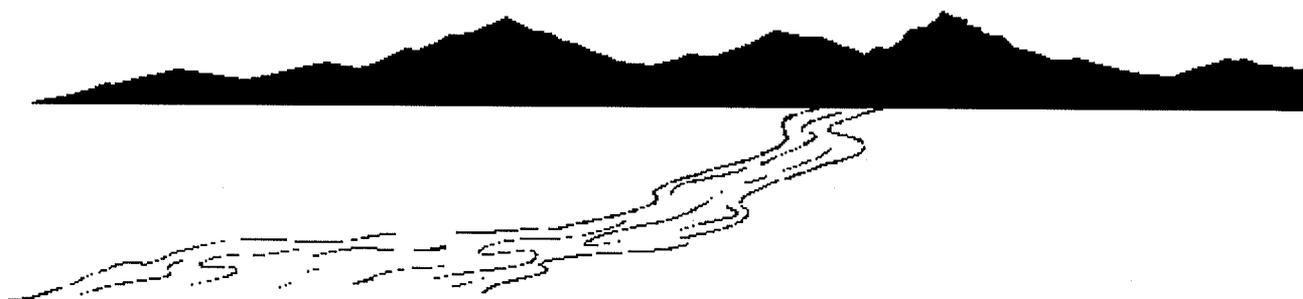
**Leandra Burns**

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**From:** Joe Herring [jherring@csi.edu]  
**Sent:** Monday, May 23, 2005 4:47 PM  
**To:** State Plan  
**Cc:** Brent Jussel; Roy Prescott; Lawrence Calkins ; Pat Campbell  
**Subject:** Comments final-state plan 5-23-05  
**Attachments:** image001.wmz; oledata.mso

Comments from Region IV Development concerning the State's WIA Plan

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**PY 2005-07**

**Region IV Development Association, an association of business people and local elected officials - representing county and city governments in south central Idaho, provides the following comments:**

**1. Development of the State Plan**

The local elected officials and the local workforce board in Region IV of the State of Idaho were not consulted nor collaborated with in the development of the proposed State Plan. Also excluded from the process were the economic development professionals, education professionals, and business people in south central Idaho. A ten minute conference call on April 15, 2005 initiated by Department of Commerce and Labor Director, Roger Madsen notified the representatives of the local elected officials and the local workforce investment board that the Governor had decided that the state needed to change from having regional WIBs responsible for local planning and implementation of Workforce Investment Programs to having a single statewide structure. This results in having local planning relegated to the state level. Further, the local elected officials were told that the local area designations would expire June 30, 2005. This consolidation of planning and services to the State office was not presented as a proposal for discussion, but rather presented as a decision that had already been made. Beyond the prepared and read statement, the rationale provided for this decision was that there was not enough time to do a good process.

After the conference call, Region IV Development Association staff made inquires to our local partners and none were aware of this plan. Similarly, neither were our local representatives on the State Workforce Development Council, until after we received the conference call.

**Section 112(a)(1) of the Workforce Investment Act, and the Planning Guidance from the USDOL on page 19210 of the April 12, 2005 Federal Register, Vol. 70, No. 69 specifies a collaborative process for the development of the State Plan.**

An insert in the draft plan identifies that it will speak to the required description of the process used for developing the State Plan in the Final Plan. Our local Workforce Investment Board was not involved in the process used to develop the State Plan; neither were our counterparts across the state nor our other workforce development partners. If the description that is included in the final plan indicates a collaborative process, collaboration with south-central Idaho local elected officials, workforce investment board, businesses, education, and economic development partners did not occur by any stretch of the definition of collaboration.

Page 11 of 135 in the draft State Plan contains a 3 line paragraph addressing the development of the State Plan. It states: "In developing the state's plan, opportunities for input and consultation were made available throughout the process for the governor, local elected officials, legislators and other participating entities and interested parties." No specific information beyond that statement is provided. The State did not contact our region, or our regular partners, to request for collaboration or input for the State Plan. No one is quite sure how long the planning process was, nor is there any indication that anyone beyond Idaho Commerce & Labor, the Governor, and the Chair of the State Council were involved. Contacts with the other regions, and their associated Workforce Investment Boards and partners, confirm that neither contact nor their collaboration occurred in the development of the State Plan.

Paragraphs in the middle of page 11 of the draft State Plan identify the Council's efforts for 'inviting participation' in past initiatives. Again, none of this discussion of past initiatives involved any ideas about Idaho moving away from regional, locally driven WIBS and towards a single statewide area designation.

**We were not involved in a collaborative effort in the development of this State Plan. We were not involved in any planning effort in the development of this State Plan.**

- **An effort to rationalize this because of lack of time does not meet the test of seeking true local involvement.**
- **Including "input to the draft plan" as a response to meeting "collaboration in the development of" does not meet the letter or the intent of the law, regulation, or USDOL planning guidance**

## **2. Public review and comment for the State Plan**

Notification came to us on the 15<sup>th</sup> of April, 2005 that the State Plan would reflect the movement of the state toward a single statewide area designation, eliminating authority and responsibility for local workforce investment boards after June 30, 2005. In addition, we were notified that the State Plan would be available the first part of May and that the State Workforce Development Council meeting on the 11<sup>th</sup> of May would make recommendations to the Governor based on this proposed plan. Local Workforce Investment Boards were also informed that each region would have 15 minutes on the State Council's agenda to make comment on the plan. The State Plan was released the evening of Thursday May 5<sup>th</sup>. This late release of the draft provided 3 working days to review a 225 page document and prepare comments for the public meeting. The local Workforce Investment Boards were also informed that comments would be taken until May 23<sup>rd</sup>; however the State Council would not hear those comments before the plan is submitted by May 31<sup>st</sup>. It appears that the comments received after the 11<sup>th</sup> will be summarized and responded to, but will not be seen by members of the State Council and will have no way to impact the State Plan as originally proposed.

At the State Council meeting on the 11<sup>th</sup>, we heard members of the Council express frustration at their having to make recommendation without adequate time to read and consider the information in the plan. Those from the regions outside of Boise area, only had 2 work days to read, consider, and prepare comments for the Council meeting since, for much of the state it takes a day of travel to get to Boise.

**This is not adequate time to provide constructive and meaningful comments and input to the draft State Plan. The perception is that neither comment nor review will have any impact or effect on a decision already**

*mad. Even more apparent is that this Plan, and the decision to eliminate local planning, was made without collaboration as required by the law, regulation, and/or USDOL planning guidance.* Regardless of the words in the Plan trying to identify an ‘input process’, the reality is that most of the state, that is, those outside of the central office of Idaho Commerce & Labor, the office of the Governor, and the chairperson of the State Council, were not given adequate time, information or opportunity to provide meaningful input.

### 3. Financial efficiencies of a single statewide planning structure

Information is not included in the plan, nor was it presented during the State Council meeting of May 11th, that would allow the conclusion that a single statewide planning structure is the most financially efficient plan. Our region cannot come to that same conclusion without open, honest disclosure of fiscal information and proposed expenditures anticipated under the new structure. *Discussion and analysis of this financial information needs to happen with all affected parties. This has not occurred. When Commerce & Labor was asked to provide more detailed information, they responded that it is very complicated. We submit that as professionals in the business for over 20 years, as well as for our board members who are business leaders, we are capable of understanding the budgets and fiscal projections, if given the chance.*

The draft plan identifies developing working partnerships with the multiple partners in workforce development, restructuring the State Council, expanding training and equipment available for Idaho Commerce & Labor local offices, and re-designing youth programs. These activities will all require WIA cash investment - expenditures that will not be going to training or business services. These expenditures are developmental expenditures that would not be necessary with the existing state structure using regional workforce investment areas and boards. It begs the question, is it a financial efficiency to exchange expenditures associated with partnering with local elected officials and regional workforce investment boards with expending funds to re-develop what already exists and is working exceptionally well?

The question occurs, “Why now?” In reviewing the states WIA allocation history, there was a 21.2% reduction in WIA funds from 2002 to 2003. That is a six percent greater loss than from 2004 to 2005. Working together in partnership has been the key to Idaho’s success with workforce development. What is not being said, not being made part of the public discussion? Suddenly, it is only one of the partners of the State Workforce Development System (namely the State Department of Commerce and Labor) that is being given credence as providing the solution to a statewide issue. Where is the WIA stated intent that the implementation of the legislation is a partnership between the Governor and the local elected officials of the state?

An alternative proposal was developed by local elected officials and regional workforce investment boards. It also proposes financial efficiencies that will result in the Governor meeting his stated goal of increased WIA resources to serving business needs and participant training through a continued regional WIB structure.

### 4. Loss of workforce area designation for the six established regions of the state

It appears that the decision to rescind the regional workforce area designations is arbitrary. Our region has requested continued designation. Region IV has met or exceeded performance standards and the fiscal integrity of our programming has been sustained. Failure to perform in these categories are the two reasons identified as grounds for losing area designation. In addition, both federal and state monitoring reviews of our region this last year identified model practices, and our fiscal controls were commended. Grounds for Region IV to not continue as a designated workforce area of the State have not been validated. The fiscal status of WIA resources coming to the state should not be allowed as the only rationale for eliminating the local WIB authority, particularly with local areas showing outstanding performance and accountability, and without providing an opportunity to collaboratively work on resolving the fiscal issue.

As mentioned previously, the decision that the state cannot continue to support the regional WIB structure has not been validated. We were notified before the 15<sup>th</sup> of April what our regional allocation would be for PY 2005. Our region has been working with reductions for several years and have moved administrative funds to services for at least 2 years and planned to do so again. Making the decision to reduce overhead cost in favor of supporting services for users of the workforce development and one-stop systems is not a new concept for us. We

have already been doing just that. The State's plan is to have 50% available in the direct participant cost category. Region IV is already at 43%, and given the information that the governor expected 50% expenditure in that category, we would be able to accommodate that and have the ability to adjust our program.

It has been communicated to us that local workforce boards can continue if they choose. We ask, to what purpose if they do not have authority?

Page 19207 of the April 12, 2005 Federal Register, DOL ETA Planning Guidance and Instructions, third column, third bullet identifies that a demand-driven strategic plan include:

“A solutions-based approach that brings the right strategic partners and resources to the table, promotes a comprehensive analysis of workforce challenges, and also provides the synergy for successful, innovative workforce solutions and the opportunity to leverage workforce investment resources effectively.”

Region IV is successful because we do that on a local level. We bring the right partners together to work on local solutions to locally identified workforce development issues. Right now there are *three initiatives active in south central Idaho: expanding the training capability for health care occupations; bringing business and education together to work on an initiative to keep young people in high school, maintain or get better grades, and obtain their diplomas; and mitigating the youth drop-out rate, especially among Hispanic youth.* The State Plan identifies continuing to assist an already funded high growth industries project to expand nurses training; however, the State Plan does not identify how, at the local level, it will continue to assist bringing the right partners together in south central Idaho to support the initiative – including raising \$250,000 a year for 5 years from the health care industry to continue to expand CSI's capability to increase the amount of training for health care occupations. It also does not address the continued building of the local business and education group working on engaging local businesses that employ high school students in an initiative to keep them in school and obtaining their diploma. Nor has it identified working with the existing Youth Council on Hispanic youth drop-out issues and how the local area can address some of the issues identified from the focus groups it has been conducting – *who are the right strategic partners, what are the possible local resources to bring to the table, etc. Those involved with state planning do not know the answers, they do not live here, and they are not affected by what happens.*

## 5. Youth Programs/Services

The State Plan identifies “an opportunity to redesign youth programs, taking fuller advantage of opportunities for leveraging funds among organizations serving youth”.

This concerns us, especially when the identified entity the State proposes to assume this task is another statewide entity (Governor's Coordinating Council on Families and Children), not a local entity.

We have followed the discussion around reauthorization and know that the emphasis is moving toward having WIA Youth Programs target out of school and other at-risk youth. Our region decided to do this when it first implemented WIA in 1999, and before that under the JTPA program. Fifty-six percent (56%) of our youth funds are expended in the category of out-of-school youth, while the requirement is thirty percent. The other youth served are those who are at-risk of dropping out of school without intervention. They are identified locally through working with such partners as school districts, juvenile probation offices, and foster care services.

Within the 'at-risk' category our service is:

- 88% lacking an 8<sup>th</sup> grade reading and math competency level,
- 32% are young offenders,
- 32% are Hispanic (a group recognized as having a drop out rate that is close to double youth in general),
- 20% are with disabilities,
- 25% are receiving food stamps,
- 19% are pregnant or parenting

The phrase, "...taking fuller advantage of opportunities for leveraging funds among organizations serving youth" presumes that this is not already occurring, that the state has a new idea to accomplish something that does not exist. In fact, our local WIA youth programs use both a community-based organization and a local Idaho Commerce & Labor office. The resources beyond WIA generated from the community-based organization are at 127% of the federal WIA funds they receive.

It is of great concern that the proposed State Plan does not, at the very least, recognize specific accomplishments over the last five year and propose to build on the great successes of the existing system. Instead, it infers that what is existing is perhaps OK for this year, but after that, may again be too expensive a road for the state to travel.

Page 57 of 135 of the draft State Plan, at the top item 2.c.4) says, "At the same time, the Workforce Development Council will partner with the Governor's Coordinating Council for Families and Children in a strategic planning process designed to identify gaps and prioritize services to those youth who demonstrate the greatest need." Region IV has already done a strategic planning process. It is what guides Youth Programs now. Those involved included business people, teachers, counselors, career preparation staff, special education, the TANF contractor, school district superintendents, DHW family and children's services, juvenile justice, youth service providing organizations, interested persons, vocational rehabilitation, Tech-Prep, CSI, ABE/GED, Job Corp, District Health, Commerce & Labor, Area Regional Technical Education Consortium, parents, and organized labor. We question the value of a state process for our local area. Regardless of best intentions, the state cannot effectively identify gaps and prioritize services for the local area. For us, this seems a proposed duplication of local activity and is of questionable value, at least for Region IV. Again, an effort requiring WIA expenditures, at the very least through staff time, to support a duplicative effort of something that already exists at the local level appears to be a waste of limited resources.

## **6. Waivers**

**The waiver request to permit a state board to carry out the roles of the local board is not permitted.** The local workforce areas and boards have asked to continue as designated workforce areas and boards.

Waivers are limited in what they may ask for. Exempted from waiver authority are: a) the basic purpose of WIA, Title I, and b) establishment and functions of local area and local boards.

The proposal asks to eliminate the six local workforce investment areas in order to address a funding reduction to the state. Our local Workforce Investment Board exists now, is in good standing with performance and fiscal accountability, and has asked the Governor to continue as designated workforce areas and boards. The State is seeking a waiver to permit a state board to carry out the roles and functions of a local board in a single local area. This request specifically asks to waive the establishment and functions of local areas and local boards – an area explicitly exempted from waiver authority. This waiver request also asks to waive the basic tenets of WIA – that being collaboration and partnership between the Governor and local elected officials, with local planning, decision-making, and implementation of workforce development services as provided under the WIA.

## **7. One-Stop Service Delivery**

The draft State Plan identifies expanding from 6 centers to 24 centers, all of these being housed at the local offices of Idaho Commerce & Labor. It concerns us because not all local offices are the first door for entry into the one-stop system. Currently, there are 6 centers, 5 are Commerce & Labor offices and one is not. Also, the other 19 Commerce & Labor local offices are currently affiliate sites, as are other workforce system partner agencies and organizations. It is not necessary that all 24 local offices become centers.

It seems that with the reduction in funds coming to Idaho, the biggest change identified in the State Plan is to move as many of those funds, whether they are for services or administration, to a state agency – specifically Idaho Commerce & Labor. While we understand the impact the reduced WIA funds have on the local offices of Commerce & Labor, the Workforce Development 'System' is not Idaho Commerce & Labor.

This is particularly true in the rural areas. Over the 5 years of WIA implementation, we have built the 'system' to

include partners, and the resources they bring to the table, to provide services. To arbitrarily decide that WIA resources should be taken from local workforce boards and reallocated to develop the staff capabilities and service offerings of the Commerce & Labor offices appears to be self serving and not system serving. In rural areas, another entity may be a more appropriate choice. There are 44 counties in Idaho, not 24.

### Summary

In summary, the proposal seems to say the State of Idaho can no longer afford Quality. Idaho will spend its WIA time and resources on activities that will try to replicate the past successes, but lesser is okay. Communication and collaboration is too expensive and time consuming, and can no longer be afforded. The USDOL as a partner guiding the development of this Plan is okay with mediocrity as long as 'states rights' comes out over local boards having responsibility and authority. Idaho's five years of WIA implementation, leading the west and among the nation's leading performers, will be discarded.

**We do not support the proposed state plan and ask that the alternative state plan be submitted as the state plan for Idaho. The alternative plan was developed by local elected officials in Idaho through collaboration with all regions of the state and state's existing workforce investment boards. It was submitted to the Governor May 13<sup>th</sup> and was also put out for public comment with one of the sites being that of the Association of Idaho Counties.**

## **Subject: Public Comment**

### **North Idaho Workforce Investment Board Comments on Draft State Plan**

After a cursory review of the draft state plan available for public comment on Friday, May 6, we would like to submit the following comments for consideration by the State Workforce Development Council at their May 11 meeting. Given further time to review the plan in depth, we reserve the right to submit additional comments for inclusion in the final plan.

#### **Plan Development Process**

A “Plan Development Process” is required to be included in the plan. Your draft plan states this section will be included in the final plan. How can we comment on this section during the public comment period when it has been omitted? Specifically, we would like to see the description for part (1) (a) *a discussion of the involvement of the Governor and the State Board in the development of the plan*, and (1) (b) *a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan*.

No collaboration occurred between the State Board and members of economic development, education, the business community, or any other interested parties in Region I in the development of the state plan.

#### **Section III. B. 2.**

On Page 11 of 135, your draft plan states: *“In developing the state’s plan, opportunities for input and consultation were made available throughout the process for the Governor, local elected officials, legislators and other participating entities and interested parties.”*

Prior to publishing the draft state plan, posted on the web on May 6, 2005, no opportunities for input or consultation were made available in Region I to local elected officials, legislators, and other participating entities and interested parties.

#### **Section V. J. 2. a.**

Why is Subpart C (Local Governance Provisions) section 661.300(f) cited in seeking a waiver? Section (f) of 661.300 describes board governance for a single workforce investment area state. Idaho has six regional boards, one a mandatory designation, and the remaining five were granted designation upon implementation of the Workforce Investment Act.

Waivers are outlined in Subpart D (Waivers and Work-flex Waivers) in sections 661.400-661.420 of Federal Register Vol. 65, No. 156. The purpose, conditions, and requirements for seeking a waiver have not been met.

It seems that “reduction in funding” is key to your request for a waiver. No input was sought from your regional WIBs on other ways the decline in funding could be addressed. Eliminating local boards that bring in millions in additional grant, foundation and local government funds would seem to be the most contradictory means of addressing the shortage of training dollars.

Why was only one option—eliminating all of your local WIBs—considered as a means of dealing with Idaho’s reduced allocation?

### **Section V. J. 2. c. 1)**

The \$1.3 million estimated savings by eliminating local boards needs to be documented. These figures do not reflect contracts or Idaho management information system figures. Many of the functions of our local board staff would have to be performed by state staff with the added cost of travel.

### **Section V. J. 2. e.**

This paragraph states, *“The Chairs of the Local Elected Official organizations and the Local Workforce Investment Boards and their executive staff received letters from the Governor announcing this change. Each individual also received a personal call in advance of the letter to advise them of this change and offer an opportunity to comment on the proposal.”*

The “personal call” to each of the regions received in advance of the letter was actually a prepared written statement read by Roger Madsen. At the conclusion of the statement, Mr. Madsen asked if anyone had any comments. A total of **3 minutes** was allotted by Mr. Madsen for such comment.

### **Section VIII. G. 5.**

This section describes awarding grants and contracts for WIA activities. It is noted that *“With the functioning of the state as a single state area, WIA funds may be awarded to state agencies for delivery of local services without regard to competition based upon the recommendation by the Idaho Workforce Development Council.”*

Your primary basis for seeking a waiver is Idaho’s decreasing allocation of funds and a “bleak financial outlook.” If this is the case, why would funds be awarded to state agencies “without regard to competition”? Where is the incentive to keep costs down if there is no competition?

### **Section VIII. G. 6.**

This section states, *“Upon the recommendation of the Idaho Workforce Development Council, Idaho Commerce and Labor and other state agencies may deliver youth services in the one stop system without regard to competition.”*

Your primary basis for seeking a waiver is Idaho’s decreasing allocation of funds and a “bleak financial outlook.” If this is the case, why would funds be awarded to Idaho Commerce and Labor and other state agencies “without regard to competition”? Where is the incentive to keep costs down if competition is not required?

### **Section X. C.**

Why is Subpart C (Local Governance Provisions) section 661.300(f) cited in seeking a waiver? Section (f) of 661.300 describes board governance for a single workforce investment area state. Idaho has six regional boards, one a mandatory designation, and the remaining five were granted designation upon implementation of the Workforce Investment Act.

Waivers are outlined in Subpart D (Waivers and Work-flex Waivers) in sections 661.400-661.420 of Federal Register Vol. 65, No. 156. The purpose, conditions, and requirements for seeking a waiver have not been met.

## **Section X. E.**

This section should describe the appeals process and states that it can be found at Attachment 17. Attachment 17 is not included in your draft plan for review. Why has this been omitted?

## **Section XI. Assurances**

This section has been completely left out of your draft plan. We are specifically interested in item 15, which reads: *“The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.”*

The state cannot certify that it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. There has been no such consultation in Region I.

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A meeting was held this morning (May 9) at Idaho Commerce and Labor. In attendance were:

Senator Shawn Keough, Senator Dick Compton, Senator John Goedde, Rep. Frank Henderson, Sen. Joe Stegner, Rep. Marge Chadderdon, Rep. Bob Nonini, Rep. Eric Anderson, and several other county commissioners, union reps, chambers, service providers, and other interested parties. Several comments were made by those in attendance, all in opposition to moving forward with the Governor’s plan.

Commerce and Labor staff promised to have a written transcript of the meeting available to Workforce Development Council members for their meeting on Wednesday.

## **SUBJECT: STRATEGIC PLAN**

Comments:

May 6, 2005

The Honorable Dirk Kempthorne  
Governor  
P.O. Box 83720  
Boise, ID 83720-0034

RE: Idaho Workforce System restructuring.

Dear Governor Kempthorne:

Five years ago, with the goal of reducing administrative costs while improving the efficiency of service, the seven Idaho chapters of the American Red Cross merged into one entity. Within a year numerous positions had been eliminated; and service, particularly in rural areas had been drastically cut.

Now the ten northern counties of Idaho must rely on one part-time employee in Lewiston for what limited service they receive. The state governing board, with a membership of 22, has only 2 representatives from the northern counties. The Red Cross has virtually disappeared from north Idaho and with it has gone the public's support and respect.

This is just one example (albeit dramatic) of the destruction caused when a "cure" is worse than the disease. Please don't turn Idaho's workforce system into another such fiasco.

The dedication, perseverance and expertise of our local boards should be put to use finding solutions to the current funding problems. Is the immediate savings that will result from the proposed centralization and radical cuts enough to offset the losses to the communities? The Workforce Investment Board has a proven record of success in the Panhandle. Why throw away those resources for the sake of a quick fix?

As a consumer I want value for my money, as a parent I want opportunity for my children, and as an Idahoan, I want a voice in what happens in my community.

Sincerely,

Nelle Coler



# School District 271

DISTRICT ADMINISTRATIVE CENTER  
311 N. 10th Street, Coeur d'Alene, Idaho 83814-4299

OFFICE (208) 664-8241  
FAX (208) 664-1748  
www.cdaschools.org

May 13, 2005

RECEIVED  
MAY 13 2005

Office of the Governor  
Attn: Governor Kempthorne  
700 W. Jefferson St., 2<sup>nd</sup> Floor  
PO Box 83720  
Boise, ID 83720-0034

OFFICE OF THE GOVERNOR

Dear Governor Kempthorne:

We believe that the collaboration of public and private sector organizations working to create a competitive workforce advantage is best accomplished at the local level through regional Workforce Investment Boards. We are concerned with the proposed consolidation of services at the state.

It is our experience that our local collaborative efforts have directly enhanced opportunities for students in our school system. Participants have learned employability skills, financial management skills and general life skills in order to secure employment. This job training aspect for young people serves to address our diverse regional economic needs as well as the needs of individual at risk students who need options and encouragement to achieve self-sufficiency. With the current system we have the expertise and active participation of our local business community in order to achieve these goals.

Restructuring the workforce system and removing local decision making authority is inconsistent with federal law and contrary to the important principle of locally driven decision making. We encourage you to maintain the existing Workforce Investment Boards to make decisions regarding the way our workforce system delivers services. It is our hope that you value our local public/private partnerships and recognize the accomplishments of this successful delivery system.

Sincerely,

Harry W. Amend  
Superintendent of Schools

God  
Bless  
America

Mr. & Mrs. K. E. Branstetter  
119 River St.  
Wallace, ID 83873-2133

RECEIVED  
MAY 16 2005

OFFICE OF THE GOVERNOR

May 11, 2005

The Honorable Dirk Kempthorne  
Governor  
P.O. Box 83720  
Boise, ID 83720-0034

Dear Governor Kempthorne:

I am very concerned about your proposal to restructure Idaho's workforce system by moving to a single statewide workforce area. I firmly believe that decisions and funding that impact our local economies need to be made by those who have a direct stake in their communities.

My understanding is that the intent of the Workforce Investment Act is to engage the local business community in designing and continuing to improve the way that our workforce system delivers services. It is only through continued involvement by local stakeholders that we can respond to the constantly changing needs of our communities.

Our local Board has successfully partnered with area agencies, private business and community based organizations for over 20 years. These collaborative efforts have resulted in thousands of individuals benefiting from our innovative programs, receiving career training, becoming employed, and contributing to our region's economy. Our local Board continues to actively work in our community, build relationships, and support economic development by aligning our workers' skills with the demands of our regional businesses. Creating a competitive advantage for north Idaho's businesses is the primary focus of our Board and it is only through their active participation and involvement that we can achieve this.

I urge you to engage the broadest possible stakeholders' participation in the decision-making process before considering restructuring our system. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise.

Sincerely,

*Kenneth E. Branstetter*  
*Jocelyn Branstetter*

FRANK N. HENDERSON  
DISTRICT 5  
KOOTENAI COUNTY

HOME ADDRESS  
362 S. PONDEROSA LOOP  
POST FALLS, IDAHO 83854  
(208) 773-2269

EMAIL: fhenders@house.idaho.gov



COMMITTEES  
BUSINESS  
EDUCATION  
LOCAL GOVERNMENT

OFFICE OF THE GOVERNOR

## House of Representatives State of Idaho

The Honorable Governor Dirk Kempthorne  
State of Idaho  
700 W. Jefferson  
Boise, ID 83720

May 5, 2005

Dear Governor Kempthorne:

It felt good to return from the 2005 legislative session with a feeling of satisfaction in having supported, along with the other North Idaho legislators, Garvey Bonding, the Nez Perce Agreement, funding for solution to the Snake River Plain water issue, the Micron and Albertsons incentive bills and other meritorious legislation.

These good feelings ended yesterday when I learned of the planned change in administration of the work force training program – a change that would terminate the proven, effective work that has been so successfully administered here by North Idaho College and trained field investigators – and at a cost significantly LESS than in other areas.

The suggestion that the program can be effectively administered and responsive to the economic needs and opportunities in rural and urban North Idaho by a council located in Boise is incomprehensible!

As the former mayor of Boise I am certain you remember with pride the close relationship you had with local business and industry – and the instant responsiveness of your office to economic opportunities. Similarly, in Kootenai County we have built the success of Jobs Plus, Inc., the small business development center and the workforce training program on the unique interrelationships of our local governments and community college with commercial/industrial enterprises. There is no substitute for the synergy of this economic intimacy.

In response to their budget problem, I hope there are more rational actions to be taken in the Department of Commerce than what has been proposed. Those of us who have been in corporate management for many years, as well as local government, know that when it's "crunch" time – that's when, as leaders, we prove our merit. We also know you don't solve a departmental budget problem by limiting or restricting what is known to be productive – you unburden the operation of functional liabilities.

Thank you for considering these comments.

Sincerely,

Frank N. Henderson

**GEORGE E. ESKRIDGE**  
DISTRICT 1-B  
BONNER & BOUNDARY COUNTIES

HOME ADDRESS  
P.O. BOX 112  
DOVER, IDAHO 83825  
(208) 265-0123  
STATEHOUSE (800) 626-0471

COMMITTEES  
APPROPRIATIONS  
RESOURCES & CONSERVATION  
LOCAL GOVERNMENT

**House of Representatives  
State of Idaho**

**RECEIVED**  
MAY 20 2005

OFFICE OF THE GOVERNOR

May 17, 2005

The Honorable Governor Dirk Kempthorne  
State Capitol,  
2<sup>nd</sup> floor, West Wing  
P.O. Box 83720  
Boise, Idaho 83720-0034

Dear Governor Kempthorne:

We have just recently been made aware of the proposed plan to eliminate the six Work Force Investment Boards in order to compensate for the reduction in federal money supporting the program.

Although we realize that you and Director Madsen are attempting to compensate for the reduced funding in a manner that minimizes the impact on actual training, we have to express our strong concern that eliminating the local boards and relying on the Boise based Workforce Development Council is going to diminish the effectiveness of the program.

The success of the program to date is partially the result of the local board knowing first-hand the needs of the local area and the most efficient method of implementing needed training. One statewide board cannot duplicate the unique relationships among local board members, commercial and industrial enterprises and local training facilities that have proven to be so successful in implementing the program.

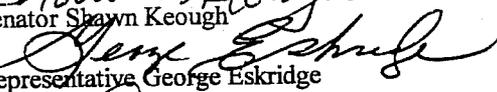
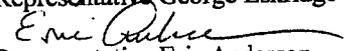
We appreciate your attempt to compensate for the reduction in funding, but believe there are other alternatives that would be more effective if we would allow more time to gather local input from county government, commercial/industrial leaders and the local Board.

In fact it has come to our attention that the Local Workforce Investment Boards have prepared an alternate Workforce Investment Act State Plan that is ready for submission to the U.S. Dept. of Labor on May 31 that has been submitted to your office for consideration.

It is our hope that you will give consideration to this plan or other alternatives and if more time is needed to allow consideration of other plans that your office will appeal to the Department of Labor for that extra time.

Thank you for your consideration.

Sincerely,

  
Senator Shawn Keough  
  
Representative George Eskridge  
  
Representative Eric Anderson

May 18, 2005

RECEIVED  
MAY 20 2005

The Honorable Dirk Kempthorne  
Governor of Idaho  
Office of the Governor  
700 West Jefferson, 2<sup>nd</sup> Floor  
P.O. 83720  
Boise, Idaho 83720-0034

OFFICE OF THE GOVERNOR

RE: Proposed State of Idaho Strategic Two-year State Workforce Investment Plan

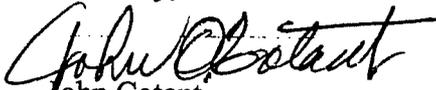
Governor Kempthorne:

I oppose the State Plan proposed by the State of Idaho. The elimination of our local workforce development board will be detrimental to local decision-making and control. I believe a critical element was overlooked in developing this plan by not consulting local elected officials.

Each workforce region in the state has different needs, concerns and solutions. Our Workforce Board comprised of representatives of business leaders from Region V's seven county area knows the trends and needs of our region and needs to be kept intact to assist in the development of workforce strategies.

As Mayor of the City of Chubbuck, I am familiar with tight budgets and the need for fiscal responsibility. I do not believe the proposed State plan takes into account all alternatives. I urge you to consider the "Alternative Plan" presented by the five workforce regions and not dismantle a system that is proven effective.

Sincerely,

  
John Cotant  
Mayor



Office of the Mayor

April 29, 2005

The Honorable Dirk Kempthorne  
State Capitol Building  
P.O. Box 83720  
Boise, ID 83720-0034

RECEIVED  
MAY 02 2005

OFFICE OF THE GOVERNOR

Dear Governor Kempthorne:

Your proposal to restructure Idaho's workforce system by moving to a single statewide workforce area creates grave concerns for me. Those who have invested in their communities best make the decisions and funding issues that impact our local economies.

The intent of the Workforce Investment Act is to engage the local business community in developing strategies that effectively deliver workforce services based upon local needs and opportunities. Only through active involvement by local stakeholders that we can respond to the changing needs of our communities.

Our local Board has successfully partnered with area agencies, private business and community based organizations for over 20 years. These collaborative efforts have resulted in thousands of individuals benefiting from our innovative programs, receiving career training, becoming employed, and contributing to our region's economy. Our local Board continues to actively work in our community, build relationships, and support economic development by aligning our workers' skills with the demands of our regional businesses. Creating a competitive advantage for northern Idaho's businesses is the primary focus of our Board and it is only through their active participation and involvement that we can achieve this.

I urge you to engage the broadest possible stakeholders' participation in the decision-making process before considering restructuring our system. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise.

Living in northern Idaho while being governed by those in Boise will continue to be a challenge for us. Please don't exacerbate this situation and further disenfranchise us by removing another level of local control.

Sincerely,

Clay Larkin

Mayor

CL/dr

GEORGE C. SAYLER  
DISTRICT 4B  
KOOTENAI COUNTY

HOME ADDRESS  
1102 ASH AVENUE  
COEUR D'ALENE IDAHO 83814  
(208) 664-2787  
EMAIL: gsaylerda@aol.com



COMMITTEES

REVENUE & TAXATION

RESOURCES & CONSERVATION

WAYS & MEANS

## House of Representatives State of Idaho

ASSISTANT MINORITY LEADER

May 11, 2005

RECEIVED  
MAY 16 2005

OFFICE OF THE GOVERNOR

The Honorable Dirk Kempthorne  
Governor  
Idaho State Capitol  
PO Box 83720  
Boise, ID 837200-0034

Dear Governor Kempthorne:

Your determination to trim \$1.3 million in costs from Idaho's workforce training program while increasing the number of workers trained is laudable, and I commend you for that. However, while I also appreciate the belated meeting we had in Coeur d'Alene with staff from the Department of Commerce and Labor regarding the proposed elimination of the regional Workforce Investment Boards, I must register my objection to the proposed plan and urge your re-consideration of the matter.

Testimony at the meeting and from others that I have heard from has been unanimously against the proposal. Several issues of concern have emerged.

First is the potential loss of local input and control of decisions regarding workforce programs in our area. While the intent of federal law is to involve the local business community in such decision-making, the effect of this decision will very likely do just the opposite. It is very difficult to imagine how your stated goal of not reducing the level of service will be met under this proposal.

An example is the \$3.5 million in grants that our local board has obtained in the last several years. These grants provide additional funds to serve locally identified needs deemed most important to our area. Will the statewide system continue this effort?

A second concern was the manner and the time frame in which this issue was presented. Granted the timeline was short, but why weren't the regional boards notified immediately and included in trying to find the best solution to the reduction in funds? A further affront was the original intention of the Department of Commerce and Labor to only have one meeting for public input, and that meeting would be in Boise.

Additionally, our current system, with six local regions lead by WIBs has done an outstanding job. Idaho's program consistently ranks number one in our region (which includes Alaska, California, Washington, Oregon, Hawaii, Nevada and Arizona). It would be a shame to lose such a productive and valuable program as a result of a unilateral decision reached without input from those most affected.

I do understand and appreciate the need to reduce the cost of this program because of cuts in federal funds. However, I believe it would be more appropriate to give the regional boards an opportunity to find ways they can save money and seek additional money from private sources or other means. There are indications from Coeur d'Alene that such an approach would be feasible.

The North Idaho delegation was very supportive of your "Connecting Idaho" initiative. My hope is that you, in return, will be supportive of our concerns regarding this proposal, and re-examine the decision to close the regional WIBs. In a diverse state such as ours, it makes sense to maintain these regional boards, particularly when they are doing such an outstanding job.

For your information, I have taken the liberty to enclose a copy of the editorial from today's Coeur d'Alene Press.

Sincerely,

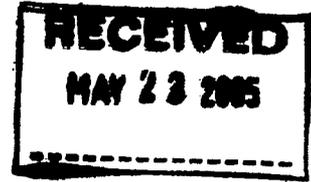


Representative George Saylor

cc: Fred Ostermeyer WDC Member  
Mark Mathews NIWIB Director  
Bill Carter NIWIB Member  
Brad Cedarblom NIWIB Member

May 17, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735



Dear Ms. Brush,

Re: Comments on draft 2-year Workforce Investment Plan

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

As a member of the North Idaho Workforce Investment Board, I am personally disappointed that local boards were not given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. In addition, Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will not result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served. Finally, program dollars titled "overhead" have been used very effectively in Region I to polish skills of existing workforce members, due to collaborative partnerships established in this region.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

I have had the opportunity to examine both the original proposal and the alternative plan, now published on the Idaho Association of Counties website. The original plan is not acceptable as it does not encourage open and fair competition, does not engage local business leaders or elected officials in any meaningful ways, eliminates opportunity for creative collaborative problem solving in a changing global economy, and thus, is bound to be less effective in maximizing the value of money being spent. I find that the alternative plan will better promote open and fair competition. It will better allow for necessary, engaged dialogue and problem-solving local elected officials, business leaders, and tribal representatives on a full range of workforce challenges. It will be fiscally responsible at the same time it meets forward-looking objectives.

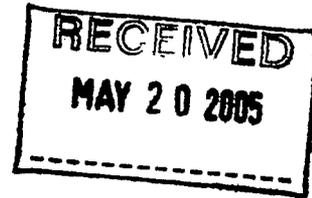
Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208) 660-3430 if you wish to discuss my concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Chase Sanborn". The signature is written in a cursive style with a large initial "C" and "S".

Chase Sanborn



May 17, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735

Dear Ms. Brush,

Re: Comments on draft 2-year Workforce Investment Plan

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

As a past president of the North Central Idaho Workforce Board, I am personally disappointed that local boards were not given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. In addition, Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will not result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served. Finally, program dollars titled "overhead" have been used very effectively in Region II to polish skills of existing workforce members, due to collaborative partnerships established in this region.

Region II has been and continues to be faced with very difficult workforce training needs especially for displaced workers, which differ drastically from those of the other regions of the state. As communicated in the press, this region is the only region in the state to not have an increase in population or business growth. I do not believe that the needs of this region will be met by centralizing this function 300 miles away. Those that live outside of truly "rural" Idaho do not understand how to address issues in Pierce or Orofino. The issues and strategies to address them are different throughout the state and local WIBs should be the ones addressing them.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

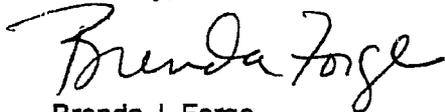
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solving local elected officials, business leaders, and tribal representatives on a full range of workforce challenges. It will be fiscally responsible at the same time it meets forward-looking objectives.

Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208)-799-5531 if you wish to discuss my concerns.

Sincerely,

A handwritten signature in cursive script that reads "Brenda Forge". The signature is written in black ink and is positioned to the left of the typed name.

Brenda J. Forge  
St. Joseph Regional Medical Center  
Director of Human Resources  
Past President Region II WIB

**Boundary Regional Community Health Center, Inc.**

Post Office Box Q - 6635 Comanche Street - Bonners Ferry, Idaho 83805

Administration 208 267-7718 - clinic 208 267-1718

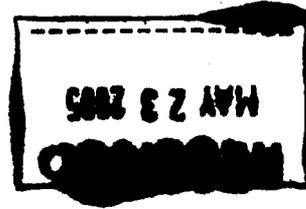
Boundary County Mobile Clinic 208 255-8727

Spanish line 208 267-7768 - fax 208 267-7739

Andrea Kramer, Operations Director - kramer@brchc.org

May 18, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735



Dear Ms. Brush,

Re: Comments on draft 2-year Workforce Investment Plan

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

As the board chair of the North Idaho Workforce Investment Board, I am personally disappointed that local boards were not given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. In addition, Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will **not** result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served. Finally, program dollars titled "overhead" have been used very effectively in Region I to polish skills of existing workforce members, due to collaborative partnerships established in this region.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

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Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208) 267-2412 if you wish to discuss my concerns.

Sincerely,

  
Andrea Kramer  
Operations Director

STEIN'S



# STEIN BROS. INC.

STEIN'S IGA FOOD STORES  
P.O. Box 249, Rathdrum, ID 83858-0249  
(208) 687-0767

RECEIVED  
MAY 10 2005

OFFICE OF THE GOVERNOR

The Honorable Dirk Kempthorne  
Governor  
P.O. Box 83720  
Boise, ID 83720-0034

Dear Governor Kempthorne:

I am very concerned about your proposal to restructure Idaho's workforce system by moving to a single statewide workforce area. I firmly believe that decisions and funding that impact our local economies need to be made by those who have a direct stake in their communities.

My understanding is that the intent of the Workforce Investment Act is to engage the local business community in designing and continuing to improve the way that our workforce system delivers services. It is only through continued involvement by local stakeholders that we can respond to the constantly changing needs of our communities.

Our local Board has successfully partnered with area agencies, private business and community based organizations for over 20 years. These collaborative efforts have resulted in thousands of individuals benefiting from our innovative programs, receiving career training, becoming employed, and contributing to our region's economy. Our local Board continues to actively work in our community, build relationships, and support economic development by aligning our workers' skills with the demands of our regional businesses. Creating a competitive advantage for north Idaho's businesses is the primary focus of our Board and it is only through their active participation and involvement that we can achieve this.

I urge you to engage the broadest possible stakeholders' participation in the decision-making process before considering restructuring our system. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise.

Sincerely,

Larry A. Stein  
President  
Stein Bros., Inc.



**GOODWILL INDUSTRIES**  
of the Inland Northwest

Bonnars Ferry • Coeur d'Alene • Colville  
Lewiston • Moscow • Moses Lake • Pullman  
Sandpoint • Spokane • St. Maries

**GOODWILL WORKS**  
For People  
For Business  
For Our Community

Bobbi Johnson  
President/CEO

**RECEIVED**  
MAY 09 2005

**OFFICE OF THE GOVERNOR**

May 6, 2005

The Honorable Dirk Kempthorne  
Governor  
P.O. Box 83720  
Boise, ID 83720-0034

Dear Governor Kempthorne:

I am very concerned about your proposal to restructure Idaho's workforce system by moving to a single statewide workforce area. As a leader in a not-for-profit service organization operating with autonomous self-governance, I firmly believe that decisions and funding that impact our local economies need to be made by those who have a direct stake in their communities. As the governor of a state known for independence and – born out of that – a state that believes decision making is most relevant to the needs of constituents when it is made away from the hands of government I'm confident you'll agree that services are best determined and provided at the local level.

My understanding is that the intent of the Workforce Investment Act is to engage the local business community in designing and continuing to improve the way that our workforce system delivers services. It is only through continued involvement by local stakeholders that we can respond to the constantly changing needs of our communities.

The local Board has successfully partnered with area agencies, private business and community based organizations for over 20 years. These collaborative efforts have resulted in thousands of individuals benefiting from our innovative programs, receiving career training, becoming employed, and contributing to our region's economy. The local Board continues to actively work in our community, build relationships, and support economic development by aligning our workers' skills with the demands of our regional businesses. Creating a competitive advantage for north Idaho's businesses is the primary focus of the Board and it is only through their active participation and involvement that we can achieve this.

I urge you to engage the broadest possible stakeholders' participation in the decision-making process before considering restructuring our system. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise.

Sincerely,

Clark M. Brekke  
Vice President  
Goodwill Industries of the Inland Northwest

BOUNDARY COUNTY SCHOOL  
DISTRICT NO. 101

P.O. Box 899

Bonnars Ferry, Idaho 83805

Telephone: 208-267-3146 Fax: 208-267-7217

email: bfsupt@imbris.com

Dr. Don Bartling, Superintendent  
Tina G. Wilson, Chairman  
John Lindberg, Vice Chairman  
Tim Foust, Trustee  
Tim Bertling, Trustee  
Gil Hagen, Trustee  
Diane M. Cartwright, Clerk-Treasurer

May 5, 2005

RECEIVED  
MAY 09 2005

OFFICE OF THE GOVERNOR

The Honorable Dirk Kempthorne  
Governor  
P.O. Box 83720  
Boise, ID 83720-0034

Dear Governor Kempthorne:

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My understanding is that the intent of the Workforce Investment Act is to engage the local business community in designing and continuing to improve the way that our workforce system delivers services. It is only through continued involvement by local stakeholders that we can respond to the constantly changing needs of our communities.

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I urge you to engage the broadest possible stakeholders' participation in the decision-making process before considering restructuring our system. Our current system is a proven performer and needs to be relied upon to help develop solutions to challenges as they arise.

Sincerely,



# Southeast Idaho Council of Governments, Inc.

P.O. Box 6079  
Pocatello, Idaho 83205-6079  
(208) 233-4032  
FAX (208) 233-4841

**BANNOCK COUNTY**

Chubbuck  
Downey  
Inkom  
Lava Hot Springs  
McCammon  
Pocatello  
Arimo

**BEAR LAKE COUNTY**

Bloomington  
Georgetown  
Montpelier  
Paris  
St. Charles

**BINGHAM COUNTY**

Aberdeen  
Atomic City  
Basalt  
Blackfoot  
Firth  
Shelley

**CARBON COUNTY**

Bancroft  
Grace  
Soda Springs

**FRANKLIN COUNTY**

Clifton  
Dayton  
Franklin  
Oxford  
Preston  
Weston

**ONEIDA COUNTY**

Malad

**POWER COUNTY**

American Falls  
Rockland

**IDAHO MIGRANT  
COUNCIL****JAPANESE AMERICAN  
CITIZENS LEAGUE****NATIONAL ASSOCIATION  
FOR THE ADVANCEMENT  
OF COLORED PEOPLE****POCATELLO CENTRAL  
LABOR COUNCIL****THE SHOSHONE  
BANNOCK  
TRIBES****IDAHO STATE  
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DEVELOPMENT  
DIVISION****BANNOCK PLANNING  
ORGANIZATION**

May 6, 2005

The Honorable Dirk Kempthorne  
Governor of Idaho  
Office of the Governor  
700 West Jefferson, 2nd Floor  
PO Box 83720  
Boise, Idaho 83720-0034

**RECEIVED**  
1 0 9 2005

**OFFICE OF THE GOVERNOR**

RE: Proposed State of Idaho Strategic Two-year State Workforce Investment Plan

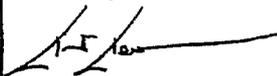
Dear Governor Kempthorne:

On April 28, the Southeast Idaho Council of Governments, Inc. Board of Directors, representing the Local Elected Officials of the seven Southeast Idaho counties, unanimously voted to seek continued designation as a Workforce Investment Area under the Workforce Investment Act of 1998. The application has been submitted to you.

I now ask you, our Governor, to respect the wishes of these Local Elected Officials by approving our request for continued designation as an Idaho Workforce Investment Area, by funding Southeast IdahoWorks Board operations in accordance with the Workforce Investment Act of 1998, and by reconsidering and removing any portions of the proposed state plan that consolidate or eliminate local workforce investment areas and boards in Idaho.

The SICOG Board is aware that federal Workforce Investment Act has diminished funding. As city and county officials, we regularly deal with tight budgets. We believe that we can help find solutions that don't destroy the current local workforce investment system, and we'd like the opportunity to do so.

Sincerely,



Kent Kearns  
Chubbuck City Councilman  
SICOG President

Equal Opportunity Employer

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MAY 11 2005

May 6, 2005

OFFICE OF THE GOVERNOR

The Honorable Dirk Kempthorne  
Governor of Idaho  
Office of the Governor  
700 West Jefferson, 2nd Floor  
PO Box 83720  
Boise, Idaho 83720-0034

RE: Proposed State of Idaho Strategic Two-year State Workforce Investment Plan

Governor Kempthorne:

I oppose the elimination of the Region V Workforce Development Board as proposed in the new state plan. As a local elected official I was not consulted during the development of this plan. That fact that the plan is due by May 31, 2005 does not relieve the state of the responsibility of the consultation process.

I urge you to keep the local boards in place and let all of us, local elected officials and WIA board members assist in providing solutions to the funding cuts. We have partnered in the past when faced with cuts and been able to identify creative solutions to problems.

Sincerely,



Mitchell J. Hart  
Soda Springs City Council

Secretary/Treasurer - Executive Committee  
Southeast Idaho Council of Governments (SICOG)



**BEAR LAKE COUNTY  
BOARD OF COMMISSIONERS**

**DWIGHT L. COCHRAN**  
Chairman - Montpelier

**VAUGHN N. RASMUSSEN**  
Georgetown

**CONRAD E. MICHAELSON**  
St. Charles

**KERRY HADDOCK- CLERK**

May 9, 2005

The Honorable Dirk Kempthorne  
Governor of Idaho  
Office of the Governor  
700 West Jefferson, 2<sup>nd</sup> Floor  
PO Box 83720  
Boise, Idaho 83720-0034

**RECEIVED**  
MAY 11 2005  
OFFICE OF THE GOVERNOR

RE: Proposed State of Idaho Strategic Two-year State Workforce Investment Plan

Dear Governor Kempthorne:

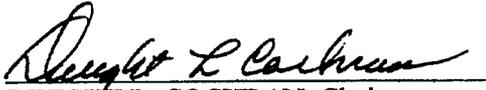
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Sincerely,

BEAR LAKE COUNTY COMMISSIONERS

  
DWIGHT L. COCHRAN, Chairman

  
CONRAD MICHAELSON

  
VAUGHN N. RASMUSSEN

BLCC/ck

cc: Cheryl Brush

P.O. BOX 190, PARIS, IDAHO 83261

P.O. Box 426  
624 F Street  
Rupert, ID 83350



(208) 436-9600  
Fax (208) 436-9920

May 17, 2005

Governor Dirk Kempthorne  
Statehouse  
Boise, Idaho 83720

RECEIVED  
2005

OFFICE OF THE GOVERNOR

RE: Alternative State Workforce Investment Plan

Dear Governor Kempthorne:

In the spirit of the discussion at the May 11, 2005 Workforce Development Council meeting and the motion made by Con Paulos and approved by all but one member of the Council, Local Elected Officials and Workforce Investment Boards offer an alternative proposal to the State Plan presented at that meeting.

The Alternative Proposal addresses the reduction in State WIA funds and the Governor's goal of providing an increased amount of WIA resources toward participant training and business services. We share the Governor's commitment to success through collaboration and leveraging of funds.

Part of that collaboration is to keep the regional workforce investment areas with local boards that made Idaho's WIA Program the number one performer among the western states and among the highest in the Nation. Additionally, in each region partners plan and develop collaboratively the plans for implementing WIA that address priorities established at the local level. Those partnerships have been developed over years of working together and the establishment of trust and working relationships. An important partner in each region is the Idaho Commerce & Labor local offices including those that are One-Stop Career Centers and those that are affiliate sites. Within each region, the current effort to expand economic development resources through those centers and sites will be a continued focus.

Local Elected Officials agree, as evidence of their good faith, to return incentive funds unspent at the end of PY '04 and to support the original plan's proposal to not award incentive funds during PY '05 that would have been earned through good performance. We also agree to continue to identify and develop other workforce development resources that enhance the services and delivery of services in the regions. As was heard during the public comment at the WDC meeting on May 11th, each region obtains other resources that target WIA participants and business services. Each workforce investment area will work with Idaho Commerce & Labor Central Office to better define administrative overhead responsibilities and what would be better handled at the central level and at the local level. The WIA Service Providers in each region will also come together and identify how services might differently be provided that will ensure more of the WIA resources being expended in participant training and business services.

We request your consideration of this Alternative State Workforce Investment Plan.

Respectfully submitted,

A handwritten signature in cursive script that reads "Audrey R. Neiwerth".

Audrey R. Neiwerth,  
Mayor, City of Rupert

# Greater Pocatello Chamber of Commerce

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of Serving the Business Community

Business Advocate

Member Services

Information Center

Community Development Partner

May 16, 2005

The Honorable Dirk Kempthorne  
Governor, State of Idaho  
State Capitol  
P.O. Box 83720  
Boise, Idaho 83720-0034

RECEIVED  
MAY 16 2005

OFFICE OF THE GOVERNOR

Re: Proposed New Structure for the Delivery of Workforce Investment Act Services

Dear Governor Kempthorne:

The Greater Pocatello Chamber of Commerce was one of the leading advocates for the creation of a locally controlled one-stop career center within Idaho. Our principle interest in supporting these efforts has been due to the belief that the best delivery of workforce training services would be directed from a board comprised of local business leaders to insure that the training workforce needs were being met.

It is our understanding that your office and the Idaho Department of Commerce and Labor are proposing the abolishment of the local business - led boards in delivering Workforce Investment Act (WIA) services in favor of one statewide board as a cost saving measure. Certainly we are always supportive of efforts to increase efficiency in the delivery of government services. However, we are troubled with this proposal for several reasons.

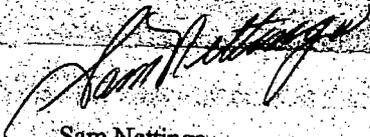
We believe that the local boards should have first been given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. Second, we are skeptical that the elimination of a delivery system designed and directed by local business leaders will result in enhanced delivery of workforce services to the communities, and more importantly, the businesses that create the jobs to fuel our economy.

We would need additional clarification on how an expanded statewide WIA Board would better meet the needs of the employers within our region than a board comprised of local businesses before we could endorse the proposed changes. The workforce training needs are different in each area of the state and each region/community should have the ability to shape the delivery of these services to meet their needs. Only local workforce training boards know the local needs.

We are concerned about the inadequate time provided to develop alternative solutions. Any dramatic redesign of WIA programs should not be done hastily. I would like to suggest that the local boards first be given the opportunity to address the anticipated reduction of WIA dollars before the entire current system of locally led boards, are completely eliminated and abolished. This strategy seems contrary to the needs and desired outcomes of the business community.

One additional concern I have is the matter of leaving the Idaho Legislature out of the loop when there was the opportunity to have them included.

Sincerely,



Sam Nettinga  
Executive Director  
Greater Pocatello Chamber of Commerce

Cc: Roger Madsen, Director, Idaho Department of Commerce & Labor  
Bob Barber, Director, WorkSOURCE  
Dwight Johnson, Idaho Department of Commerce & Labor



**BOISE METRO**  
CHAMBER OF  
COMMERCE

May 12, 2005

**RECEIVED**  
MAY 17 2005

**OFFICE OF THE GOVERNOR**

The Honorable Dirk Kempthorne  
Governor, State of Idaho  
State Capitol  
P.O. Box 83720  
Boise, Idaho 83720-0034

Re: Proposed New Structure for the Delivery of Workforce Investment Act Services

Dear Governor Kempthorne:

The Boise Metro Chamber of Commerce was one of the leading advocates for the creation of a locally controlled one-stop career center within Southwest Idaho. Our principle interest in supporting these efforts has been due to the belief that the best delivery of workforce training services would be directed from a board comprised of local business leaders to insure that the training/workforce needs were being met.

It is our understanding that the Idaho Department of Commerce and Labor is proposing the abolishment of the local business led boards in delivering Workforce Investment Act (WIA) services in favor of one statewide board as a cost saving measure. Certainly, we are always supportive of efforts to increase efficiency in the delivery of government services. However, we are troubled with this proposal for several reasons.

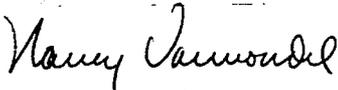
First, we are concerned about the process used to propose the new delivery system. We believe that the local boards should have first been given the opportunity to look within their own organizations to address the anticipated reduction in WIA funds. Second, we are skeptical that the elimination of a delivery system designed and directed by local business leaders will result in enhanced delivery of workforce services to the communities, and more importantly the businesses that create the jobs to fuel our economy.

We would need additional clarification on how an expanded statewide WIA Board would better meet the needs of the employers within our region than a board comprised of local businesses before we could fully endorse the proposed changes. Obviously, the workforce training needs are different in the Treasure Valley than are needed in other parts of the state, and each region/community should have the ability to shape the delivery of these services to meet their needs.

The Honorable Dirk Kempthorne  
May 12, 2005  
Page 2

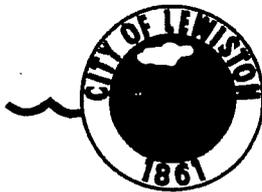
Finally, we are concerned about the inadequate time provided to develop alternative solutions. Any dramatic redesign of WIA programs should not be done hastily. I would like to suggest that the local boards first be given the opportunity to address the anticipated reduction of WIA dollars before the entire current system of locally led boards, are completely eliminated and abolished. This strategy seems contrary to the needs and desired outcomes of the business community.

Sincerely,



Nancy Vannorsdel  
President & CEO

cc: Roger Madsen, Director, Idaho Department of Commerce & Labor  
Bob Barber, Director, WorkSOURCE  
Dwight Johnson, Idaho Department of Commerce & Labor



# City of Lewiston

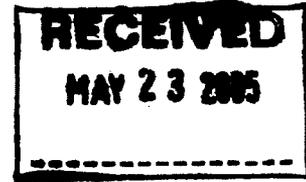
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May 17, 2005

Cheryl Brush, Chief  
Workforce Systems Bureau  
Idaho Department of Commerce and Labor  
317 West Main  
Boise, Idaho 83735



Dear Ms. Brush,

***Re: Comments on draft 2-year Workforce Investment Plan***

In the draft plan for comment published on the Idaho Department of Commerce and Labor website, the Idaho Department of Commerce and Labor is proposing to eliminate local business led boards in delivering Workforce Investment Act (WIA) services in favor of moving toward a single statewide service area.

Idaho has an outstanding performance record under the current system. I believe that eliminating a delivery system designed and directed by local business leaders will not result in enhanced delivery of workforce services; nor are there sufficient guarantees that increased numbers of participants will be served.

At the May 11, 2005, Workforce Development Council meeting, the motion was approved encouraging the Council, Local Elected Officials and Workforce Investment Boards to develop an alternative proposal to the State Plan presented at that meeting.

I believe that the alternative plan will better promote open and fair competition. It will better allow for necessary, engaged dialogue and problem-solving by local elected officials, business leaders, and tribal representatives on a full range of workforce challenges. It will be fiscally responsible at the same time it meets forward-looking objectives.

Therefore, I urge you to replace the existing draft plan with the alternative plan in your submittal to the U.S. Department of Labor.

I can be reached at (208) 743-0818 if you wish to discuss my concerns.

Sincerely,

Jeffrey G. Nasset  
Mayor



TREE CITY USA

sage

May 23, 2005

Megan Ronk  
Policy Advisor for  
Governor Dirk Kempthorne  
State Capitol  
Boise, Idaho 83720

*Sage Community Resources is the grantee organization of the Workforce Investment Act (IdahoWorks) funding for the ten counties of southwest Idaho.*

*WorkSOURCE is the department of Sage that administers the funding and which acts as the IdahoWorks system for southwest Idaho.*

Dear Ms. Ronk,

Please accept the attached newspaper articles as appropriate documents to be included in the comments to the Strategic Two-Year State Workforce Investment Plan.

Sincerely,



Bob Barber,  
Director

## WORKSOURCE

Administrative Office  
1001 S. Orchard, Ste. 101  
Boise, ID 83705

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## **Boise flexes muscle; N. Idaho won't forget**

North Idaho is at risk of sliding downhill, all the way to Boise.

At stake is local control of important workforce training issues and dollars, a key rung in the ladder of North Idaho's strong economic growth. Because of federal cuts, Idaho is facing a \$1.9 million shortfall in workforce funding. The state's proposed answer to the shortfall is to eliminate six workforce committees throughout the state and consolidate all workforce operations in Boise.

What has North Idaho lawmakers, mayors and many other citizens upset is the manner in which this power grab is happening. Only days ago did word spread that the state was planning to consolidate all workforce operations, and that information was gleaned only because a state senator, John Goedde of Coeur d'Alene, learned that mischief was afoot.

Representatives of the Commerce and Labor Department then conducted a hastily arranged public meeting in Coeur d'Alene on Monday, and predictably, they faced a serious grilling. They limped out of town with their regrets and excuses intact, preparing for another discussion on the issue today in Boise.

This isn't just us versus them, David against Goliath, another bureaucratic battle being waged on a provincial premise. It's Boise hastening to a decision that's detrimental to all of North Idaho, with lip service but little real regard for what we northerners think or wish. Most disturbing is that it's starting to look more and more like the rule, rather than an exception.

Boise brandishes the excuse that the state only learned of the federal funding cut in March. Yet that cut merely continued a trend we've seen every year since 2002. Why wasn't it anticipated?

And even if the announcement did somehow catch Boise by surprise, why wasn't the rest of the state included immediately in trying to find the best solution? A heads up in March would have given a lot of very good brains around the state valuable weeks of alternative searching. Now there are only days until the governor submits a plan in time for the new budget, which takes effect July 1.

The sad fact is that even if there are no other reasonable solutions, Boise is burning an important bridge with North Idaho. North Idaho was instrumental in pushing the governor's prized "Connecting Idaho" highway plan through, and this is the immediate reward? Compounding the local pain is the Boise-based Department of Environmental Quality's decision to allow BNSF Railway Co. to reopen its refueling depot in Kootenai County, against the wishes of many Kootenai County residents. Meantime, with the blessings of many in Boise state government, Boise State University is forging ahead with its power play to build its own community college, and have property owners outside Boise pay for it.

If there's a silver lining in this southern storm, it's that North Idaho legislators are paying attention. And they're sure to remember when certain state departments need funding in the future.

# Statewide opposition mounts over training program management move

Decision made by Kempthorne based on expected federal funding cuts

By SANDRA L. LEE  
OF THE TRIBUNE

Opposition to moving management of a work force training program that serves about 300 people in north central Idaho to Boise is being mounted statewide, Wanda Keefer told the Nez Perce County commission Monday.

The news was presented as an accomplished fact at 5 minutes until 5 p.m. on a Friday night 10 days ago, said Tim Rubio, economic development specialist in Clearwater County.

Keefer is executive director of the Clearwater Economic Development Association based at Lewiston.

Work force boards weren't involved in the decision, which was made by Gov. Dirk Kempthorne based on expected cuts in federal funding, Keefer said.

The governor is not asking for input, she said, but those who work in the field of economic development believe local boards are the entities most likely to be able to come up with solutions to reduced funding.

Loss of local control and local input likely means lack of meaningful service, Keefer said.

Kempthorne last year created the Office of Science and Technology that took away a consultant at the University of Idaho who worked with small businesses in Region 2, the five north central Idaho coun-

ties, she said. It was called centralization, Keefer said.

"We have gone from outstanding service to zero."

The 30-year-old work force training program relies on elected officials, educators and business people to provide guidance for training programs, particularly in instances where there are large layoffs or shutdowns such as the Jaype plywood mill at Pierce.

It formerly was called the Private Industry Council.

"It's the one board in our region that provides input to the state on particulars to our region," Rubio said.

It succeeds because there is a buy-in from employers, Commissioner J. R. Van Tassel said.

The other two commissioners agreed, signing a letter to the governor objecting to changing the program structure.

Keefer said there is speculation President Bush intends to cut 18 programs that serve rural areas like north central Idaho. They include Economic Development Administration grants and loan programs and U.S. Department of Agriculture loans.

Just about every program Clearwater Economic Development Association has helped administer here over three decades would be touched, she said.

In other business, Sgt. Paul McNish of the sheriff's office thanked the commissioners for approving acquisition of an automated telephone menu system.

It will take some of the burden off dispatchers who work one to a shift and handle every call from 911 to rerouting requests for non-police assis-

"We have gone from outstanding service to zero."

CLEARWATER ECONOMIC DEVELOPMENT ASSOCIATION  
EXECUTIVE DIRECTOR  
WANDA KEEFER

tance while also coordinating officers and other emergency response agencies in the field, McNish said.

The number of calls is increasing significantly each year, he said. "The dispatchers will be very relieved."

The menu was developed by Randy Buitenhoff of the county's computer systems department and will cost less than \$1,000, McNish said. It will be in place in two to three weeks, and public feedback is requested if there is something that doesn't work satisfactorily, he said.

Lee may be contacted at [slee@lntribune.com](mailto:slee@lntribune.com).



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## Police suspect self-inflicted fire killed Lewiston man

A Lewiston man found burned to death Sunday night in his car may have set the fire himself, according to the Lewiston Police Department.

Scott Neil Evans, 25, was found dead in the driver's seat of his 1978 Buick Regal in a Lewiston Orchard's restaurant parking lot after the Lewiston Fire Department extinguished the blaze.

"All the evidence and witness statements gathered at this point in the investigation indicate this was a suicidal act on the part of Mr. Evans and foul play is not suspected," wrote Lewiston Police Sgt. Doug Clark in a press release.

Residents near the Strike and

When firefighters arrived at 11:42 p.m., the interior of Evans' car was "fully involved in flames," according to Clark.

The incident is still under investigation, but Clark said investigators found evidence of accelerators.

Nez Perce County Coroner Gary Gilliam is conducting an autopsy.

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# State plan for single workforce board draws flak

By Brad Carlson  
IDAHO BUSINESS REVIEW

The state plans a wholesale revamp of its workforce training program to keep recent federal budget cuts from reducing benefits to Idahoans.

But the plan to replace six regional workforce investment boards with one statewide board doesn't sit well with WorkSource, the board serving southwest Idaho.

Boise-based WorkSource issued a statement saying that it and the Local Elected Officials group in southwest Idaho oppose the plan.

The Idaho Commerce & Labor Department favors statewide administration of programs funded under the federal Workforce Investment Act. Such a system operates in eight other

states with small populations, the department said.

Idaho would eliminate the six regional boards and expand the statewide, 19-member Workforce Development Council to include more business, labor and education representatives around the state, according to a DCL statement.

The proposal follows a late-March announcement by the federal government that Idaho faces a \$1.8 million cut in its allocation for workforce development, said Commerce & Labor spokesman Bob Fick.

Federal support for Idaho dropped from \$15.2 million two years ago to \$11.4 million last year and \$9.6 million for the coming year, "the lowest amount in 30 years," he said.

The consolidation will save \$1.3 million in overhead for the

operating year starting July 1, he said. "If we don't save it, it's 500 people who won't get trained. The most important thing is to preserve and protect training."

The state says that despite severe budget cuts, the approach will increase overall efficiency and the amount of money going directly to training.

Idaho plans to split the federal funding evenly between direct worker training and associated re-employment services, and to keep offering the services in the six regions.

Fick said the existing system, created five years ago, is due to expire June 30, and Gov. Dirk Kempthorne plans to present a two-year operating plan to the U.S. Department of Labor by May 31.

In a statement, Kempthorne said the proposed change makes

"If we don't save it, it's 500 people who won't get trained."

— Bob Fick

the program more efficient in an environment of scarce federal funds, and "allows us to meet the President's goal of doubling the number of individuals enrolled in training while ensuring we deliver services to our businesses and citizens across the state."

WorkSource said in a statement that local boards "have been a resounding success, facilitating Idaho to become one of the top-performing states in the Western U.S. in regard to the Workforce Investment Act."

The local boards have raised money from other sources, and state agencies often lack this capacity, WorkSource said, adding: "Under the proposed model, the state's system will be reliant upon decreasing federal funds."

WorkSource spokesperson Robin Warner said that compared to the local boards, a statewide board "isn't close enough to ground level to know the needs" locally. WorkSource would effectively dissolve if the proposal goes through, she added.

Idaho Commerce & Labor will take written comments through May 23 online at State.Plan@ci.idaho.gov or by mail to Cheryl Brush, Workforce Systems Bureau chief, Idaho Commerce & Labor, 317 W. Main St., Boise, 83702.

# Glanbia to boost cheese-making, milk use in Gooding

By Brad Carlson  
IDAHO BUSINESS REVIEW

Glanbia Foods Inc. plans to keep expanding its cheese-production operations in Gooding.

A \$13 million project to start this month will increase production by 20 percent and will require milk from 20,000 more cows, the company said in a statement.

The Gooding plant — which processes 7.1 million pounds of milk from 100,000

Glanbia employs more than 500 at plants in Gooding and Twin Falls.

The company will complete a \$280,000 production expansion in Twin Falls this month. It is adding an "ultra-filtration" system to process milk from 1,500 more cows and produce an additional 100,000 pounds of cheese every week.

"There continues to be a tremendous demand for quality-produced barrel cheese from our customer base," President and CEO Jeff Williams said. "The expansion at both of these facilities will

farmers here," he added, "as our demand for high-quality milk increases, they are able to grow with us and supply premium milk to meet our production needs. We value our long-term relationships with southern Idaho dairy farmers."

In Gooding, Glanbia will add two new cheese-making vats, extend the belt system and add barrel-forming towers. The plant will add cooler and receiving bay space, and erect new raw-milk storage silos.

plans to bring the plant on-line in July and make it fully operational by November. The company said the treatment plant — the first built by an Idaho cheese processor — would remove more solids in the wastewater and help control odors.

"Future expansions of our Gooding facility were all designed in to the processing capabilities of this wastewater treatment plant," Williams said. "It will easily handle any additional waste generated as a result of this expansion" of cheese production.

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# The Times-News

Blaine, Idaho • Publisher: Chris Stembach • Editor: Chris Stembach

The members of the editorial board are: Jim Walters, David Tomlinson, Brad Ford, Chris Stembach, Steve Collins, Glenn Jones, Brian Park, Randall Johnson and David Cooper.

## LETTER

### Governor's work training cuts erode local input

When choosing which displaced workers are retrained and how young people are trained for their first job — Gov. Kempthorne wants all decisions to be made in Boise, not in the state's six regions. Since 1998, boards composed of local government and business leaders have made these decisions.

On May 11, many of these leaders protested Kempthorne's decision before the Workforce Development Council, which would make all decisions going forward. They also criticized how this deci-

sion was made: without consulting either the regions or the Legislature. The council voted 9-7 to uphold the governor's plan.

I share the protesters' concern and join in the request that the governor reverse course.

These decisions should continue to be made by those most familiar with local needs. It is only at the local level that all institutions which provide training — schools, colleges, businesses and non-profits — can be mobilized to do the job.

In a state as diverse as Idaho, giving decision power to one statewide board discourages local initiative, fosters unnec-

essary competition and is ultimately wasteful of goodwill, efficiency and money.

However, we need to understand what is driving the governor's decision and start protesting now what it suggests for the future.

The governor says he must eliminate local boards to protect the number of workers trained because federal training funds have been cut by \$1.6 million. Better to cut administration than worker training.

While this sounds reasonable, it fails to consider how each region could do the job for less. The Magic Valley region already does the job for

less than 5 percent administrative costs.

Why is the Bush administration cutting state training money at a time when international competition requires more, not less, training and education? Why is it starving state governments all across the board?

Although the administration is abandoning its responsibilities to the states, neither the governor nor the Legislature will protest because it's their administration that's doing the damage.

That happens when one party controls everything. As federal funds disappear, work force training may be just

the first Idaho program centralized in the name of efficiency.

Government closest to the people will be sacrificed. More burdens will be placed on local property taxpayers.

If elected governor, I would protest what the federal government is doing to the people of Idaho. I would also protect and strengthen local and regional decision-making, not centralize everything in Boise.

JERRY M. BRADY  
Idaho Falls

*(Editor's note: Jerry Brady is a Democratic candidate for the 2006 campaign for governor and former publisher of The Post-Register in Idaho Falls.)*



## State pulls job training power

Posted: Friday, May 06, 2005 - 08:18:03 am PDT

By JOE BUTLER

Staff writer

### Local officials fear North Idaho will be overlooked

COEUR d'ALENE -- A plan to relocate all the state's workforce training programs to Boise is upsetting lawmakers and others in this region who fear a loss of local control.

But officials from Gov. Dirk Kempthorne's office and representatives from the Idaho Department of Commerce and Labor say the move, though unfortunate, is the best solution to dwindling federal dollars for job training.

"This is our response to a serious dilemma," said Bob Fick, communications manager for the IDOCL. "Someone needs a viable alternative to deal with the money, and so far, no alternative solution has been found."

The plan, outlined in a mid-April e-mail to employees and members of local and state workforce councils, and in a press release April 19, said that the state Workforce Development Council will begin to assume responsibilities for all of Idaho's workforce planning and oversight.

These duties are mostly done by six regional Workforce Improvement Councils appointed by local officials, with support from Boise.

But on July 1, local councils would be dissolved while a state council expands. The new plan will also consolidate administrative operations, which Fick said represent half the department's costs.

Fick said this move would get rid of similar overhead through the different regions, and result in savings of \$1.3 million, which could pay for training for 500 residents.

The shortfall comes from continuing cuts from the Bush administration.

In North Idaho, the proposal could end up cutting five jobs. But Sen. John Goedde, R-Coeur d'Alene, said the loss of local decision-making is the greater concern.

"The idea is that the money they need isn't taken from training, but from administration," he said. "The problem is once you do the administration in Boise, you may not always see the scope of consideration of needs beyond Ada and Canyon counties."

He said the local councils -- which include elected officials and representatives from area businesses -- are the most responsive to the area's specific economic needs.

Goedde also doesn't like how lawmakers and the public were notified of the proposed changes.

After hearing that the only public session about the plan was scheduled for Boise, he "objected immediately."

Now, IDOCL officials plan to meet Monday morning at the Coeur d'Alene office. Deputy Director John McAllister; Jay Engstrom, Workforce Services administrator; and Kay Vaughn, senior planner, will hear

from visitors and offer information about the proposal. There is also a state Workforce Council meeting later next week in Boise.

"This will help us keep track of what's happening," Goedde said.

He also didn't like how a time limit was attached to the plan -- the state would like to have the changes in place by July.

"It's kind of a take-it-or-leave it," he said. "I understand the time frame, but just because you need to rush doesn't mean you should leap to a faulty conclusion."

Jim Deffenbaugh, head of the Panhandle Area Council, also didn't like how the proposal was announced, especially since it included a timeline of just a few months, and the local councils weren't asked for help up front with the funding crunch.

"They should have said we've been cut again, and asked for ideas on how we can merge, deliver our services the same or better," he said. "You have got a brain trust in six places in the state to tap into, but this was never done."

Deffenbaugh said the local Workforce Investment Board -- about 30 members -- has been in place in various forms and names for more than 20 years. At least 51 percent of the board is expected to be from private business.

He said he doesn't see this with the state board, which has 19 members, with more than half of them from government agencies and just one representative from North Idaho, Fred Ostermeyer.

"This is a bad approach," Deffenbaugh said. "You do have to face the cuts, but instead of the state absorbing them, they're being blamed on the local folks and local administration."

Like Goedde, Deffenbaugh said the local councils are best to identify the local workforce needs, whether it be a mill that's closing or a larger employer coming to town and looking to boost the skills of local residents for potential employment.

"They're really doing away with the local input process," he said.

He said because the council is so familiar with local issues, sometimes it decides to spend the money on things not directly related to training, but still to the benefit of North Idaho workers.

For instance, Deffenbaugh said the council was instrumental in the upcoming multi-agency effort to improve public transportation in the region. While not technically workforce training, he said access to transportation can make it easier for people living in rural areas or without cars to reach education centers.

Over the years, the council has given funds to a range of people from North Idaho College and local high schools to Anchor House and TESH, which both offer rehabilitation programs.

One of the programs it began funding about three years ago was Qualified Workforce Worker Retraining through North Idaho College's Workforce Training Center. The program offers counseling, short-term training, and other resources to people who lose their jobs.

Robert Ketchum, NIC's director of the Workforce Training Center, said NIC is the only school in the state with a Workforce Council-funded program on its campus.

"We hope we can retain this," he said. "It's been good here. We'd hate to lose our program."

The council created the program about three years ago, and it's funded to serve 65 people a year. Ketchum said the program has also helped others, but from other funding sources.

Deffenbaugh questions the legality of doing away with the local councils, which he said are established

by state law.

But Mike Journee, spokesman for Kempthorne, said the governor can add people to any commissions he wants through executive order.

He said Kempthorne will make sure the expanded state Workforce Council will allow more regions to be represented.

"There will be more people around the state on it," Journee said. "The idea that some regional areas will be hurt by this doesn't make sense."

Ostermeyer, North Idaho's sole representative on the council, said at first he liked the centralization plan. But then he began to have his doubts.

"I have serious concerns with the direction of this," he said Thursday. "The existing six regional boards have more than proved they're very viable and offer positive impact to the region, and historically have had good relationships with government entities and businesses in their areas."

Ostermeyer said he would support an alternate plan to have the local councils think of ways to offset the funding shortfall, rather than just eliminating all of them. And others feel that way.

"I've made contact with five city elected officials, and they're very positive they can provide financial assistance for continuing support of Region 1," he said. "They understand the value of a local workforce board and have seen positive results."

# MONEY

Wednesday, May 11, 2005

The Times-News

Business Editor: Kristina S. Hopkins, 330-0931, Ext. 242

## Job training board likely to disband

By Julie Pence  
Times-News writer

**TWIN FALLS** — It probably won't matter what they say, but they'll say it anyway.

Today two Magic Valley men who belong to a statewide board called the Workforce Development Council head to Boise. Their mission is to tell Gov. Dirk Kempthorne they don't like his plan to cut the local out of decisions or how to provide federally funded job training in Magic Valley.

Kempthorne unilaterally decided last month to disband five regional boards that have determined since the early 1980s how to spend the millions the state gets each year from the federal Workforce Investment Act. He made the decision to consolidate administration in Boise as a response to federal cuts.

The move will save \$1.3 million of the \$1.8 million that was cut in federal job-training funds for the 2005-06 fiscal year. Over the past three years,

Idaho has seen a 37 percent cut in those federal funds that are used for such things as governing board members on legal issues and training oversight, or administration. In 2002, Idaho got \$5.2 million for job training and re-training but in the coming year, the state is to receive only \$3.6 million.

The cuts are a reality, and only likely to increase over the next three to four years, said Jeff Crumrine, who sits on the Magic Valley panel called South Central Idaho Works! Board.

But College of Southern Idaho's chief academic officer Jerry Beck and Jerome businessman Con Paulog will tell Kempthorne today that 29 of the 30 people who sit on the south-central Idaho panel voted Tuesday to oppose a complete disbanding of their group.

A leadership — not one centralized in Boise — is better suited to determining exactly what kind of training is needed in Magic Valley, they say.

It would have been nice to

participate in the discussion so we could all be on the same page," Beck said.

His comments came after Representative representatives showed the Magic Valley board that the \$1.3 million cut in administration means maintaining job training for 500 workers statewide.

"What you have here is an example of Boise making a decision on our behalf," said Joe Herring, executive director for

Please see TRAINING, Page D6

training at CSI — could evaporate if all decisions are made in Boise.

Roy Prescott, chairman for the South Central Idaho Works! Board, acknowledged he leaves the panel's vote will have little effect on Kempthorne's mandate.

Saying Kempthorne's ruling

is "cast in stone," Prescott pointed out Magic Valley's objection would get the governor's attention if locals could come up with a way to salvage training for 500 workers while keeping the decision-making at home. But given the June deadline, Kempthorne is facing to meet

the Bush administration mandate to reduce spending while maintaining training levels. Prescott said: "That's life as it is."

Times-News writer Julie Pence can be reached at 335-3241 or by e-mail at [jpence@magicvalley.com](mailto:jpence@magicvalley.com).

## Training

Continued from D4  
the south-central Idaho training programs.

What Herring, Beck and others on the board said they fear is that valuable objectives unique to Magic Valley — such as determining how to keep Hispanic youths in high school and increasing nurse

**HAUSER** — BNSF Railway Co. began its refueling operations at the Hauser depot late Monday afternoon, much to the dismay of Kootenai County Commissioner Gus Johnson.

"They shouldn't be refueling," Johnson said. "I haven't granted any clearance."

The Idaho Department of Environmental Quality and BNSF Railway officials agreed to a settlement earlier in the day at a court hearing. With the approval, Steve Milsap, assistant vice president in BNSF's engineering department, said the company wanted to resume operations the same day.

"The problems that have occurred were the result of some faulty engineering and

JASON HUNT/Press

**Steve Milsap shows members of the media a sample of the protective liner that is used under the depot to contain any leaks.**

construction, and we have taken all necessary steps to correct those flaws and to ensure the aquifer is still fully protected," Milsap said.

He made the announcement at a news conference at the depot at about 2 p.m.

Although DEQ and BNSF officials have agreed in prin-

ciple, Johnson said no terms have been agreed upon from the county's position. He cited section 7.10 in the county's conditional-use permit for the facility which states: "Operation of the facility may begin only after the appropriate public agency(s) and Kootenai County have granted

that's too big to pay." The issue facing the department is a \$1.9 million shortfall in federal workforce dollars, part of an annual decline that started in 2002.

Dwight Johnson, assistant deputy director for Idaho Commerce and Labor, said the department found out about this pending cut in March and has been desperately looking for ways to cut that large of a cost, while still preserving a state and federal push for training.

Its proposed solution is

**LABOR continued on A4**

**COEUR d'ALENE** — A Canadian citizen pleaded guilty on Monday to charges he was the driver smuggling South Korean women into a California prostitution ring.

U.S. District Judge Edward Lodge ordered sentencing for Sang Yoon "Steven" Kim of Surrey, 29, British Columbia, for Aug. 1. The maximum sentence for illegally transporting aliens into the United States is 10 years, but because of his lack of criminal record, it's likely he will be ordered to serve much less time.

On Monday, Lodge sentenced another naturalized Canadian of South Korean descent to just four months and 12 days credit for time served.

**PLEA continued on A12.**

they should continue to be leery — there's no guarantee."

Johnson said he will ask commissioners at a planning and zoning meeting on Thursday to schedule a special public hearing on the conditional-use permit. He's also asking for the community's support to stop operations and move BNSF Railway out of North Idaho.

"It's going to take a lot of support from the community to shut it down," Johnson said. "But it's time we draw the line in the sand and decide what's really important to us."

Even though operations have resumed, he said he doesn't want citizens to give up.

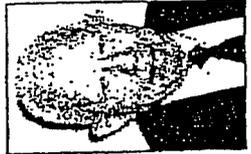
**DEPOT continued on A3**

# Workforce plan assailed

**State to cut \$1.3M by consolidating local operations**

By JOE BUTLER  
Staff writer

**COEUR d'ALENE** — Representatives from Idaho Commerce and Labor came prepared for "input" and "Q and A" Monday morning about a proposed consolidation of all state workforce operations to Boise. And boy did they get them, in terms of citizens and many



Henderson

local lawmakers questioning the specifics of the plan, the timing of the plan and the process of putting the whole thing together.

"This is unrealistic," said Rep. Frank Henderson, Post Falls, who told the officials presenting the meeting that their "financial gymnastics" made things even more confusing. "Losing the economic intimacy we have here is a price



JOE BUTLER/Press

**Ray Jackson, who teaches CPR certification programs for the American Red Cross, speaks to representatives from Idaho Commerce and Labor in Coeur d'Alene on Monday.**

**LABOR continued on A4**

more than 700 students eligible for a General Education Development certificate through the North Idaho College Adult Basic Education program have overcome much adversity on their way to this milestone, which is what makes the GED graduation ceremony unique.

Others had other concerns. "I see another local program redacted from us," said Jim Hammond, administrator for the city of Post Falls. "It's ironic that this is being done where a key legislative strategy this year was 'Connect Idaho.'"

He said he would be interested in finding an alternative solution. "Anytime you say you'll make do in Boise, it frightens me," Hammond said.

Sen. Shawn Keough, Sandpoint, suggested leaving the local boards in place, and said that dismantling them cuts the flexibility of local workforce programs.

"When we see something go to Boise, it becomes more rigid," she said. Keough also questioned the speed of the project, and whether the governor or Labor and Commerce Director Roger Madsen will hear the comments from this particular "dog-and-pony show" that has gone on through the state.

"We don't seem to have an opportunity to stop this train," she said. "I hope we can take our expertise and come up with something better."

Johnson said programs already launched and funded by the local workforce boards won't be affected for the upcoming budget. The department and the governor's office will both accept comment on the plan until May 24. The governor should have a plan together by May 31.

Kay Vaughn, senior planner, said the staff has built extra time into the planning process to accommodate any changes. The current plan expires June 30. "We are aware modifications to the current plan may be needed," she said. "And we can even continue some of these discussions past July 1 — it doesn't mean we're done."

The plan will also be discussed Wednesday in Boise at a meeting of the Idaho Workforce Council.

Fred Ostermeyer, the council's only current representative from North Idaho, said he's prepared to make a few motions that Kempthorne look at other plans, including that would ask cities and counties to help to fund their respective local workforce boards.

"There are options," he said. He said he liked seeing so many lawmakers and other community members. "I'm very impressed how this community was so concerned by this potential change," Ostermeyer said. "They really took the gloves off."

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## LABOR

continued from A1

to cost \$1.3 million worth of administrative costs, which include workforce committees in six regions of the state. This move could pay for training for 500 Idahoans, including about 150 in the North Idaho and north-central Idaho regions. It also would expand a state Workforce Council to include more representation from all regions.

Gov. Dirk Kempthorne expects to have a new workforce plan written by May 31 and in place by July 1.

Johnson apologized to the crowd of about 50, which attracted lawmakers, county commissioners, mayors and other officials from both regions.

"We recognize the time frame doesn't lend to as much deliberative process, and we would like to do more dialogue," he said. "But we're under a tight time frame."

Audience members spent two hours grilling Johnson on the plan, sharing concerns, and offering other solutions.

"I'm troubled North Idaho wasn't consulted or alerted to this," Henderson said. He said he found out when Sen. John Goedde sent him an e-mail.

Johnson said the department truly is saved.

## Public Comments

Public comment on the draft strategic plan of the reauthorization of Idaho's Workforce Investment Act can be done by May 24 and sent to State, Plan@ci.idaho.gov, or mail to: Cheryl Brush, Chief, Workforce Systems Bureau, Idaho Department of Commerce and Labor, 317 West Main, Boise, ID 83735.

found out about the coming cut after the legislative session ended, so couldn't ask for extra funds ahead of time.

Henderson said the local workforce committees are a smart solution, since they are the best representatives of local issues.

"We're proud of what we've built here, and the threat to diminish this is incomprehensible," he said. "There's always time to do it right."

He was one of several audience members to suggest that the state's funding crunch can be solved by utilizing the talents of the local boards and local cities. He also suggested a group of lawmakers should be able to study the department's finances next year to see if the money truly is saved.

## Public Comments

Others had other concerns. "I see another local program redacted from us," said Jim Hammond, administrator for the city of Post Falls. "It's ironic that this is being done where a key legislative strategy this year was 'Connect Idaho.'"

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# LOCAL

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The Idaho Statesman • Thursday, May 12, 2005 • IdahoStatesman.com

## Governor's job training plan criticized

He wants to eliminate six regional boards

By Gregory Hahn  
 The Idaho Statesman

Local officials and business leaders from around Idaho are criticizing Gov. Dirk Kempthorne's plan to eliminate six regional boards that decide how to best spend money to train workers who have lost their jobs. City council members and

county commissioners came to Boise on Wednesday to protest the plan, and the way in which the decision was made.

"It's not only ill-advised, but it could cast a cloud of distrust," Garden City Councilman John Evans said.

Taking away local decision-making will "tear the heart out of workforce development," Jerome County Commissioner Roy Prescott added.

Kempthorne says that his proposal protects the money spent on education and training, and that's the most



n't agree on what to recommend after meeting with up-set local leaders all morning. Kempthorne has until the end of this month to decide, and submit the state's proposal to the U.S. Department of Labor.

### Who should decide how to train local workers?

The fight is over how to spend money from the Workforce Investment Act, which pays for job training, higher education and even resume-writing skills for workers who have lost their

important part of the equation. Several people from around the state asked him to consider allowing the regional boards to fund themselves with local and private money; and to keep their authority over how the federal training dollars are spent. But a governor-appointed advisory committee could-

jobs. In recent years, this money has helped workers from the closed J.R. Simplot Co. plant in Heyburn, displaced phosphorous workers from Pocatello and high tech workers from Boise, as well as former mill workers in North Idaho.

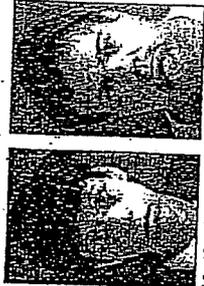
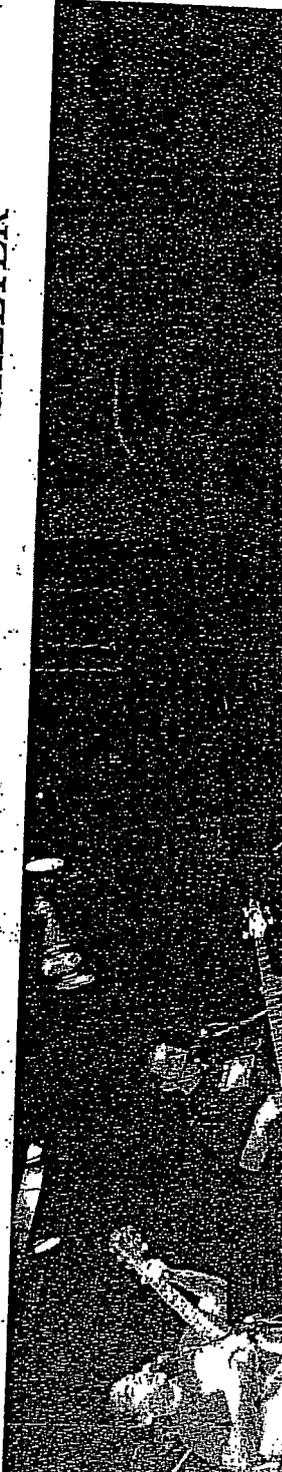
Now, local boards in six regions around the state de-

See Workforce on page 4

Inside, Local 4

- > About the Workforce Reinvestment Act
- > Idaho's share of the money
- > A timeline

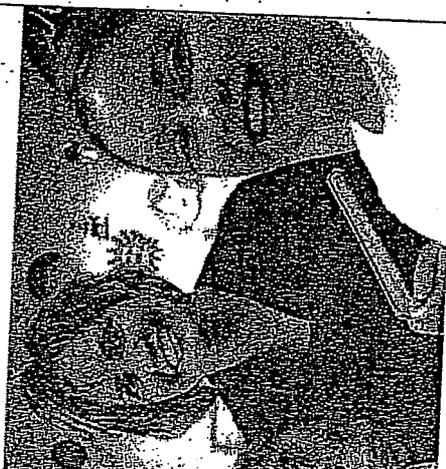
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a 200-pages-or-better document by Monday and you expect me to absorb it by Wednesday, that's too much," he said.

in his new plan. "There is no local voice at this point," she said.

Photos by Lisa Cellard / The Idaho Statesman

# Workforce

From page 1

side how to spend the money. They're made up of county and city officials, local business owners, and educators from the area.

But the Bush administration is cutting Idaho's share of the Workforce Investment Act money by \$1.8 million.

Next year's \$9.6 million budget is the lowest in 30 years, according to Idaho Department of Commerce and Labor officials.

When Kempthorne was told of the cuts at the end of March, he decided that the money spent on training should be protected at all costs, and Commerce officials began working on the plan to eliminate the local boards, which cost about \$1.3 million to operate this year.

Kempthorne's plan would leave the governor-appointed Workforce Development Council, which oversees the whole system now, in charge of deciding where and how to spend the money for the entire state — though officials say the proportion going to each region would stay the same.

If people want the status quo maintained, Kempthorne said, they need to realize one thing: There is no status quo. The money will be cut.

Commerce and Labor spokesman Dwight Johnson said that \$1.3 million could pay to train 500 workers, and that's more important than maintaining the boards.

# Business owners and locals say they are the experts

But local officials said that these boards have intimate knowledge of local economies and trends, and without that, the state could end up wasting training money on skills that aren't needed.

"Local boards have the intimate knowledge of their communities," said Andrea Kramer, chairwoman of the North Idaho Workforce Investment Board based in Hayden.

"These all-volunteer boards come with nominal cost, but the return on investment is unsurpassed." Kempthorne's plan could leave workers without the skills they need to get jobs and Idaho businesses without the skilled labor they desire, others said.

"Local people know what they need," said Ivan Leonhardt, who owns a soda distributing company and an ice-maker in Montpelier.

"This new state plan is just the direct opposite of everything we've heard."

Still, few opponents of Kempthorne's proposal could argue with the need to maintain the dollars going toward training.

"We grant that reduced funding makes life more difficult," Leonhardt said.

What many were most angry about, though, was the way the decision was made.

# A lack of local input and 'an affront' to the Legislature

According to dates provided by Commerce and Labor, Kemp-

thorne gave his direction March 28. On April 15, the people who serve on the local boards were informed of the change.

"The whole approach was done badly," said Bannock County Commissioner Larry Ghan.

While he didn't go so far himself, he said that another person might see the plan as "patronizing at best and empire building at worst."

Coeur d'Alene Republican Sen. John Goedde said Commerce officials should have told the Legislature when they heard about the cuts to the funding. The fact that the lawmakers were still in session when word of the cuts came, but were never told, is "an affront," he said.

He said perhaps the state could have dipped into some of the unexpected liquor dispensary money being used to help fund the water crisis above the Eastern Snake Plain Aquifer.

And many others just said they wanted more time, and a better chance to have some say as to what the state will do.

"Pushing this through so quickly does not give us time to plan, and we need that time — it's valuable," Coeur d'Alene City Councilwoman Deanna Goodlander said.

# Kempthorne will get the final say on what happens

Though the federal government is giving Idaho just this month to write a plan, Kempthorne's staff and Commerce and Labor Director Roger Madsen said the com-

should work with local leaders and business owners to find a better way to deal with the lost \$1.8 million.

Everyone was in town Wednesday for a meeting of the Workforce Development Council. This 19-member body, appointed by the governor, oversees the whole program. Under Kempthorne's new plan, it could be expanded and would make training decisions for the whole state.

ments from around the state will be considered.

But even the Kempthorne appointees couldn't agree on what he was proposing.

Though some, like State Board of Education member Karen McGee and Idaho Association of Commerce and Industry President Steve Ahrens wanted to endorse Kempthorne's plan, others disagreed.

Democrat state Superintendent Marilyn Howard and statewide union leader Dave Whaley fought the hardest against it.

In the end, the panel split down the middle.

Members including Lewis-Clark State College President Dene Thompson and Jerome car dealer Con Paulos said they hoped the governor would consider a plan to let locals keep their authority if they can fund their regional boards themselves.

That's different, Garden City leader Evans said, than just listening to the locals.

"Input is not the same as local decision-making," he said.

To offer story ideas or comments, contact reporter Gregory Hahn at gahain@idahostatesman.com or 377-6425.

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# Workforce act consolidated 60 programs

Congress passed the Workforce Investment Act in 1998 to consolidate about 60 programs, all aimed at training workers and teaching them new skills.

The money has come to the state as a yearly block grant, which is then distributed to each of six regions covering the state.

These regions have their own Workforce Investment Boards, made up of local officials, educators and business people, and they make the decisions on how the money is spent. These boards ap-

prove who can train the workers and what training is offered. The board has staffers, but each has a training and administrative cost.

The whole program is overseen by a Workforce Development Council, which is appointed by the governor. In the past few years, these boards have sent workers laid off from the closed J.R. Simplot Co. plant in Heyburn to the College of Southern Idaho. They have sent displaced workers from Boise's high tech industry to Boise

State University. Around the state, similar help has been given to workers from the phosphorous industry in Pocatello to the timber mills around Lewiston.

Supporters from around the state Wednesday said that the local boards have a unique knowledge about the needs within their regions because they include the business that needed the workers, the educators who can train them and the county officials who are monitoring the trends in the local economies.

This year, the Bush administration is cutting \$1.8 million from Idaho's budget, making it \$9.6 million — the lowest in 30 years.

Gov. Dirk Kempthorne is proposing the state save about \$1.3 million by dismantling the paid staff and administration of the boards, using the money saved to maintain the level of funds paying for actual worker training.

The Workforce Development Council will become the decision-making board for the whole state.

— Gregory Eahn

## Feds offered a short time for states to make decision

Many people involved with workforce development are critical of the speed with which Gov. Dirk Kempthorne has decided to consolidate the six current boards around the state into one board in Boise.

But Department of Commerce and Labor officials say the funding cuts came quickly, as did the demand from the federal government that Idaho draft a new plan.

April 15: The local workforce boards were notified in a conference call.

May 5: The plan was set to be released to the public (the press release was sent May 9).

May 11: Wednesday's meeting of the governor-appointed Workforce Development Council; to hear the concerns and make a recommendation to Kempthorne. The council voted 9-7 to endorse Kempthorne's proposal. But they added an advisory suggestion that he think about leaving the regional boards intact, if they could pay for themselves with local and private money.

May 29: The last day the state will accept comments on the plan.

May 31: The day Kempthorne has to submit his plan to Washington, D.C.

June 30: The current plan is set to expire.

— Gregory Eahn

## Plan is to train same number of workers with less money

Since 2002, Idaho's share of the federal Workforce Investment Act money has dropped by 37 percent.

This year, the \$9.6 million allocation is \$1.8 million less than last year's.

Idaho Department of Commerce and Labor spokesman Dwight Johnson said the state is trying to pay for as many workers being trained as before, but with less money.

- > 2 percent: Commerce and Labor's administrative costs in managing, providing technical assistance to, and supporting the local offices.
- > 36 percent: Direct training costs, including post-secondary education, on-the-job training and support costs like child care and transportation.

### How it works today

Here's how the dollars break down now, based on the \$11 million or so spent in fiscal year 2004:

- > 12 percent: Cost of staff, travel and other administrative costs of the six regional workforce boards.
- > 50 percent: Service costs such as resume-writing help, job search workshops, career planning and guidance, youth training and services. The largest receiver of these dollars is Commerce and Labor itself, which runs Job Service offices throughout the state.

### Kempthorne's proposal

Here's how the money would be spent under Kempthorne's plan to eliminate funding for local boards:

- > 50 percent: Direct training costs would be maintained and increased, and take up a larger piece of the pie.
- > 48 percent: Service costs would have to be cut slightly.
- > 2 percent: Administrative costs for Commerce and Labor would maintain the same proportion, but drop in actual value, because there's less money for 2005.

— Gregory Eahn

## What people had to say about governor's plan



**Ivan Leonhardt**  
Leonhardt, who owns a soda distributor and an ice making company in Montpelier, said the regional boards were told about the plan in a 10-minute phone call with just three minutes for questions. "Did that amount to consultation?" he asked.



**Rick Jackson**  
Jackson chairs the Workforce Board, which oversees training money spent in and around Boise. He said many initiatives run by local boards could dry up under Kempthorne's plan. "You'll be responsible for what we started, and we will hold you to that," he said.



**Jerry Buttkofer**  
Buttkofer, representing Eastern Idaho, was the only regional official who didn't oppose Kempthorne's plan in testimony Wednesday. He said his area officials would like to keep working with whoever will be making the decisions.



**Karen McGee**  
McGee is the chairwoman of the Kempthorne-appointed Workforce Development Council. She said the state, and local areas, need to find areas where commissions and boards overlap, and make decisions that save money while keeping services available.



**Roger B. Madsen**  
Madsen, Idaho Commerce & Labor director, mostly listened Wednesday and answered questions, but he said the governor will take all the comments into consideration as he decides what to propose to Washington, D.C. The state plan must be submitted by the end of May.



**Dave Whaley**  
Idaho AFL-CIO President Whaley, who sits on the Workforce Development Council, said the council wasn't in a good position to comment. "When I get a 200-page-or-better document by Monday and you expect me to absorb it by Wednesday, that's too much," he said.



**Dane Thomas**  
Lewis-Clark State College President Thomas asked Kempthorne to consider letting the local boards retain their powers if local officials and business owners can make up for the lost federal dollars.



**Andrea Kramer**  
North Idaho workforce board chairwoman Kramer said Kempthorne needs to find a way to keep the locals involved in his new plan. "There is no local voice at this point," she said.



**J.R. VanTassel**  
Naz Perce County Commissioner VanTassel said Kempthorne should get together with other governors — all of whom are losing money with Bush administration decisions — and say, "You know, George, this may not be the best idea you ever came up with."



**Larry Ghan**  
Ghan, a Bannock County commissioner, said instead of rushing this decision through, the state should work with local leaders and business owners to find a better way to deal with the lost \$1.8 million.

Photos by Lisa Collard / The Idaho Statesman

# Job programs face budget cuts



CORY MYERS/The Times-News

St. Benedicts Family Medical Center registered nurse Courtney Woll received training assistance through Magic Valley Youth and Adult Services while in college. The programs that helped her overhaul her life might become less accessible to Magic Valley residents, local leaders say.

## Training opportunities could be at risk, officials say

By Julie Pence  
Times-News writer

TWIN FALLS — Only two years ago single mom Courtney Woll was making \$6.50 an hour as a preschool teacher.

These days she's a registered nurse, earning in the \$17.50 to \$22 per-hour range. That's the going rate for nurses in Magic Valley.

Life is good for Woll, 26, who works three consecutive 12-hour night shifts each week.

"I'm building a house now," Woll said. "Things are a lot nicer now."

The programs that helped Woll overhaul her life might become less accessible to Magic Valley residents, local leaders say, as federal funding for workforce training shrinks. State officials, however, argue that they've figured out how to sustain training at the same levels.

Woll said she started nurse's training at the College of South-

ern Idaho because she wanted to provide a better life for her young daughter.

The first day at college Woll met Kent Mallory from Magic Valley Youth and Adult Services, a nonprofit group that contracts with another local nonprofit that gets federal job-training money. Mallory told Woll how Youth and Adult Services could increase her chances for success during her training.

She took him up on it. So instead of Woll trying to keep gas in her car and buy diapers on only \$50 a month, Mallory made it possible for her to get her car fixed when it broke down and to buy books and uniforms. She was even able to afford glasses after hours of study took a toll on her eyes.

"He made life a lot easier," Woll said.

After she graduated and took a job at St. Benedicts Family Medical Center in Jerome, Woll made a \$2,500 return in taxes for

each dollar that taxpayers once gave her when she was on welfare — if the average holds true in her case — local training leader Candy McElfresh said.

But programs like the ones at Youth and Adult Services that gave Woll her best shot at entering the middle class could be at risk, say the people who oversee the training.

This week Gov. Dirk Kempthorne announced that a local board that determines what kind of training is most needed in south-central Idaho is about to be disbanded.

The South Central Idaho Works! Board, with 29 members, makes job-training decisions based on grassroots observations. Money from the federal Workforce Investment Act is allocated to train people like Woll, based on the local board's assessment of what kinds of worker skills are most needed locally.

But because of ongoing fed-

eral cutbacks, Kempthorne said those decisions will have to be made in Boise from now on. The \$11.4 million appropriation for Idaho in 2004 is being cut by \$1.8 million for the coming year. Since 2002, money from the federal Workforce Investment Act sent to the state has been cut by \$5.6 million, or 37 percent.

Kempthorne said moving most administration to Boise and centralizing the program will allow the training to be maintained at the same level, while reducing the amount of money going to administration. More than \$700,000 is to be shifted from overhead to training and services.

"President Bush and Congress expect the states to increase the efficiency of Workforce Investment programs," Kempthorne said in a press release.

Consolidating the planning

# Jobs

Continued from B7

and administration in Boise will effectively streamline the program, Karpfhorne said.

But Joe Herring, executive director for the south-central Idaho training programs, questions that assessment.

"We suspect this is a bad thing for rural Idaho," Herring said. "Local planning is going to be done at 317 W. Main St. in Boise."

As a result, Herring said, he's afraid that Magic Valley's real needs in job training won't be met.

New plans call for an expanded statewide board, which will include some members from the disbanded Magic Valley board. And there will be a one-year transition in which the statewide board will continue to implement advice from the regional boards.

But for south-central Idaho, it appears that programs already in the making could easily be dropped, Herring said.

For example, Herring is concerned about "falling through with a board commitment to the college in Southern Idaho to expand the registered nursing program over the next five years. In transition, he said he's wondering what will come of several groups around the valley to assist or lower the high school dropout rate.

McElfresh, who is the Workforce Development Division manager for the South-Central Idaho Workforce Board, said she's worried that the boards' ability to target various groups

might be compromised. Right now her group contracts with three entities, each of which serves people with different needs.

Some people might lack the literacy to go to Job Service, which is one of the contractors. So CSI, another contractor, teaches them language and reading skills, making it possible for them to move on to actual job applications or training at Job Service.

That's what just happened over the past year with many J.R. Simplot Co. workers felled by a Heylman plant closure, McElfresh explained.

With a centralized approach, that kind of help could disappear, McElfresh said.

"The thing that is difficult when you have budget cuts, what gets cut is the planning," she said. "I've seen that in other programs that became centralized. You have less impact. With the loss of the board's input, there is not a real good vehicle for getting any kind of information to the state board."

But Herring and McElfresh are careful to say they don't know for sure whether any of these plans will actually come to pass.

"It may be we simply don't know how all this is going to happen," McElfresh said. Nonetheless, "We don't see ourselves in much of a position to give much advice on what would be good for our region."

Times-News writer Julie Payne can be reached at 735-5244 or by e-mail at [jpayne@magicvalley.com](mailto:jpayne@magicvalley.com).

By JOE BUTTLER  
Staff writer

North Idaho

# Workforce officials create alternative plans

COEUR D'ALENE — Local workforce councils, facing a possible elimination as early as July 1, have come up with a solution to keep themselves intact and continue commitments to the people of this region.

In April, officials with Idaho Commerce and Labor announced plans to eliminate all regional workforce councils through the state, as an attempt to deal with a sizable cut in federal workforce dollars. Under the new proposal put forward by Gov. Dirk Kempthorne, the duties of the six regional workforce investment councils would now be handled by an expanded Idaho Workforce Council. The move would free up enough money to train 500 Idahoans.

But lawmakers, county commissioners and other officials seemed concerned that the move would affect local control and wouldn't do a good job of addressing local economic needs.

At several public hearings throughout the state in the last few weeks, Commerce and Labor officials were blasted for the plan, or for not looking at other solutions, such as asking the local boards for suggestions to handling the funding shortage, or for local committees to help raise the money to keep everything intact.

Kempthorne and Commerce and Labor officials said it was a difficult decision, since there was little time to solicit statewide input before the current boards released an alternative

budget expired. The state workforce council couldn't decide on a course of action at a recent meeting. At first, it voted to accept the plan.

Karen Henriksen from the North Idaho Workforce Investment Board, said one council member decided to change their vote so the final tally was 8-8, and no recommendation was given to Kempthorne.

This week, officials from the state council, local elected officials, and five local workforce boards released an alternative

state plan. It preserves all the councils, and also gives the state an extension until 2007 to put together a final workforce plan.

Local lawmaker John Goedde hasn't seen the final document, but likes the idea of it. He previously alerted fellow legislators to Kempthorne's proposal, and was instrumental in bringing a public hearing to this area.

"All along I've wanted to maintain the integrity of our local programs," he said. "I think we can fiscally accom-

plish what the governor needs this way. Hopefully Boise will listen."

Bob Fick, spokesman with Idaho Commerce and Labor, said the alternate proposal will be added to the other proposals and feedback from the community.

Comments will be gathered from the public until May 23, and will be looked over as part of Kempthorne's final proposal, which Fick said is supposed to be presented on or before May 31.

***DISCUSSION DRAFT***

**STATE OF IDAHO**

***Proposal from Idaho's Local Elected Officials and  
Regional Workforce Investment Boards Based on  
Discussions at the Workforce Development Council  
Meeting on May 11, 2005***

**STRATEGIC TWO-YEAR STATE WORKFORCE INVESTMENT  
PLAN**

for

**TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998**

and

**THE WAGNER -PEYSER ACT**

for the period of

**July 1, 2005 – June 30, 2007**

- I. *State Vision*
- II. *State Workforce Investment Priorities*
- III. *State Governance Structure*
  - A. *Organization of State agencies in relation to Governor*
  - B. *State Workforce Investment Board (WIB)*
  - C. *Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system*
- IV. *Economic and Labor Market Analysis*
- V. *Overarching State Strategies*
- VI. *Major State Policies and Requirements*
- VII. *Integration of One-Stop Service Delivery*
- VIII. *Administration and Oversight of Local Workforce Investment System*
- IX. *Service Delivery*
  - A. *One-Stop Service Delivery Strategies*
  - B. *Workforce Information*
  - C. *Adults and Dislocated Workers*
  - D. *Rapid Response*
  - E. *Youth*
  - F. *Business Services*
  - G. *Innovative Service Delivery Strategies*
  - H. *Strategies for Faith-based and Community-based*
- X. *Organizations*
- XI. *X. State Administration*
- XII. *XI. Assurances*

Attachments

- 1. WDC Vision, Mission and Goals.....
- 2. Idaho Workforce Development System Organization Chart
- 3. Executive Order.....
- 4. WIA Code of Conduct.....
- 5. WIA Core, Intensive and Training Services.....
- 6. Idaho's One Stop System.....
- 7. Map of Regions.....
- 8. Guidelines for Recertification of IdahoWorks Boards under the Workforce Investment Act of 1998.....
- 9. WIAB 08-04 PY05 Planning Guidance.....
- 10. Local Planning Guidance.....
- 11. WIA Performance Measures.....
- 12. Memorandum of Understanding with Idaho Department of Administration.....
- 13. Complaint Procedures.....
- 14. WIA Core Services.....
- 15. WIA Core Services Methodologies.....
- 16. State 15% Set-Aside Plan.....
- 17. State Appeals Process.....

*Describe, in one page or less, the process for developing the State Plan.*

*1. Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the State Plan. (§112(b)(1).)*

To be completed in final plan.

*2. Include a description of the process the State used to make the Plan available to the public and the outcome of the State's review of the resulting public comments.*

*((§§111(g) and 112(b)(9).)*

To be completed in final plan.

## EXECUTIVE SUMMARY

### Idaho's Workforce Investment Act Strategic Plan Title I and Wagner-Peyser Act Programs, PY'05 and PY'06

Idaho's proposed WIA Strategic Two Year Plan (PY'05 and PY'06) for Title IB and the Wagner-Peyser Act incorporates the following key provisions:

- Reinforces the Workforce Development Council's goals and objectives and recent commitment to implement the 21<sup>st</sup> Century Policy Academy strategies to increase collaboration and leveraging of funds. It establishes priorities for the workforce investment system during the two-year period based upon these goals and priorities of the administration for system reform.
- Reflects retaining current structure of local workforce investment areas and boards. Idaho's workforce development system out-performs the other states in the Western region and is one of the highest nation-wide performers under the Workforce Investment Act. Current partnerships, business involvement, local elected official support, and quality service delivery remaining intact and working toward greater efficiencies and service to the state.
- Articulates the financial efficiencies of working to reduce overhead costs to the workforce system and establishes a goal of spending 50 percent of WIA Adult and Dislocated Worker local funds for direct training and support of businesses.
- Requests extension of an existing waiver regarding the Workforce Investment Act time limit on the period of initial eligibility of training providers (20 CFR 663.530) through June 30, 2007, the end of the planning cycle for the plan being submitted.
- Continues local service delivery resulting from local planning, collaboration, and decision-making.
- Delineates Governor Kempthorne's strategies to integrate workforce and education with economic development to achieve the state and federal priorities for a demand driven system that ensures a skilled workforce for the state's high-growth industries.
- Broadens access for businesses and job seekers to the workforce system and its integrated economic development services with a proposal to increase services in One Stop Centers and affiliate sites across the state.
- Provides an opportunity for the Workforce Development Council, working in concert with the Workforce Investment Boards, Governor's Coordinating Council on Families and Children and Youth Councils, to redesign youth programs, taking fuller advantage of opportunities for leveraging funds among organizations serving youth.
- The allocation and reallocation policies for Adult, Youth and Dislocated Worker programs will be retained to ensure equitable distribution to sub-state areas. Additional major policies which will be carried forward into the two-year plan include:
  - a. Transfer authority between Adult & Dislocated Workers
  - b. Policies regarding Individual Training Accounts
  - c. Administrative policies
  - d. Program policies
  - e. Monitoring requirements
  - f. Participant eligibility
  - g. The one-stop policy framework

2. Outlines use of Governor's 15 percent state funds:
  - a. Maintains existing strategies for use of funds except that:
    - i. Incentive funds for performance in PY '04 may not be awarded during PY'05. The council will consider incentive awards for PY'06 based on that year's fund availability. The existing incentive allocation policy is retained.
    - ii. Additional assistance to local areas with high concentrations of eligible youth for PY'05 is reduced to \$100,000 pending availability of carry-over.
  - b. High-growth projects approved by the council in Region III, IV, V, and VI will be continued through PY'05 using PY'04 funds set aside for this purpose.
  - c. Priorities for any additional funding will be for dislocated workers, additional funding for at-risk youth and additional funding for projects furthering high-growth industries.

I. *State Vision*

*Describe the Governor's vision for a statewide workforce investment system. Provide a **summary** articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)*

A. *What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)*

Governor Dirk Kempthorne announced a clear economic development vision for Idaho that defines a stronger partnership between economic development, education and the public workforce system to attract, retain and grow Idaho's high growth industries.

"Idaho's ability to compete in a global economy depends upon the quality of our workforce. By giving our workers an opportunity to attain the skills needed in the new economy, Idaho will be positioned to lead the country in attracting the jobs that improve wages and quality of life for all Idahoans. I am committed to the creation of new high skill jobs by harnessing the combined energy and resources of employment, education, and economic development to achieve success for all of Idaho." *Governor Dirk Kempthorne*

In his effort to realign economic development for the realities of today's global economy, Idaho's Governor has also established strategic goals for economic development that will create a demand-driven workforce system to prepare workers for new and increasing job opportunities in Idaho's high growth, high demand sectors of the economy. Idaho's workforce investment leaders are using the Governor's blueprint to restructure processes and adjust programs to respond to the workforce needs of Idaho's high growth industries.

The Governor's strategic goals for attracting, growing and retaining businesses within Idaho are defined below and categorized under six main goals.

1. Identify the workforce skills sets needed in high growth, high demand industries and adapt Idaho's education and workforce development systems to prepare Idaho's citizens for the business opportunities and skill demands of today and tomorrow.
2. Maximize state-level resources, eliminate redundant functions and focus efforts on recruiting and retaining high growth businesses and creating high wage jobs in economically critical industries.
3. Focus direct business services toward existing high growth businesses to bolster expansion and success within Idaho.
4. Create an environment that sustains a vibrant technology-based economy which provides employment opportunities and high wage jobs for its citizens. Increased emphasis on the application and use of science and technology in Idaho will continue to spawn new companies and industries, while contributing to the global competitiveness of its traditional industries.
5. Tailor financial incentives and tax credits to target high growth industries that provide high paying jobs for Idahoans.

6. Earmark state-sponsored programs and federal grant monies to assist Idaho's rural communities and counties with infrastructure improvements that encourage business expansion and strengthen the local economy.

*B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)*

Idaho's workforce development partners, defined broadly to include the wide array of education, workforce development and economic development partners, have a long history of collaboration directed toward meeting the needs of Idaho's workforce and business customers. Partner organizations are charged with being demand-driven and asked to continuously improve their responsiveness to customer needs through customer contact and use of improved labor market information. The merger of the Department of Commerce and Labor lays the foundation for a comprehensive service system that provides access across the state to the full range of economic development and workforce development services. In order to ensure increased access, the Idaho Workforce Development Council (Council) will review opportunities for cross program integration to address unmet needs for Idaho citizens and businesses. This is one of the high priority activities identified by the Governor's 21st Century Workforce Policy Academy team. A key strategy is to create a policy framework that aligns services across multiple agencies and programs. The Workforce Council will be reviewing the results of an inventory of programs to recommend further changes and to identify opportunities for leveraging funds to address unmet needs.

*C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)*

Governor Kempthorne 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. The vision that emerged in the Governor's Policy Academy team anticipates life-long learning supported by a fully integrated workforce system:

The 21st Century will be a century of opportunity for individual growth and achievement for those who are prepared. Idaho will have a highly skilled and entrepreneurial workforce that retains and attracts globally competitive businesses. The 21st Century workforce system will be demand-driven with access to information, training and education services to ensure that all Idahoans have an opportunity for success.

A solid academic foundation and an environment that supports learning from birth are critical to future success. A key goal of this administration is to ensure that students who leave high school are ready for further study and learning. As the state focuses on high school reform, the Council is also focusing on improving responsiveness of the postsecondary system. The Governor adopted key recommendations of his Blue Ribbon Task Force and the Policy Academy. Final reports may be found on the state's websites.

*D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the*

*public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)*

### **Bring Business Representation to the State Council**

The Governor's Workforce Development Council, brings Idaho's key business leaders to the table with the leaders of education, workforce and economic development, to increase awareness of challenges facing business and the workforce system and creates opportunities for innovation and development of successful strategies.

The Governor has tasked the Workforce Development Council with keeping the focus of government, community and business organizations on his economic development vision and developing collaborative efforts to ensure attainment of his economic goals.

In February 2005, the Workforce Development Council adopted Governor Kempthorne's 21st Century Workforce Policy Academy recommendations to reform its workforce development and education systems to meet business needs for a highly skilled workforce and to provide our citizens an opportunity to meet their economic goals.

### **Involve Idaho's Citizens**

In 2003, Governor Kempthorne formed the Governor's 2020 Task Force, a broad cross-section of Idaho citizens, who conducted a thorough review of state government with a mission to assess the immediate and long-term needs of the State, and make recommendations to align the operations of State Government to meet the demands of the 21st Century. The Task Force presented a blueprint that will guide the Governor's development of an efficient, effective system of government to serve Idaho for at least the next 20 years.

On an annual basis, the councils that guide workforce development, economic development, tourism, community development, science and technology and rural development convene to share progress and align efforts for improving the competitiveness of the state and our people. They also participate in forums designed to share the voice of business, elected officials, interest groups and individual citizens an opportunity to provide input into the system. This ensures a wider range of voices in the system.

The Director of Idaho Commerce and Labor also sponsors annual community and business leaders' forums across the state, providing an opportunity for attendees to have a voice on how Commerce and Labor can support their efforts in the coming year. Department staff and industry representatives are available to listen to community and business leader's perspectives on a variety of issues surrounding economic, community and workforce development, science and technology, employment services, international trade and tourism promotion.

Regional Rural Development Partners Forums will be held annually in communities throughout the state. The forums give local government, business and civic leaders and citizens the opportunity to tell state and rural leaders about their priorities, accomplishments, challenges and solutions for rural Idaho. Each event will feature updates on economic development activities planned in each region as well as the opportunity to discuss rural and economic development issues. Participants will learn new tools to assist in marketing and developing Idaho's rural communities and have the opportunity to meet in small groups and put those tools to use in project scenarios.

During the past several years, key government, academic, industry and federal organizations have collaborated to encourage entrepreneurial enterprises and create a

climate where innovative businesses can succeed in Idaho. Each program was initially financed by contractors associated with the Idaho National Laboratory.

Ongoing Idaho Science and Technology forums invite Idaho's high tech companies to attend a series of meetings that will identify ways to benefit from the state's core competencies in science and technology. The March 2005 meeting was open to businesses involved in the bioscience, geo-science, materials science, mechanical engineering, computer science and electrical engineering industries, and will be followed up by the second annual Industry Forum on June 9. The forum will discuss advancements in the industry and highlight the University and Idaho National Laboratory research taking place in Idaho's core competency areas. The two events will bring together professionals from the many different industry groups. The goal is to discuss ways Idaho can network and collaborate to further develop and expand the different industries in Idaho.

- E. *What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A).)*

The WIA youth programs in operation over the past five years have been integrated with Governor Kempthorne's broad strategic youth initiative known as the Generation of the Child. Covering a wide range of issues such as health, safety, and education, the initiative is geared toward ensuring that Idaho is the best place to live, work and raise a child by recognizing the value of early investment in children and youth to ensure a quality workforce in the future. To that end, the workforce system has participated as a part of a highly coordinated continuum of services designed to assure youth are well prepared to enter adulthood as productive members of the workforce. One of these efforts, the Governor's Coordinating Council for Families and Children (GCCFC), is designed to bring together regional youth representatives from all disciplines in the public, private-for-profit, private non-profit and voluntary sectors to identify strategies to better coordinate services to youth and young children.

These initiatives, as well as others in the state, have helped to renew efforts to create new opportunities for youth career development and education throughout the state. With the advent of the shared federal vision for youth – *Creating a Collaborative Approach to Prepare Youth for Success in a Global, Demand-Driven Economy*- and USDOL's New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act, the state has mobilized its efforts to follow the lead established by its federal partners. Accordingly, the groups participating in this effort will represent a broad spectrum of youth populations in need throughout the state. Those that have been or will be called to participate in the effort include, but are not limited to, those representing youth in foster care, youth offenders, homeless youth, out-of-school youth, migrant/seasonal farmworker youth, and pregnant and parenting youth.

These efforts allow for a comprehensive youth service strategy to be developed, utilizing the resources available in the community to assure that all youth have the opportunity to learn the skills and workplace competencies to make them productive citizens and valued members of the workforce. The system links with the services of the state's education, juvenile justice, and health and welfare systems, with the assistance of faith-based and community-based organizations (FBCOs) to help identify those most in need throughout the state, which would help to maximize available resources and assure a comprehensive approach to meeting the State's youth service needs.

## II. State Workforce Investment Priorities

*Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)*

To a large extent, the Governor's priorities for the workforce investment system align with those of the U.S. Department of Labor and reflect a long standing commitment to high quality customer service that responds to customers needs while maximizing the resources available. The vision and goals are articulated in two key documents that are guiding action of the Council and the programs it oversees. These are the Council's Vision, Mission and Goals (see Attachment 1) and the Vision, Mission and Goals developed by the Governor's 21st Century Workforce Policy Academy team and adopted by the Council as their own action plan. The key goals for the workforce system for the next two years are:

- 1. Identify and Implement Efficiencies and Maximize Opportunities for Training.** Efficiencies will be identified to maximize the available money directed to training and services to business and job seekers in the face of the severe federal budget cuts experienced by the state in the last four years. The State has set a goal of spending 50% of WIA Adult and Dislocated Worker local funds for direct training and support of businesses and participants.
- 2. Continue Transformation into a Demand-Driven System.** Enhance efforts to transform the system into a demand-driven system by further integrating economic development activities into the one stop system. One Stop Centers and affiliate offices will incorporate the full range of economic and community development services in their offerings. The goal is to move toward having all offices become full service business centers. This will build upon efforts started in 2003 to identify opportunities to better serve businesses that culminated in the funding of four incumbent worker/customized training projects in the health care and construction industries. These projects will continue in the first year of the plan and new projects will be identified as funding permits. The State is also embarking on a project identified in the Policy Academy process to organize education, employment and economic development services into career clusters. Business Industry Committees have already been formed in the health care and construction industries and will provide input to these "clusters". These and other critical activities have been chronicled in a monograph that is soon to be published. The monograph documents the extensive training for staff of one stop partner agencies, models that support the view of business as the primary customer and the comprehensive integration of employment, education and economic development services.
- 3. Enhance Integration of the One Stop System.** The goal of the One Stop system is to expand services and broadening the reach to Idaho's citizens and business customers in our urban and rural areas. Efforts will be made to continue building the capacity of these centers to offer economic and community development services. During 2005, the local Workforce Investment Board and Sage Community Resources will also negotiate new MOUs with One Stop partner organizations with the goal of expanding their participation in the One Stop system in PY 06 to more fully integrate the wide range of services available at the centers.
- 4. Refocus Youth Investments.** Youth Councils, working in concert with the Governor's Coordinating Council for Families and Children, will design youth programs, to take greater advantage of opportunities for leveraging funds among organizations serving youth. The Workforce Development Council will partner with the Governor's Coordinating Council for Families and Children in a strategic planning process designed to identify gaps and prioritize services to those youth who demonstrate the greatest need.

5. **Implement Reporting for Common Measures and Strengthen Accountability.** The Workforce Development Council will continue efforts initiated under the Policy Academy to develop common measures across programs. While the agencies will meet federally required reporting of new common measures, the Council will also explore the model known as the Integrated Performance Information or IPI which was developed by states as an option for system measures. During PY'05, the State will also integrate systems to track the Trade Adjustment Assistance Program with the WIA data system.
6. **Improve Workforce Information.** Under the direction of the Council, two primary improvement activities are planned for workforce Information. The first is the organization of workforce occupations and skills into career clusters for use in economic development, workforce development and education. The second is improved projections for supply-demand information by working with multiple state and business organizations in critical industries, those that exhibit higher than average wage and job growth potential. Each of these will improve program planning, guide curriculum development and assist individuals and businesses in their labor market decision-making.
7. **Assure a quality pre-K-16 plus system of education and training.** Idaho will focus on building better early learning opportunities, achieving standards in K-12, improving the transition between K-12 and postsecondary education and improving responsiveness and accountability in the postsecondary system. While Idaho enjoys a better than average high school graduation rate, too few students enter and complete postsecondary education. Two "high school reform" initiatives are underway to streamline transition between high school and postsecondary education, and a second project will introduce improvements through the implementation of career clusters. Recommendations by the Governor's 2020 Task Force and the Policy Academy to create an integrated system of community and technical colleges to increase access and improve responsiveness are being implemented through creation of a community college in the state's largest population center. The Council will also explore options for expanding business-education partnerships to support greater opportunities for work-based learning and attainment of skills recognized in the workplace.
8. **Promote Flexible Workplaces.** The Workforce Development Council will partner with the Governor's Coordinating Council for Families and Children to promote flexible workplaces in an effort to support families of young children and those with elder care responsibilities. Workplace sensitivity to the needs of families is key to the retention of experienced workers to meet the skill demands of our growing businesses.
9. **Ensure Lifelong Learning and Work Opportunities.** The U.S. Census Bureau's latest projections place Idaho's population growth at 52% through 2030 (the sixth fastest growing state) with the major contributor to that growth being older individuals. Idaho's aging population base is increasingly important in maintaining an adequate labor force. The Workforce Development Council will explore strategies (a) to help business retain and recruit productive, aging employees and (b) expand the technological skills of Idaho's aging workforce.
10. **Create an Entrepreneurial Workforce.** Idaho will build on opportunities to create an entrepreneurial workforce and an environment that supports business growth and expansion. Idaho will support entrepreneurial development, provide programs informing primary and secondary students about entrepreneurial careers, and extend programs to students in higher education. A combination of tax credits and training incentives will be used to incent business formation and expansion. The State's Workforce Development Training Fund will be enhanced to encourage higher wage jobs and WIA funds will be used, where appropriate for customized and incumbent worker training to support job creation and increased earnings for participants in high wage, high skill jobs.

11. **Expand Awareness.** The Workforce Development Council identified the need to create system awareness and adopted the *IdahoWorks* logo to develop a common brand for the system. The 21st Century Workforce Policy Academy also identified a need to promote the importance of building a quality workforce, engage business in building the workforce and to promote opportunities available through the education, employment and economic development system. This will be a focus of marketing efforts to ensure that business and individual customers, including customers of faith based organizations, are aware and can take advantage of the wide range of services to support the labor market.

### III. State Governance Structure

#### A. Organization of State agencies in relation to the Governor:

1. *Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.*

An organization chart is included as Attachment 2.

2. *In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.*

The Workforce Development Council advises the Governor and the State Board of Education to ensure that a common vision guides organizations reporting to both. Idaho Commerce and Labor and the Department of Health and Welfare report directly to the Governor and oversee the largest programs directly under the Governor's control.

The Idaho Workforce Investment Boards oversee WIA activities. The Idaho Department of Commerce and Labor oversees Unemployment Insurance, Wagner-Peyser, the Trade Act, Labor Market Information and the Cost Reimbursable Grants such as Veterans', WOTC, and Labor Certification among others. Idaho Commerce and Labor collaborates with the Division of Professional-Technical Education to operate the Idaho Workforce Development Training Fund designed to assist new and expanding businesses with workforce training. In addition, Idaho Commerce and Labor is responsible for Wage and Hour, Economic Development, Tourism, Community Development and the Office of Science and Technology. In the capacity as the state's primary workforce investment and economic development agency, ICL is also responsible for facilitating partnerships among the state's one stop partner organizations and local economic development organizations.

The Department of Health and Welfare is charged with TANF, the Food Stamp Employment and Training Program, the Community Services Block Grant and Foster Care. They also oversee the programs that assist working families with support for child care subsidies, CHIP and other emergency and medical support services.

The Idaho Commission on Aging reports to the Governor, manages the state Title V, Senior Community Services Employment Program and facilitates coordination among national grantees with the state's one stop system. The Idaho Commission for the Blind and Visually Impaired (Vocational Rehabilitation), the Department of Corrections and the Department of Juvenile Corrections also report to the Governor and oversee projects for populations they serve.

The State Board of Education is organized as a single board that oversees K-12 and all postsecondary education in Idaho. The Chair of the Workforce Council also serves on the

State Board of Education. The Presidents of the State's six colleges and universities and the Executive director of the Office of the State Board report directly to the State Board of Education. The State has three universities, including two with a community and technical college mission, a four year college with a technical college mission, two community colleges and a professional-technical institution. This system is the primary provider of education and training services for Idaho's WIA and TAA systems.

The Superintendent of Public Instruction is an elected official who sits on the Board of Education and the Workforce Development Council. The Superintendent is responsible for K-12 education services delivered through the state's 114 school districts and Adult Basic Education Services with primary service points coordinated through the postsecondary campuses in each region of the state. A Business Liaison is housed in the Superintendent's office to coordinate with the workforce system partners and the Workforce Council.

The Division of Professional-Technical Education reports to the Office of the State Board and oversees technical education, including Carl Perkins, in the secondary and postsecondary institutions. The Workforce Training Network links all institutions and Idaho Commerce and Labor to ensure sharing of information and capacity and a quick response to training needs identified in response to economic or workforce development events.

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.

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 sister agencies and have long standing collaborative relationships although some organizations are only recently benefiting from participation in workforce system efforts.

The workforce agencies have representatives on the Workforce Development Council staff team led by Governor Kempthorne's Workforce and Economic Development Policy Advisor. This team identifies issues and makes recommendations to the Workforce Development Council.

During the past two years, Idaho was fortunate to participate in a 21st Century Workforce Development Policy Academy. Former One Stop Collaborative Teams were expanded and refocused on goals established by the Academy Teams. These interagency teams are focusing on improving labor market supply-demand information, increasing the responsiveness of the post secondary system, developing career clusters to organize workforce, education and economic development service delivery, enhancing the one stop system by identifying services and filling gaps, creating awareness, particularly among the business community, and developing an entrepreneurial workforce. The most recent team to be added is focusing on the USDOL youth initiative to identify and prioritize service needs for Idaho's neediest youth.

These formal opportunities build on the more 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 selected customers, sharing information and services to assist businesses and individuals meet their workforce goals. Information sharing agreements exist to exchange information on performance and mutual clients. In selected local areas, service delivery or one stop teams meet routinely to coordinate services and offer assistance.

*B. State Workforce Investment Board (§112(b)(1).)*

*1. Describe the organization and structure of the State Board. (§111).)*

Governor Kempthorne elected to “grandfather” Idaho’s 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 replaced and consolidated four workforce councils and has continued to provide leadership for all workforce programs reporting to the Governor and the State Board of Education. Governor Kempthorne issued a new Executive Order on November 30, 2004 continuing membership and clarifying the role of the Council. A copy of the Executive Order is attached as Attachment 3.

2. *Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State’s workforce investment system as envisioned in WIA. How is the alternative entity achieving the State’s WIA goals? (§§111(a-c), 111(e), and 112(b)(1).)*

Each of the required Board entities identified under WIA was invited and/or actively participated in the planning and implementation processes that were developed to achieve the goals envisioned for the Idaho workforce system. The Council represents a broad constituency of business, education, government and labor. Membership includes lead state agency officials responsible for One Stop partner programs.

The Executive Order requires that the Council’s membership shall be as follows:

- Representatives of business and industry shall comprise at least 40% of the members;
- At least 15% of the members shall be representatives of local public education, postsecondary institutions, and secondary or postsecondary vocational educational institutions;
- At least 15% of the members shall be representatives of organized labor based on nominations from state labor federations;
- Representatives for the Department of Labor, the Department of Health and Welfare, the Department of Commerce, the Division of Vocational Rehabilitation, the Division of Vocational Education, the Commission on Aging, and the Superintendent of Public Instruction;
- A representative of a Community Based Organization; and □ Individuals from the general public who have special knowledge and qualifications with respect to special education and career development needs of hard-to-serve individuals.

Further, the Order requires that the Chair and Vice-Chair be from the private sector.

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)
- Director, Department of Commerce and Labor – (WIA, Wagner-Peyser, UI, TAA, Veterans, WOTC, Labor Market Information, Commerce, Tourism, Community Development, Disability Determinations)
- Executive Director, State Board of Education – (Professional-Technical Education, Vocational Rehabilitation)
- Director, Commission on Aging
- Superintendent of Public Instruction – (K-12, ABE)
- Representatives of Secondary and Postsecondary Education
- Representatives from Community Based Organizations

The Council's membership brings together a highly integrated mix of business and industry representatives, education, labor, governmental entities and community based organizations to set the vision and make plans for Idaho's workforce development system. Specifically the Council is responsible for advising the Governor and the State Board of Education on:

- Development of a statewide strategy for a workforce development program which includes all workforce programs;
- Development, in collaboration with local and state stakeholders, of a system for planning and oversight of the statewide workforce development system;
- Streamlining of services to customers to achieve an efficient and effective, customer-driven workforce system for the state;
- Development of goals, standards and measures to evaluate the effectiveness and efficiency of workforce development programs; and
- Implementation of a continuous improvement process designed to ensure high quality services for Idaho's citizen and business customers.

In developing the state's plan, opportunities for input and consultation were made available throughout the process for the Governor, local elected officials, legislators and other participating entities and interested parties.

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. During the last two years, the Council was a participant in the National Governors' Association 21st Century Policy Workforce Policy Academy. This offered the opportunity for a wide range of stakeholders to participate in formulating an action plan for bringing the workforce and the workforce system into the 21st Century. The full Council adopted the report of the Council to guide activities over the next two years. In carrying out this plan, the reach into communities across the state will be vastly expanded.

The Council has in place the members, linkages and procedures to provide the leadership and oversight necessary to achieve the goals established for the Idaho Workforce Development system. The Council will continue to review the accomplishments against the long-term visions, goals and objectives established in the plan. The Council will focus on its overall goals of assessing the needs of business and industry, promoting the development of partnerships to improve services to all customers, and supporting systems to measure progress, outcomes and system improvements based upon customer input. Further, the Council will continue to support a comprehensive educational system to expand career awareness through its working relationship with the State Board of Education and its efforts to connect business needs with educational opportunities.

- 3 *Describe the process your State used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200.)*

Appointments to the Council are made by the Governor upon nominations and/or recommendations from business organizations and local elected officials. The Governor appoints the private sector chairperson. The Governor also appoints the Directors and/or top officials of the agencies responsible for the workforce development programs and educational system. The Council's membership considers regional representation to identify and address the various needs throughout the state. Appointments to the Council were made in accordance with the requirements under Title VII of the Job Training

Partnership Act. The State will ensure that any new appointments to the Council will have the optimum policy making or hiring authority.\

4. *Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)*

Private sector representatives are selected based on their attachment to critical industries; this ensures that the Council has a formal connection to key industries throughout the state. State government representatives are the executives of lead state agencies in education, workforce development and economic development. The education representatives include a college president who serves as a representative of the President's Council for the state's post secondary system as well as the executive of the State Board of Education, and two members of the State Board of Education, including the elected Superintendent of Public Instruction. Labor and Community Based Organizations are also high level officials who have influence with their members and their communities. The executive level council offers the appropriate level of influence to ensure that the vision can be achieved

5. *Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.*

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 to provide direction and leadership, along with the Governor's Office, 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 website.

The Council schedules its meetings annually based upon projected workload, which usually requires that meetings be held at least quarterly. The Council typically performs all work in a meeting of the entire body; however, the Council has a standing Executive Committee, a Performance Committee and will assemble ad hoc committees, as needed, to address specific issues or tasks as identified by the Council or the Governor.

6. *How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)*

Workforce Development Council meetings will be held in facilities that comply with ADA requirements to ensure access for persons with physical disabilities. Upon request, alternate formats will be offered for written materials to meet the special needs of persons with sight impairments. The Idaho Commission for the Blind and Visually Impaired has volunteered to assist the Council in meeting requests for alternate formats. The Council will coordinate with the Idaho Commission for the Deaf and Hard of Hearing to arrange equipment or other services for individuals who request hearing assistance at meetings. Membership lists, including contact information, announcements of board meetings, all meeting materials and minutes are widely distributed and are available on the state's

website. Legal notices are posted and are supplemented with general news releases about Council activities and meeting plans.

7. *Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)*

The attached WIA Code of Conduct (Attachment 4) has been adopted by the Workforce Development Council and approved by the Governor. Although this Code does not identify any additional instances which would constitute conflict, language is included which would allow conflict to be determined at a later date.

8. *What resources does the State provide the board to carry out its functions, i.e. staff, funding, etc.?*

The Workforce Development Council is supported by an interagency staff team comprised of management officials of the partner agencies and is lead by Governor Kempthorne's Senior Policy Advisor for Workforce and Economic Development. Idaho Commerce and 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.

- C. *Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)*

1. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)*

The merger of the Departments of Commerce and Labor in 2004 signaled a move from collaboration to full integration of workforce and economic development services under the direction of the Director of Idaho Commerce and Labor. A training regime is under development to ensure that staff in each office can respond as readily to economic and community development issues as they do workforce issues. During PY'05, the Council will also focus on expanding the participation of mandatory and voluntary partners in the one stop centers across the state. The formal structures including the Workforce Development Council staff team, Policy Academy teams and youth teams will continue and be expanded to address goals not currently being addressed by teams. These cover a wide range of issues from common or system measures, improved labor market information, and improvements in post secondary education delivery and access among others referenced in the Policy Academy report.

Idaho has long enjoyed a collaborative relationship among its agencies. Collaboration for day-to-day service delivery is routine with partners demonstrating a knowledge and respect for the contributions made by system partners. This is exhibited in partnership approaches in dealing with closures and business expansion or projects formed to aid target groups. This provides an opportunity to identify and eliminate barriers as an integral part of service delivery to customers. The state and local organizations in Idaho have truly embraced the solutions-based approach.

2. *Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the*

*vision for the public workforce system; between the State agencies and the State Workforce Investment Board.*

Governor Kempthorne 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 State Workforce Development Council and the agencies that are responsible to the Council. The Governor's Policy Advisor for Workforce and Economic Development leads an interagency staff team charged with advising the Council and carrying out its recommendations. Formal agendas, materials and minutes developed by this staff team are distributed among the members of the Council and the staff team and published on the State's website.

- 3 *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)*

Council transmittals and minutes are included on the State's website under the Workforce Development Council on both the IdahoWorks and Idaho Commerce and Labor websites. Each local Workforce Investment Board and partner agency is responsible for advising its line organization or substate organizations of Council policy. Council policies (WIAP) and Workforce Information Bulletins (WIABs) will continue to be posted on the WIA website. Federal guidance is distributed through the WIAB process. All WIA providers are notified via e-mail of all additions or changes to the websites. 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. Labor market information is also routinely communicated to the State Board and all workforce partners through the monthly ILMI newsletters. Monthly updates are also distributed from Idaho Commerce and Labor to inform customers of activities related to economic and workforce development services.

4. *Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative crossagency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)*

As mentioned earlier in the plan, the state has several cross-cutting organizations designed to assist and collaboratively provide services to youth in Idaho. Governor Dirk Kempthorne established the Governor's Coordinating Council for Families and Children (GCCFC), made up of representatives of government agencies, civic groups, non-profit organizations, businesses and the faith community. Spearheaded by the First Lady of the State the Governor's Coordinating Council began its work in 2000 to inventory, coordinate and increase the resources available to families and children in Idaho. The GCCFC's vision is to develop an ongoing, collaborative organization that supports and provides leadership to enhance state, regional and community systems to positively impact their lives and promote collaboration between the public and private sectors, utilizing best practices in all programs.

Each year, the GCCFC supports the annual Governor's Regional Roundtables, which provides a forum for discussion of ideas, information, and collaboration among programs throughout the state. The collaboration facilitated by the Governor's creation of the GCCFC and the annual Roundtables on the 'Generation of the Child' have had multiple impacts around the state, bringing attention to and awareness of many issues that adversely impact our families and children. These collaborations have promoted the importance of local

needs assessments and community-based interventions, creating powerful connections among an array of perspectives, beliefs, politics, and expertise on the importance of improving the lives/livelihood of Idaho's families and children.

The state has also convened another group working as an addition to its overall policy group to define Idaho's Strategic Vision for Services for Youth in the state. The group includes representatives from the state's Workforce Agency, Health and Welfare, and the Departments of Education and Juvenile Corrections. Representatives from Youth Councils and local and regional agencies that provide youth services to targeted populations have also been invited to participate in this effort as well. Individual agency service data has been requested by 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 will be provided to each Youth Council, 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 will be made to the Workforce Development Council for consideration.

#### IV. Economic and Labor Market Analysis (§112(b)(4).):

Idaho is a large, sparsely populated state with a population of 1.3 million people spread across more than 82,000 square miles. The majority of the population (65%) reside in eight “urban” counties with the balance residing in 36 rural counties. Boise is the only city with a population that exceeds 100,000. The rural areas, separated by large distances, pose a challenge for service access and require special consideration by each area’s Workforce Investment Board. Access to a continuum of education and workforce development services for all citizens and business remains a high priority.

Table Introduction 1, **State of Idaho Economic Indicators**, presents common measures of an area’s overall economic vitality and how these measurements have changed in recent years.

The data is indicative of Idaho’s up and down economic growth in recent years. Job growth was at a healthy pace from 1998 to 2001. This trend continued through 2001 but with a significant slowdown during the last half of the year. The unemployment rates began to increase the last half of 2001 and remained at or above 5.5 percent until the last half of 2003. The unemployment rates began to decline in 2004 with December’s rate at 4.4 percent the low point. The national recession combined with the long-term trend in the decline in natural resource based employment resulted in a sharp rise in the number of unemployed and job losses in several significant industries. Those areas dependent upon a natural resource economic base had very high unemployment rates. The electronics industries in Southern Idaho lost jobs in 2001 through 2003. Drought conditions are an on-going concern for agricultural producers and large electrical energy users. A very positive trend in all measures occurred in 2004.

Idaho’s economic growth has been driven by population growth. Idaho’s *Service-Providing Industries* provide roughly 82 percent of the jobs, and most of these industries are dependent upon population growth. During this time period, Idaho ranked fourth in the nation in the percent change in job growth and fourth in percent change in population growth. Much of the population increase is due to net in-migration to Idaho. Several factors have caused this migration: increased Idaho job opportunities, poor economic conditions in other areas, and quality-of-life amenities. Population growth should continue and annual increases of 20,000 to 30,000 persons can be expected.

Idaho’s average unemployment rate was at or above the nation’s average for the first three years of this data series. However, the unemployment rate has remained below the national rate since January 2003. Idaho’s *Goods-Producing Industries* have large seasonal components in *Construction, Wood Product Manufacturing, and Food Manufacturing*. This has always influenced the annual average unemployment rate. Layoffs in the electronics manufacturing industry contributed to the high unemployment numbers and benefits paid in 2002 and continued to have a dampening effect on jobs until late 2004. Some *Service-Providing Industries* with high employment, such as *Retail Trade* and those involved in Idaho’s tourism industries, also have strong seasonal movements. Both of these sectors experienced a slowdown in job growth in 2002 and 2003. *Professional; & Business Services* also experienced a decline in the job growth during this time period. It is important to remember that not all industries lost jobs, as most industries just experienced a slower growth rate.

*Nonfarm Payroll Jobs* is the number of jobs within the state. It excludes farm jobs but includes those in food processing and other agricultural related industries. Idaho’s rate of job creation exceeded the nation’s, even in 2001. However, Idaho’s 2000-2001 growth rate was less than half that for 1999-2000. The number of *Goods-Producing Industries* jobs declined in 2002, for the first time since 1985-1986. The loss of jobs in *Natural Resource and Mining* were offset by job growth in *Construction*. Since 1999 over 4,500 jobs have

been added with 3,000 between 2003 and 2004. A significant rebound occurred in 2004 (up nearly 15,000 from 2003 and 49,000 from 1999) and future projections are for a growth rate of 1.9 percent per year through 2005.

TABLE Introduction 1

STATE OF IDAHO ECONOMIC INDICATORS 1989-2004								
	1989	2000	2001	2002	2003	2004	Percent Change From	
							2003-2004	1989-2004
<b>POPULATION*</b>	1,275,674	1,299,610	1,321,585	1,343,124	1,357,034	1,393,262		
Idaho Percent Change	1.9	1.9	1.7	1.6	1.8	1.9	1.9	9.2
US Percent Change	1.2	1.1	1.1	1.1	1.0	1.0	1.0	7.7
<b>LABOR FORCE BY PLACE OF RESIDENCE</b>	<b>1989*</b>	<b>2000*</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004*</b>		
Civilian Labor Force	647,873	661,599	681,558	684,749	692,543	703,067	1.5	8.5
Unemployment	33,125	30,665	33,274	39,683	37,440	33,339	-11.0	0.6
Percent of Labor Force Unemployed	5.1	4.6	4.9	5.8	5.4	4.7		
Total Employment	614,748	630,934	648,283	645,066	655,103	669,728	2.2	8.9
<i>* Based on new methodology - 2001-2003 data not available until late May and currently not comparable</i>								
U.S. Unemployment Rate	4.2	4.0	4.8	5.8	6.0	5.5		
<b>NONFARM PAYROLL JOBS</b>								
Idaho Employment	539,148	559,588	568,033	568,203	572,253	587,081	2.6	9.1
Idaho Percent Change	3.4	3.8	1.7	0.0	0.7	2.6		
US Percent Change	2.4	2.2	0.0	-1.1	-0.3	1.1	1.1	1.9
<b>IDAHO AGRICULTURE EMPLOYMENT</b>	34,496	34,417	34,088	35,331	40,382	41,182	2.0	19.4
<b>UI DATA - All Programs</b>								
Weeks Paid	554,334	536,552	701,984	982,850	993,357	698,639	-29.7	26.0
Dollars Paid	\$105,459,964	\$106,609,870	\$149,629,576	\$217,384,029	\$220,065,775	\$153,317,917	-30.3	45.4
Covered Employers (Public & Private Units)	44,299	45,408	45,422	46,601	48,323	43,675	-9.6	-1.4
<b>INCOME*</b>							<b>2003-2004</b>	<b>1989-2004</b>
Total Personal Income (thousands of dollars)	\$29,058,140	\$31,289,782	\$33,053,997	\$34,361,128	\$35,409,068	\$37,754,877		
Idaho Percent Change	6.5	7.6	5.6	4.0	3.0	6.6	6.6	29.9
US Percent Change	5.1	8.0	3.5	1.8	3.2	5.7	5.7	24.1
Personal Per Capita Income	\$22,656	\$24,075	\$25,018	\$25,597	\$25,902	\$27,098		
Idaho Percent Change	4.6	6.3	3.9	2.3	1.2	4.6	4.6	19.6
US Percent Change	3.9	6.8	2.4	0.7	2.2	4.7	4.7	17.9
<b>U.S. Consumer Price Index (All Items 1885-1884)</b>								
Urban Wage Earners & Clerical Workers (CPI-W)	163.2	168.9	173.5	175.9	179.8	184.5	2.6	13.0
All Urban Consumer (CPI-U)	166.6	172.2	177.1	179.9	184.0	188.9	2.7	13.4

IDAHO COMMERCE AND LABOR, PUBLIC AFFAIRS  
COMPILED FROM VARIOUS SOURCES  
Updated: March 2005

Retail trade is expected to add the largest number of jobs, with health care, business services, construction and electronics following in growth. Many of these jobs will require advanced education and training, demanding a solid K-12 foundation and availability of quality postsecondary education and training.

Idaho ranks 39th in average wages among the 50 states. The most recent average wage calculation available (June 2004) set the rate at \$13.66 per hour. 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 are made to train workers in these fields. Higher skills are demanded, particularly in science and math, to foster the growth in science and technology and health related fields. 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.

Idaho's labor force is predominantly white, with minorities representing less than 10% of the workforce. Hispanics represent the fastest growing segment of the population with increases of 25% during the last two years. Over the next ten years the major demographic impact in Idaho will come from the aging of our workforce. Although Idaho has a higher rate of young workers age 24 and under than the nation as a whole, it will not be immune from the growing population of workers 55 and over seeking to leave the workforce. This shift will drive the effort to provide a work environment that will entice experienced workers to remain in the workforce and to retain highly skilled workers in the state.

Idaho ranks 13th in the number of students graduating from high school (77%), but falls behind the national average in the percentage of students who pursue higher education. Only 49% of Idaho's graduating seniors went on to degree granting institutions. Access to higher education continues to be a problem. Although Idaho has seven public postsecondary institutions, only two community colleges and one technical college are included in the delivery system. Idaho's universities and colleges serve a dual university and community college mission in areas lacking a community college adding to problems of capacity and access.

After mirroring economic conditions since 1998, the number of weeks and dollars paid by Idaho's Unemployment Insurance program rose dramatically in 2001 and set a record high level in 2002. These increases were due to economic conditions and not to UI fundamentals such as covered employment growth or benefit level increases. There were notable increases in claims filed in Southwestern and Southeastern Idaho and in the broad electronics sector. Benefit payments declined by nearly 5 percent in 2003 but remained above \$206.8 million.

Personal Income is the dollar value of the population's earnings from wages (the largest component), proprietors' income, rents, interest, transfer payments, etc. There has been a steady increase in this amount, reflecting increased population and employment levels. Idaho's Personal Income growth rate has fluctuated significantly during this period. This is due primarily to commodity prices received by farmers during these years. Overall, Idaho's Personal Income growth rate has been close to the national growth rate.

Per Capita Personal Income is Total Personal Income divided by Total Population. Although Idaho has ranked among the top states in Per Capita Personal Income growth rate, the state consistently has been in the mid-forties in the ranking of state Per Capita Personal Income levels.

A. *What is the current makeup of the State's economic base by industry?*

Table A.1, **Industry Structure of the Idaho Economy**, provides the latest data available on employment by industry in Idaho. This count of jobs does not include farm employment which is estimated to be 41,200 annually.

**TABLE A.1**  
**INDUSTRY STRUCTURE OF THE IDAHO ECONOMY**  
**NONFARM PAYROLL JOBS - PLACE OF WORK - STATE OF IDAHO**

INDUSTRY	AVERAGE ANNUAL EMPLOYMENT 2005	PERCENT OF TOTAL EMPLOYMENT	NUMERIC CHANGE 00-04	PERCENT CHANGE 00-04
Nonfarm Payroll Jobs - NAICS	567,081	100.0	23,493	5.1
Goods Producing	108,084	17.9	(6,772)	-6.1
Natural Resources	3,970	0.7	(683)	-14.7
Logging	2,041	0.3	(288)	-11.5
Mining	1,928	0.3	(417)	-17.8
Metal Ore Mining	501	0.1	(528)	-47.1
Construction	39,670	6.8	3,177	8.7
Manufacturing	61,444	10.5	(9,285)	-13.1
Durable Goods	33,488	6.6	(6,592)	-14.6
Wood Product Manufacturing	7,281	1.2	(1,978)	-21.4
Sawmills & Wood Preservation	2,793	0.5	(1,018)	-36.7
Veneer & Engineered Wood Products	1,309	0.2	(481)	-36.9
Other Wood Product Manufacturing	3,159	0.5	(478)	-13.2
Fabricated Metal Product Manufacturing	3,624	0.6	(407)	-10.1
Machinery Manufacturing	2,575	0.4	(729)	-22.1
Computer & Electronic Product Man	16,283	2.8	(3,174)	-16.3
Transportation Equipment Manufacturing	2,296	0.4	(183)	-7.4
Other Durable Goods	6,449	1.1	(1,233)	-1.9
Nondurable Goods	22,956	3.9	(2,673)	-10.4
Food Manufacturing	14,802	2.6	(1,862)	-11.2
Fruit & Vegetable Preserving & Specialty Food	7,223	1.2	(1,832)	-20.2
Paper Manufacturing	1,600	0.3	(148)	-8.3
Printing and Related Support Activities	1,933	0.3	(407)	-17.4
Chemical Manufacturing	1,574	0.3	(453)	-19.8
Other Nondurable Goods	2,747	0.5	204	8.0
Service-Providing	481,987	82.1	35,285	7.9
Trade, Transportation, and Utilities	117,781	20.1	(1,824)	-1.5
Trade	93,834	16.2	(1,355)	-1.4
Wholesale Trade	26,358	4.3	(386)	-1.4
Wholesalers, Durable Goods	11,668	2.0	(30)	-0.3
Wholesalers, Nondurable Goods	11,388	1.9	(931)	-7.6
Retail Trade	73,478	12.6	(969)	-1.3
Motor Vehicle and Parts Dealers	11,145	1.9	789	7.6
Building Material and Garden Equipm	8,273	1.4	829	11.1
Food and Beverage Stores	12,059	2.1	(4,060)	-25.2
General Merchandise Stores	18,289	3.6	2,289	17.4
Transportation, Warehousing, & Utilities	18,928	3.2	(485)	-2.5
Utilities	1,888	0.3	(665)	-26.3
Transportation & Warehousing	17,058	2.9	188	1.1
Rail Transportation	1,128	0.2	(327)	-22.5
Truck Transportation	8,527	1.5	(32)	-0.4
Information	9,888	1.7	2	0.0
Telecommunications	3,751	0.6	249	7.1
Financial Activities	27,887	4.7	2,711	10.8
Finance & Insurance	20,431	3.5	1,779	9.5
Real Estate & Rental & Leasing	7,456	1.3	932	14.3
Professional and Business Services	73,226	12.6	12,579	20.7
Professional, Scientific, & Technical	29,435	5.0	2,021	7.4
Scientific Research and Development	7,507	1.2	(959)	-11.6
Management of Companies & Enterpr	7,405	1.3	4,142	126.9
Administrative & Support & Waste Management	36,388	6.2	6,416	21.4
Administrative and Support Services	38,291	6.6	6,533	22.7
Educational and Health Services	65,115	11.1	12,090	22.8
Educational Services	7,427	1.3	1,948	26.6
Health Care & Social Assistance	57,688	9.8	10,142	21.3
Hospitals	13,168	2.2	1,489	12.8
Leisure and Hospitality	56,588	9.6	2,982	5.7
Arts, Entertainment, & Recreation	7,583	1.3	958	14.5
Accommodation & Food Services	47,884	8.2	2,024	4.4
Accommodation	7,928	1.4	(277)	-3.4
Food Services & Drinking Places	40,056	6.8	2,302	6.1
Other Services	18,297	3.1	655	3.7
Total Government	114,299	19.9	6,079	5.8
Federal Government	13,277	2.3	(228)	-1.7
State & Local Government	101,023	17.2	6,305	6.7
State Government	29,125	5.0	971	3.4
State Government Education	13,939	2.4	938	7.2
State Government Administration	15,188	2.6	34	0.2
Local Government	71,898	12.2	5,334	8.0
Local Government Education	36,873	6.3	1,914	5.5
Local Government Administration	32,025	5.5	2,945	10.1
Local Government Tribes	2,999	0.5	474	18.8

Source: ID Commerce and Labor, 3/18/2005

Idaho's workforce is overwhelmingly engaged in service-providing jobs—just over 82 percent of the total job count. Goods-producing jobs have increased over the years but the relative share of jobs these industries have of all jobs has declined. In other words, the growth of the *Service-Providing Industries* has outpaced that of the *Goods-Producing Industries*.

Some relevant facts about Idaho's economic structure are:

- Idaho largely escaped the 2001 National Recession, except for electronics manufacturing which lost 4,000 jobs.
- The 9-11 tragedy hurt Idaho's tourism industry with hotels and motels suffering a loss of around 1,000 jobs immediately after 9-11. The recession exacerbated the business travel situation and eating and drinking establishment employment slowed down.
- Other negative developments prior to the recession and 9-11 and continuing today:
  - Continued decline of wood products manufacturing and mining.
  - Cut backs in food processing and changing consumer food preferences.
  - Seven years of low water supplies with agricultural droughts being declared in most southern Idaho areas.

**In spite of the recession, Idaho had employment STABILITY**

- Population growth continued, creating increased demand for goods and services
- State's economic downturn was confined to 2002 (no change in number of jobs) and early 2003.
- State's unemployment rate did not exceed 6 percent.

**Current Economic Environment:**

- 5.5 percent of jobs are in Agriculture.
- 8.4 percent of workers are self-employed (only).
- 86.1 percent have Nonfarm Payroll Jobs.
- 17.9 percent of those jobs are in Goods-Producing Industries (Natural Resources, Construction, and Mining).
- The Service-Providing Industries have continually increased their share of nonfarm jobs over the last few years.
- Sustained population growth with a preliminary increase of 1.9 percent from 2003 to 2004.
- Record highs for Civilian Labor Force and Total Employment. The 2004 annual average unemployment rate was 4.7 percent, compared to the national rate of 5.5 percent.
- Nonfarm employment is at a record high with an estimated 587,100 jobs. Annual average Nonfarm Payroll Jobs employment increased by 14,800 jobs in 2004 over 2003, for a 2.6 percent growth rate.

**B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?**

In general, Idaho is expected to continue to grow both demographically and economically. The forces that drove Idaho's expansion during the previous decade are still as valid now as they were in the 1990s. Population has grown primarily through immigration as people are attracted to Idaho's "quality of life" features even though wage and per capita personal income levels are at the lower end of the national scale. Increased population in turn creates more demand for goods and services, hence the predominance of the *Service-Providing Industries*, continued strength of *Construction*, and more opportunities for self-employment ventures.

The *Natural Resource* and *Manufacturing* sectors face a less certain future. There is some certainty that manufacturing industries will continue to be more diverse and grow. But, at

the same time, dislocations centered on traditional natural resource-based industries and the volatile electronics industry are also likely to occur. In other words, the *Goods-Producing Industries* will continue to churn.

A summary of what is expected to occur in Idaho's major industries follows:

### ***Agriculture***

- Agriculture, including related industries, is facing many challenges but still remains the backbone of Idaho's economy, especially in southern Idaho.
- The water supply is likely to be at drought levels again in 2005 and any lasting replenishment of the Snake River aquifer will take many years. Producers, however, will still plant and labor will be required. Prices for commodities and livestock are expected to be good although the production might be down.
- The recent closure of several potato, sugar beet, and meat packing plants has reduced the number of buyers of those commodities. How this will be played out in terms of crop mix, production, and profitable prices is yet to be determined.
- The "mad cow disease" problem has somewhat abated but there is concern it could reappear at any time and cause havoc in the cattle industry.
- The "K" Line shipping company announced its intention to no longer use Portland, Oregon as a port. This line, and the Portland Terminal, has been the major export outlet for Idaho's agricultural commodities. This development has wheat growers in particular upset and could have a devastating affect on the Port of Lewiston.
- Genetically modified foods still are unacceptable in many export markets.

### ***The Goods-Producing Industries***

- *Mining*, especially metals and phosphate, has become almost non-existent due to costs and prices (which are driven by imports). Yet there is some chance of an employment increase in the near term. Gold prices have almost doubled over the last two years and several new mines are being opened and existing ones reactivated. These are surface mines and are not very labor intensive. 600 – 700 Metal Mining jobs are expected.
- *Logging* employs about 2,000 workers, but has declined. This job level should stay about the same unless the demand for cut timber suddenly increases or federal forest management policies include increased logging. In comparison to Oregon and Washington, Idaho has a very small amount of non-federal lands that could be logged. U.S. Forest Service plans to increase salvage and fire control logging have yet to translate into additional jobs as the 2004 job level was essentially the same as in 2003.
- *Construction* has remained surprisingly strong. Increased population, low interest rates, and commercial developments have maintained strong pace along with necessary infrastructure improvements. The state anticipates a slight slowdown in housing and buildings due to slower population growth and good housing inventories but some state-funded projects are coming on line. The state has embarked on a major highway construction program that will add a significant number of heavy construction jobs in 2006-2007 that should be sustained through the end of the decade. 2004 average employment, at 37,900 is 1,200 more than the average number of jobs in 2003.

### ***Manufacturing***

- Idaho's traditional (post WWII) manufacturing industries have been in wood products, food products, chemicals (phosphate-related), and paper.
- In 2000, these traditional industries had about 30,000 jobs. In 4 1/2 years, that total has declined to 26,000.
- Further job declines are expected. Principal reasons are unfavorable market conditions, international and domestic competitors, public policies, and changing consumer preferences. At best, employment will remain stable for a few years.

- Idaho sawmills are not always positioned to take advantage of current market conditions although they have capacity to produce more lumber. For example, hurricanes and the Iraq war have driven up the price of sheet goods (e.g., plywood) but few Idaho mills produce it.
- The electronics industry is primed for resurgence. Idaho has the productive capacity, relative low energy costs, and a qualified labor supply. What is needed is a general expansion in business investments. In the Micron's case, there also has to be favorable prices for its DRAM products and that is so sensitive to international competition. Yet, it is a volatile industry and unexpected changes happen.
- There have been promising instances in which very small, entrepreneur-like electronics firms have developed new products that could turn into much larger businesses.

### ***The Service-Providing Industries***

- Retail Trade has the most jobs and will continue to grow. We think this growth will be about average in the next few years. Some trends to watch:
  - Continued proliferation of big-box retailers via expanding number of stores in the area—not just an initial presence within the state.
  - The current emphasis of increasing the number of home/building materials stores, i.e., Home Depot and Lowe's and increases of their product lines into kitchen appliances, floor coverings, etc. This will put additional pressure on local hardware, appliance, etc. stores.
  - Attempts to revitalize city centers through beautification and "themeing", thereby creating a better retail environment for small specialty shops, eating and drinking places, entertainment venues, and community activities.
- About one-half of the jobs in *Local Government* are in the K-12 public school system and student populations are expected to continue to increase.
- About 48 percent of *State Government* jobs are in the public post-secondary education system.
  - Both systems are under extreme budget pressures that have caused layoffs (mainly in public schools) or constrained growth (expanding higher education offerings and degrees).
  - Many school facilities are inadequate due to physical condition, size, location, or overcrowding.
- Health Care has been one of the fast growing industries in the state and that trend will continue in spite of rising health costs.

### ***The Bottom Line***

Slow-but-sure, wide-spread employment growth in the next few years under current conditions. Only the traditional industries are expected to remain static or slowly decline. If business investments expand, Idaho's electronics industry will also expand and provide a stimulus to all parts of the economy. The electronics industry must be able to withstand cut-throat international competition and, at the same time, have a significant share of exports.

Significant threats to expected growth: drought, unexpected high energy costs, large layoffs in electronics, large federal cutbacks at Idaho National Laboratory and Mtn. Home AFB, and failure to make necessary local infrastructure investments. The latter will require public financing but it has become apparent that public school facilities are inadequate and too few (includes the need for additional staff), major highways need upgrading, and businesses will need broad band telecommunications capabilities, regardless of the business' location.

Idaho is not immune to national economic conditions. The recent recession hit Idaho selectively. Higher interest rates, failure to solve health care/insurance issues, deficits and imbalances in foreign trade, and a possible financial crisis in the Social Security Trust Fund

programs are current national conditions that could have deep, adverse effects on Idaho's entire economy.

- C. *In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade. In what numbers?*

The discussion above highlighted Idaho's expected industry developments. The following tables present Idaho's occupational employment projections to 2012. Several different sorts and brief comments are included. These tables are intended to answer questions B and C.

Table C.1: Occupations ranked by demand depicts those job titles with 150 or more annual openings. These openings are due to replacement hires plus new hires due to growth. Some of these occupations require just minimal on-the-job training or orientation but generally demand the worker possess the necessary "soft skills" concerning acceptable work place practices, effective communication, and basic language and mathematical skills. Even the 'lowest' occupational level more often than not requires familiarity with computers and electronic devices.

Table C.2 lists those job titles that are projected to decline between now and 2012.

TABLE C.1

**High-Demand Occupations in Idaho: 2002 - 2012**  
(Ranked by Total Annual Demand)

Occupational Title	2002 Employment	2012 Employment	Total Change	Total Annual Demand	Percent Change
<b>Total, All Occupations</b>	<b>610,643</b>	<b>755,161</b>	<b>144,518</b>	<b>29,113</b>	<b>23.7</b>
Retail Salespersons	18,118	21,954	3,836	1,042	21.2
Cashiers	15,306	17,852	2,546	999	16.6
Waiters & Waitresses	9,933	12,562	2,629	774	26.5
Combined Food Prep & Serving Wkrs, Inc Fast Fox	9,447	12,450	3,003	710	31.8
Registered Nurses	9,894	14,629	4,735	681	47.9
General & Operations Mgrs	11,877	14,969	3,092	533	26.0
Janitors & Cleaners, Ex Maids & Housekeeping Cle	10,398	13,501	3,103	508	29.8
Office Clerks, General	12,046	13,983	1,937	461	16.1
Sec School Teachers, Ex Special & Voc Ed	9,197	10,939	1,742	433	18.9
Laborers & Freight, Stock, & Material Movers, H&	8,998	10,266	1,268	421	14.1
Customer Service Reps	7,246	10,353	3,107	418	42.9
Truck Drivers, Heavy & Tractor-Trailer	11,683	13,934	2,251	416	19.3
Nursing Aides, Orderlies, & Attendants	6,872	9,971	3,099	400	45.1
Elementary & Middle School Teachers, Ex Special I	9,518	11,019	1,501	360	15.8
Carpenters	6,919	9,343	2,424	355	35.0
Sales Reps, Whlsl & Mfg, Ex Tech & Sci Products	5,938	7,604	1,666	323	28.1
Receptionists & Information Clerks	4,332	6,073	1,741	281	40.2
L&scaping & Groundskeeping Wkrs	4,765	6,486	1,721	276	36.1
Bookkeeping, Accounting, & Auditing Clerks	9,636	10,579	943	275	9.8
Teacher Assistants	6,184	7,652	1,468	266	23.7
First-Line Supvrs/Mgrs of Retail Sales Wkrs	7,671	8,866	1,195	257	15.6
Other Food Prep & Serving Related Wkrs	4,493	5,451	958	244	21.3
FarmWkrs & Laborers, Crop, Nursery, & Greenhou	5,211	6,127	916	239	17.6
Electricians	3,006	4,688	1,682	228	56.0
Social & Human Service Assistants	2,385	4,215	1,830	225	76.7
First-Line Supvrs/Mgrs of Office & Admin Support V	5,720	6,628	908	214	15.9
Executive Secretaries & Admin Assistants	5,764	6,792	1,028	213	17.8
Maids & Housekeeping Cleaners	4,906	5,959	1,053	208	21.5
Food Prep Wkrs	3,555	4,365	810	207	22.8
Constr Laborers	3,909	5,367	1,458	198	37.3
Child Care Wkrs	3,514	4,519	1,005	196	28.6
Cooks, Restaurant	3,325	4,162	837	187	25.2
Maintenance & Repair Wkrs, General	4,716	5,661	945	185	20.0
Secretaries, Ex Legal, Medical, & Executive	6,899	7,395	496	182	7.2
Tellers	2,869	3,251	382	180	13.3
First-Line Supvrs/Mgrs of Constr trades & Extraction	3,282	4,499	1,217	178	37.1
Home Health Aides	2,268	3,700	1,432	173	63.1
Security Guards	3,094	4,152	1,058	173	34.2
Truck Drivers, Light or Delivery Services	4,739	6,029	1,290	173	27.2
Stock Clerks & Order Fillers	4,220	4,363	143	171	3.4
Automotive Service Techs & Mechanics	4,028	4,623	595	167	14.8
Licensed Practical & Licensed Voc Nurses	2,950	3,954	1,004	165	34.0
Misc Business Operations Specialists	3,261	4,338	1,077	163	33.0
Plumbers, Pipefitters, & Steamfitters	2,244	3,325	1,081	160	48.2
Bartenders	2,674	3,143	469	153	17.5
Cooks, Fast Food	3,435	3,901	466	153	13.6
Chief Executives	3,566	4,388	822	150	13.1

TABLE C.2

Declining Occupations in Idaho  
2002-2012

Occupational Title	2002 Employ- ment	2012 Employ- ment	Numeric Change	Percent Change
<b>Total, All Occupations</b>	<b>610,643</b>	<b>755,161</b>	<b>144,518</b>	<b>23.67</b>
Logging Equipment Operators	3,221	3,061	-160	-4.97
Sawing Mach Setters, Operators, & Tenders, Wood	1,125	988	-137	-12.18
Electrical and Electronic Equipment Assemblers	1,976	1,847	-129	-6.53
Word Processors and Typists	688	583	-103	-15.01
Loan Interviewers and Clerks	757	657	-100	-13.21
Announcers	566	501	-65	-11.48
Locomotive Engineers	296	240	-56	-18.92
Railroad Conductors and Yardmasters	325	271	-54	-16.62
Chemical Plant and System Operators	551	501	-50	-9.07
Fallers	1,231	1,189	-42	-3.41
Rail-Track Laying & Maintenance Equip Operators	145	117	-28	-19.31
Railroad Brake, Signal, and Switch Operators	85	58	-27	-31.76
Log Graders and Scalers	234	213	-21	-8.97
Food Batchmakers	505	484	-21	-4.16
Miscellaneous Woodworkers	354	335	-19	-5.37
Brokerage Clerks	139	121	-18	-12.95
Tool Grinders, Filers, and Sharpeners	132	114	-18	-13.64
Machine Feeders and Offbearers	849	831	-18	-2.12
Food & Tobacco Rstng, Bing, & Drying Mach Oprs & Tndrs	446	429	-17	-3.81
Prepress Technicians and Workers	185	169	-16	-8.65
Stationary Engineers and Boiler Operators	220	208	-12	-5.45
Butchers and Meat Cutters	576	564	-12	-2.08
Farmers and Ranchers	46	35	-11	-23.91
Woodworking Mach Setters, Oprs, & Tndrs, Ex Sawing	675	665	-10	-1.48
Motion Picture Projectionists	69	60	-9	-13.04
Computer Operators	619	612	-7	-1.13
Tailors, Dressmakers, and Custom Sewers	170	164	-6	-3.53
Meter Readers, Utilities	327	321	-6	-1.83
Upholsterers	75	70	-5	-6.67
Furnace, Kiln, Oven, Drier, & Kettle Oprs & Tndrs	167	162	-5	-2.99
Mixing & Blending Mach Setters, Oprs, and Tndrs	362	357	-5	-1.38
Food Cooking Machine Operators and Tenders	578	573	-5	-0.87
Continuous Mining Machine Operators	52	48	-4	-7.69
Fiberglass Laminators and Fabricators	305	302	-3	-0.98
Petroleum Pump System Oprs, Refinery Oprs, & Gaugers	35	33	-2	-5.71
Coil Winders, Tapers, and Finishers	34	32	-2	-5.88
Extrdng, Frmng, Presng, & Compctng Mach Setters, Oprs, & Tndrs	110	108	-2	-1.82
Electric Motor, Power Tool, and Related Repairers	190	188	-2	-1.05
Tank Car, Truck, and Ship Loaders	75	74	-1	-1.33
Correspondence Clerks	125	124	-1	-0.80

Many of these declining jobs are associated with the forest products industries and various types of mining and smelting. The list also includes jobs in which new technologies have reduced the demand for labor even though 2012 employment levels exceed 500 jobs.

*D. What jobs/occupations are most critical to the State's economy?*

A free market economy establishes "value" by placing a price on a particular good or service. Occupational wages are set much the same way and, therefore, jobs that are critical to the economy usually pay the highest wages.

Table D.1 lists selected occupations with above average (\$13.66/hr>) wage rates and a meaningful employment level—at least 300 jobs in 2012. That list is further reduced by eliminating job titles in which there will be fewer than 25 job openings per year due to growth and replacement.

TABLE D.1

**CRITICAL OCCUPATIONS IN IDAHO: 2002 - 2012**  
(Ranked by Wage)

Occupational Title	2002 Employ- ment	2012 Employ- ment	Total Annual Demand	Average Hourly Wage	Education or Training Level
<b>Total, All Occupations</b>	610,643	755,161	29,113	15.65	
Family & General Practitioners	492	677	25	68.48	First prof degree
Dentists	708	808	22	65.11	First prof degree
Physicians & Surgeons, All Other	255	332	11	63.30	First prof degree
Pediatricians, General	110	153	6	57.88	First prof degree
Nuclear Engrs	324	371	14	52.54	Bachelor's degree
Physicists	262	304	13	44.95	Doctoral degree
Engng Mgrs	1,117	1,298	40	44.38	Work exp + BA/BS or higher
Lawyers	2,638	3,180	88	43.41	First prof degree
Chief Executives	3,566	4,388	150	42.21	Work exp + BA/BS or higher
Pharmacists	1,120	1,690	79	36.93	First prof degree
Marketing Mgrs	801	1,030	38	36.26	Work exp + BA/BS or higher
Computer & Info Sys Mgrs	845	1,113	42	34.32	Work exp + BA/BS or higher
Computer Software Engrs, Applications	1,149	1,675	64	32.41	Bachelor's degree
Misc Engrs	871	1,141	44	31.49	Bachelor's degree
Computer Sys Analysts	1,207	1,753	68	30.86	Bachelor's degree
Physical Therapists	615	940	39	30.80	Master's degree
Mechanical Engrs	706	806	29	30.51	Bachelor's degree
Misc Mgrs	4,419	5,021	146	29.91	Work exp in related occ
Financial Mgrs	2,372	2,981	95	29.75	Work exp + BA/BS or higher
Medical & Health Services Mgrs	1,107	1,598	71	29.73	Work exp + BA/BS or higher
Construction Mgrs	2,356	3,160	123	29.13	Bachelor's degree
Sales Mgrs	1,244	1,646	63	29.08	Work exp + BA/BS or higher
General & Operations Mgrs	11,877	14,969	533	29.00	Work exp + BA/BS or higher
Environmental Scientists & Splts, Inc Health	482	649	25	28.74	Bachelor's degree
Human Resources Mgrs	746	974	35	28.23	Work exp + BA/BS or higher
Dental Hygienists	979	1,540	64	28.14	Associate degree
Mangt Analysts	907	1,228	45	28.11	Work exp + BA/BS or higher
Architects, Ex L&scape & Naval	651	834	26	27.98	Bachelor's degree
Civil Engrs	1,180	1,361	37	27.70	Bachelor's degree
Computer Programmers	1,260	1,476	51	26.57	Bachelor's degree
Network & Computer Sys Administrators	677	973	37	25.19	Bachelor's degree
First-Line Supvrs/Mgrs of Non-Retail Sales Wrks	1,497	1,732	52	24.73	Work exp in related occ
Accountants & Auditors	3,134	3,996	145	24.72	Bachelor's degree
Occupational Therapists	409	639	29	24.64	Bachelor's degree

TABLE D.1

Claims Adjusters, Examiners, & Investigators	635	813	26	24.62	Long-term OJT
Loan Officers	1,309	1,614	52	24.25	Bachelor's degree
First-Line Supvrs/Mgrs of Police & Detectives	642	749	32	24.20	Work exp in related occ
Sales Reps, Whsl & Mfg, Tech & Scientific Products	1,407	1,790	75	24.09	Moderate-term OJT
Misc Business Operations Spelts	3,261	4,338	163	24.02	Bachelor's degree
Educational, Voc, & School Counselors	1,013	1,160	38	23.37	Master's degree
Registered Nurses	9,894	14,629	681	23.03	Associate degree
Network Sys & Data Communications Analysts	470	821	41	22.78	Bachelor's degree
Farm, Ranch, & Other Agricultural Mgrs	1,612	1,784	45	22.74	Work exp + BA/BS or higher
Insurance Sales Agents	1,023	1,264	49	22.71	Bachelor's degree
Admin Services Mgrs	1,287	1,663	63	22.69	Work exp + BA/BS or higher
Cost Estimators	974	1,368	61	22.24	Bachelor's degree
Voc Education Teachers, Postsecondary	433	608	27	22.12	Work exp in related occ
First-Line Supvrs/Mgrs of Const Trades & Extraction Wrks	3,262	4,499	178	22.04	Work exp in related occ
First-Line Supvrs/Mgrs of Mechos, Instrls, & Rprs	2,106	2,511	93	21.84	Work exp in related occ
Purchg Agts, Ex Whsl, Retail, & Farm Products	978	1,175	44	21.69	Bachelor's degree
Telcomm Equip Instrls & Rprs, Ex Line Instrls	1,248	1,480	49	21.67	Postsec voc training
Electrical & Electronic Engng Techs	1,077	1,325	47	21.23	Associate degree
Misc Computer Specs	1,085	1,915	95	21.22	Postsec voc training
Speech-Language Pathologists	466	655	31	20.98	Master's degree
Brickmasons & Blockmasons	449	668	29	20.92	Long-term OJT
Massage Therapists	802	1,222	58	20.57	Postsec voc training
Postal Service Mail Carriers	2,427	2,709	104	20.27	Short-term OJT
Electricians	3,006	4,688	228	20.21	Long-term OJT
Training & Development Specs	924	1,204	42	20.11	Bachelor's degree
Logging Equip Oprs	3,221	3,061	59	20.08	Moderate-term OJT
Respiratory Therapists	434	683	39	20.07	Associate degree
Appraisers & Assessors of Real Estate	837	1,082	43	19.95	Postsec voc training
Tapers	439	698	35	19.76	Moderate-term OJT
Radiologic Technologists & Techs	794	1,159	51	19.46	Associate degree
First-Line Supvrs/Mgrs of Production & Operating Wrks	3,135	3,584	111	19.21	Work exp in related occ
First-Line Supvrs/Mgrs of Trans & Mtrl-Mvng Mach & Vhcl Opers	764	890	31	19.13	Work exp in related occ
Sales Reps, Whsl & Mfg, Except Tech & Scientific Products	5,938	7,604	323	18.64	Moderate-term OJT
Health Profs & Techs, All Other	577	767	29	18.50	
Paralegals & Legal Assistants	489	647	20	18.47	Associate degree
Plumbers, Pipefitters, & Steamfitters	2,244	3,325	160	18.39	Long-term OJT
Drafter, Engng, & Map Techs, All Oth	860	1,145	49	18.30	Associate degree
Pipelayers	749	925	35	18.20	Moderate-term OJT
Advertising Sales Agents	883	1,020	31	18.18	Moderate-term OJT
Prop, Real Est, & Cmnty Assn Mgrs	1,607	2,079	77	18.03	Bachelor's degree
Forest & Conservation Techs	1,657	2,175	91	18.01	Associate degree
Computer Support Spelts	1,770	2,440	89	17.92	Associate degree
First-Line Supvrs/Mgrs of Off & Admin Sup Wrks	5,720	6,628	214	17.69	Work exp in related occ
Police & Sheriff's Patrol Officers	2,400	2,807	103	17.65	Long-term OJT

TABLE D.1

Dr-To-Dr Sales Wrks, News & St Vndrs, & Rel Wrks	1,606	1,633	41	17.50	Short-term OJT
Production, Planning, & Expediting Clerks	818	987	37	17.47	Short-term OJT
Mobile Heavy Equip Mechcs, Ex Engines	779	888	28	17.05	Postsec voc training
Post Svc Mail Srtrs, Procrs, & Procsng Mach Oprs	1,180	1,230	36	17.00	Short-term OJT
Num Tool & Process Cntrl Prgrms	33	44	2	16.92	Long-term OJT
Drywall & Ceiling Tile Instlrs	986	1,556	78	16.88	Moderate-term OJT
Miscl Financial Spelts	658	837	30	16.76	Bachelor's degree
Cnslrs, Soc, & Relg Wrks, All Oth	1,327	1,743	66	16.69	Bachelor's degree
Operating Engrs & Other Const Equip Oprs	2,311	2,743	103	16.59	Moderate-term OJT
Life, Phys, & Soc Science Techs, All Oth	407	629	32	16.44	Associate degree
Dispatchers, Ex Police, Fire, & Ambulance	887	1,010	31	16.32	Moderate-term OJT
Miscl Info & Record Clerks	1,366	1,530	38	16.20	Short-term OJT
Sheet Metal Wrks	707	1,111	57	16.16	Moderate-term OJT
Graphic Designers	670	870	29	16.11	Bachelor's degree
First-Line Supvrs/Mgrs of Farm, Fish, & Frstry Wrks	847	983	33	16.06	Moderate-term OJT
Sales & Related Wrks, All Other	1,659	2,262	82	16.01	Moderate-term OJT
Sbstoe Abuse & Behvl Disorder Cnslrs	463	618	26	15.79	Master's degree
Rehabilitation Counselors	953	1,273	54	15.62	Master's degree
First-Line Supvrs/Mgrs of Retail Sales Wrks	7,671	8,866	257	15.62	Work exp in related occ
Carpenters	6,919	9,343	355	15.61	Long-term OJT
Excv & Ldng Mach & Dragline Oprs	730	958	43	15.60	Moderate-term OJT
Water & Liqd Wste Treat Plant & Sys Oprs	511	622	29	15.47	Long-term OJT
Bus & Truck Mechcs & Diesel Eng Specs	1,235	1,411	49	15.39	Postsec voc training
Htng, Air Cond, & Refrg Mechcs & Instlrs	1,125	1,834	86	15.38	Long-term OJT
Tile & Marble Settrs	385	633	31	15.32	Long-term OJT
Liosd Practical & Liosd Voc Nurses	2,950	3,954	165	15.29	Postsec voc training
Fire Fighters	702	825	33	15.29	Long-term OJT
Emergency Medical Techs & Paramedics	1,139	1,412	40	15.26	Postsec voc training
Mtno & Repair Wrks, General	4,716	5,661	185	15.23	Long-term OJT
Truck Drivers, Heavy & Tractor-Trailer	11,683	13,934	416	15.18	Moderate-term OJT
Food Service Mgrs	1,927	2,307	69	15.12	Work exp in related occ
Farm Equip Mechcs	733	846	27	15.04	Postsec voc training
Welders, Cutters, Solderers, & Brazers	1,611	2,106	95	14.70	Postsec voc training
Executive Secretaries & Admin Assts	5,764	6,792	213	14.67	Moderate-term OJT
Cement Masons & Concrete Finishers	1,034	1,665	84	14.50	Long-term OJT
Automotive Service Techs & Mechcs	4,028	4,623	167	14.29	Postsec voc training
Glaziers	504	669	27	14.18	Long-term OJT
Inspctrs, Tstrs, Sorters, Smplr, & Wghrs	1,158	1,293	40	14.05	Moderate-term OJT
Legal Secretaries	1,464	1,902	72	14.03	Postsec voc training
Roofers	1,512	2,604	144	13.86	Moderate-term OJT
Farm, Fish, & Frstry Wrks, All Other	1,937	2,112	64	13.77	Short-term OJT
Printing Mach Oprs	731	802	24	13.77	Moderate-term OJT

The Idaho workforce system is moving to integrate the career cluster concept into its services portfolio. This concept will provide more flexibility in defining priority occupations and industries because it recognizes the portability of skills among different but related occupations in a wider variety of industrial settings. Many of the specific occupations listed above can be placed into clusters, thereby providing a more realistic, expanded picture of the demand for related occupations.

Table D.2 presents a working model of career clusters based upon Idaho occupational demand projections. (Additional supporting tables are included at the end of Section IV.) The job growth data indicates Information Technology as the fastest growing cluster and Health Science as second fastest. This is the percent change in jobs. The data column that shows the actual change in the projected number of jobs ranks Business as number one – primarily due to the inclusion of customer service representatives and laborers. The cluster with the second largest addition of jobs is Architecture & Construction with Heating, Air Conditioning, and Refrigeration Mechanics and Installers the big player. The third group is Hospitality which is not surprising. Health Services is fourth with nearly 28,000 estimated openings.

TABLE D.2

Model of Career Clusters							
Career Cluster	Pathway	Wage Employ	Total Wages (000\$)	Average Wage	Projected Employ	Job Openings	Job Growth
Ag., Food & Natural Resource	Food Products & Procs. Sys.	6,770	119,053.00	\$17.59	11,187	1,518	15.7
Ag., Food & Natural Resource	Plant Sys.	12,303	278,031.30	\$22.60	20,823	3,247	18.5
Ag., Food & Natural Resource	Animal Sys.	10,304	397,901.84	\$38.62	18,121	3,394	23.0
Ag., Food & Natural Resource	Power Structural & Tech. Sys.	11,586	186,989.20	\$16.14	14,681	2,950	25.1
Ag., Food & Natural Resource	Natural Resources Sys.	21,010	542,680.50	\$25.83	32,615	5,358	19.7
<b>Ag., Food &amp; Natural Resource</b>	<b>Total</b>	<b>61,973</b>	<b>1,524,655.84</b>	<b>\$24.60</b>	<b>97,427</b>	<b>16,467</b>	<b>20.3</b>
Architecture & Construction	Design/Pre-construction	7,760	227,977.10	\$29.38	9,221	1,474	19.0
Architecture & Construction	Construction	36,960	767,793.90	\$20.77	57,594	15,468	36.7
Architecture & Construction	Mntr./Operations	29,880	529,433.50	\$17.72	49,376	13,755	38.6
<b>Architecture &amp; Construction</b>	<b>Total</b>	<b>74,600</b>	<b>1,525,204.50</b>	<b>\$20.45</b>	<b>116,191</b>	<b>30,697</b>	<b>35.9</b>
Arts, A/V Tech. & Comm.	Audio & Video Techlgs.	3,003	52,642.60	\$17.53	3,693	935	25.3
Arts, A/V Tech. & Comm.	Printing Technologies	1,470	21,536.50	\$14.65	2,055	317	15.4
Arts, A/V Tech. & Comm.	Visual Arts	1,140	17,607.90	\$15.45	1,963	404	20.6
Arts, A/V Tech. & Comm.	Performing Arts**	2,222	26,674.90	\$12.00	4,392	1,121	25.5
Arts, A/V Tech. & Comm.	Journalism & Broadcasting	2,260	50,756.40	\$22.46	3,083	469	15.2
Arts, A/V Tech. & Comm.	TeleComm.s Techlgs.	1,720	36,911.90	\$21.46	2,537	683	26.9
<b>Arts, A/V Tech. &amp; Comm.</b>	<b>Total</b>	<b>11,815</b>	<b>206,130.20</b>	<b>\$17.45</b>	<b>17,723</b>	<b>3,929</b>	<b>22.2</b>
Bus. Mgmt. & Admin.	Management Pathway	14,900	472,698.40	\$31.73	21,744	4,163	23.7
Bus. Mgmt. & Admin.	Bus. Financial Mgmt. & Acct.	29,220	640,428.30	\$21.92	36,487	5,518	17.8
Bus. Mgmt. & Admin.	Human Resource	6,990	174,257.60	\$24.93	11,371	2,157	23.4
Bus. Mgmt. & Admin.	Bus. Analysis	14,700	425,114.30	\$28.92	19,021	4,164	29.0
Bus. Mgmt. & Admin.	Mktg. & Comm.	65,000	980,360.10	\$15.08	81,919	15,132	22.7
Bus. Mgmt. & Admin.	Administrative & Info. Svs.	40,400	513,425.40	\$12.71	50,451	9,547	23.3
<b>Bus. Mgmt. &amp; Admin.</b>	<b>Total</b>	<b>171,210</b>	<b>3,206,284.10</b>	<b>\$18.73</b>	<b>220,993</b>	<b>40,681</b>	<b>22.6</b>
Education & Training	Administration & Admins.	990	22,944.20	\$23.18	2,204	439	24.9
Education & Training	Support Svs.	2,080	45,967.20	\$22.10	3,503	783	28.8
Education & Training	Teaching Training	10,640	194,441.20	\$18.27	48,611	9,519	24.4
<b>Education &amp; Training</b>	<b>Total</b>	<b>13,710</b>	<b>263,352.60</b>	<b>\$19.21</b>	<b>54,318</b>	<b>10,741</b>	<b>24.6</b>
Finance	Finance & Investment Planning	3,420	100,283.50	\$29.32	4,336	633	23.8
Finance	Bus. Financial Mgmt.	5,980	159,571.80	\$26.68	7,740	1,609	26.2
Finance	Banking & Related Svs.	32,490	605,393.10	\$18.63	41,161	9,520	30.1
Finance	Insurance Svs.	3,180	99,851.00	\$31.40	4,119	812	24.6
<b>Finance</b>	<b>Total</b>	<b>45,070</b>	<b>965,099.40</b>	<b>\$21.41</b>	<b>57,356</b>	<b>12,774</b>	<b>28.7</b>
Govt. and Public Admin.	Governance	5,840	182,174.60	\$31.19	7,398	1,279	20.9
Govt. and Public Admin.	National Security	NA	NA	NA	NA	NA	NA
Govt. and Public Admin.	Foreign Service	5,530	177,003.70	\$32.01	9,409	1,424	17.8
Govt. and Public Admin.	Revenue & Taxation	9,820	335,610.40	\$34.18	13,409	2,609	24.2
Govt. and Public Admin.	Regulation Career	4,860	173,023.10	\$35.60	5,903	1,070	22.1
Govt. and Public Admin.	Pub. & Nonprofit Mgmt. & Admin.	6,860	225,363.40	\$32.85	10,963	1,645	17.7
<b>Govt. and Public Admin.</b>	<b>Total</b>	<b>32,910</b>	<b>1,093,175.20</b>	<b>\$33.22</b>	<b>47,082</b>	<b>8,027</b>	<b>20.6</b>
Health Science	Therapeutic	35,020	688,181.40	\$19.65	52,684	16,573	45.9
Health Science	Diagnostics	3,585	82,238.30	\$22.94	4,937	1,493	43.4
Health Science	Health Informatics	18,390	292,585.10	\$15.91	28,256	7,509	36.2
Health Science	Support Svs.	4,220	99,989.80	\$23.69	5,369	1,192	28.5
Health Science	BioTech. R&D	3,470	68,566.00	\$19.76	4,189	1,017	32.1
<b>Health Science</b>	<b>Total</b>	<b>64,685</b>	<b>1,231,560.60</b>	<b>\$19.04</b>	<b>95,435</b>	<b>27,784</b>	<b>41.1</b>
Hospitality and Tourism	Rests. & Food & Bevg. Svs.	39,750	574,505.50	\$14.45	48,369	9,407	24.1
Hospitality and Tourism	Lodging	42,640	563,559.60	\$13.22	54,148	9,191	20.4
Hospitality and Tourism	Travel & Tourism	16,530	404,832.30	\$24.49	22,515	3,794	20.3
Hospitality and Tourism	Rec., Amuse & Attractions	23,624	517,206.46	\$21.89	30,257	6,122	25.4
<b>Hospitality and Tourism</b>	<b>Total</b>	<b>122,544</b>	<b>2,060,103.86</b>	<b>\$16.81</b>	<b>155,289</b>	<b>28,514</b>	<b>22.5</b>
Human Service	Early Childhood Develop. & Svs.	3,550	33,773.40	\$9.51	14,824	3,268	28.3
Human Service	Counseling & Mental Health Svs.	3,830	73,684.85	\$19.24	4,371	933	27.1
Human Service	Counseling & Mental Health Svs.	7,860	113,379.30	\$14.42	11,631	3,269	39.1
Human Service	Personal Care Svs.	4,940	49,811.40	\$10.08	8,294	2,048	32.8
Human Service	Con. Goods or Svs. Rtl.Reps.	27,230	516,765.10	\$18.98	40,374	9,346	30.1
<b>Human Service</b>	<b>Total</b>	<b>47,410</b>	<b>787,414.05</b>	<b>\$16.61</b>	<b>79,494</b>	<b>18,864</b>	<b>31.1</b>
Info. Tech.	Network Sys.	5,270	131,358.40	\$24.93	7,055	2,190	45.0
Info. Tech.	Info. Support Svs.	9,860	251,173.20	\$25.47	13,176	4,039	44.2
Info. Tech.	Interactive Media	3,140	80,265.70	\$25.56	4,309	1,188	38.1
Info. Tech.	Program. & Software Develop.	8,820	239,536.60	\$27.16	11,527	3,208	38.6
<b>Info. Tech.</b>	<b>Total</b>	<b>27,090</b>	<b>702,333.90</b>	<b>\$25.93</b>	<b>36,067</b>	<b>10,625</b>	<b>41.8</b>
Law, Public Safety & Security	Correction Svs.	2,250	32,343.80	\$14.38	2,828	467	19.8
Law, Public Safety & Security	Emergency & Fire Mgmt. Svs.	2,770	44,163.30	\$15.94	3,293	596	22.1
Law, Public Safety & Security	Security & Protective Svs.	4,450	76,256.10	\$17.14	5,908	1,565	36.0
Law, Public Safety & Security	Law Enforcement Svs.	5,351	93,652.69	\$17.50	6,744	1,235	22.4
Law, Public Safety & Security	Legal Svs.	2,750	103,770.90	\$37.73	4,155	746	21.9
<b>Law, Public Safety &amp; Security</b>	<b>Total</b>	<b>17,571</b>	<b>350,186.79</b>	<b>\$19.93</b>	<b>22,928</b>	<b>4,609</b>	<b>25.2</b>
Manufacturing	Precision Metal Production	7,270	130,402.50	\$17.94	9,333	1,646	21.4
Manufacturing	Prod. Dsgn., Oper., & Mntr.	20,370	545,148.60	\$26.76	24,596	3,464	16.4
Manufacturing	Electromech. Instl. & Mntr.	7,300	158,396.20	\$21.70	12,113	2,088	20.8
Manufacturing	Precision Tech. Processes	4,161	81,772.38	\$19.65	5,206	731	16.3
<b>Manufacturing</b>	<b>Total</b>	<b>39,101</b>	<b>915,719.68</b>	<b>\$23.42</b>	<b>51,248</b>	<b>7,929</b>	<b>18.3</b>
Mktg. Sales and Service	Mgmt. & Entrepreneurship	7,420	252,392.60	\$34.02	10,142	2,082	25.8
Mktg. Sales and Service	Professional Sales & Mktg.	29,190	396,124.30	\$13.57	37,275	6,900	22.7
Mktg. Sales and Service	Buying & Merchandising	43,260	431,141.90	\$9.97	52,394	8,664	19.8
<b>Mktg. Sales and Service</b>	<b>Total</b>	<b>3,870</b>	<b>52,218.40</b>	<b>\$13.49</b>	<b>4,426</b>	<b>650</b>	<b>17.2</b>

TABLE D.2

Mktg. Sales and Service	Mktg. Info. & Research	1,040	36,306.40	\$34.91	1,528	363	31.2
Mktg. Sales and Service	Distribution & Logistics	17,880	185,930.90	\$10.40	20,924	2,245	12.0
Mktg. Sales and Service	E-Mktg.	840	30,458.40	\$36.26	1,030	229	28.6
<b>Mktg. Sales and Service</b>	<b>Total</b>	<b>103,500</b>	<b>1,384,572.90</b>	<b>\$13.38</b>	<b>126,689</b>	<b>20,904</b>	<b>19.8</b>
Science, Tech., Engrg. & Math.	Engrg. & Tech. Pathway	6,513	200,960.40	\$30.86	7,436	1,190	19.1
Science, Tech., Engrg. & Math.	Professional Engrg. Pathway	28,070	832,405.10	\$29.65	34,162	7,407	27.7
Science, Tech., Engrg. & Math.	Science & Math. Pathway	7,413	177,176.50	\$23.90	9,892	2,031	25.8
<b>Science, Tech., Engrg. &amp; Math</b>	<b>Total</b>	<b>41,996</b>	<b>1,210,542.00</b>	<b>\$28.83</b>	<b>51,490</b>	<b>10,628</b>	<b>26.0</b>
Transp., Distribution, and Logistics	Transp. Operations	19,686	404,825.09	\$20.56	26,954	4,605	20.6
Transp., Distribution, and Logistics	Logistics Planning & Mgmt. Svs.	NA	NA	NA	NA	NA	NA
Transp., Distribution, and Logistics	Whsing & Distr. Ctr. Operations	16,430	182,200.80	\$11.09	19,198	2,224	13.1
Transp., Distribution, and Logistics	Facility & Mobile Equip. Mntn.	20,206	347,851.44	\$17.22	29,353	6,193	26.7
Transp., Distribution, and Logistics	Transp. System/Infrastructure Plan., Mgmt., & Regulation	8,500	250,539.30	\$29.48	10,493	1,821	21.0
Transp., Distribution, and Logistics	Health, Safety, & Environmental	3,880	107,752.20	\$27.77	7,308	1,113	18.0
Transp., Distribution, and Logistics	Sales & Service	19,200	297,723.70	\$15.51	24,632	5,559	29.1
<b>Transp., Dist., and Logistics</b>	<b>Total</b>	<b>87,902</b>	<b>1,590,892.53</b>	<b>\$18.10</b>	<b>117,938</b>	<b>21,515</b>	<b>22.3</b>

Two examples of how a career cluster approach can facilitate developing strategies for meeting identified workforce development priorities are presented. The Governor has identified two workforce issues that the workforce system is now addressing: 1) Developing and retaining a highly skilled, technical workforce that, in turn, will enable the state to more fully realize its potential as a center of science and technology manufacturing and services. 2) Finding ways to train and retain skilled workers for Idaho's health care system given an ever increasing population and the challenges of providing quality services in rural—and very often remote—Idaho.

Tables D.3 and D.4. identify the major occupations the state needs to develop to meet these two initiatives, an education and training hierarchy for these jobs, and some baseline data on current and projected employment levels.

TABLE D.3

## SELECTED OCCUPATIONS TO SUPPORT GOVERNOR'S Sci &amp; TECHNOLOGY INITIATIVE

Occupational Title	2002 Employ- ment	2012 Employ- ment	Total Annual Demand	Average Hourly Wage	Education o Training Level
Comp & Info Scinsts, Research	92	100	2		Doctoral
Biochemists & Biophysicists	311	354	14	30.85	Doctoral
Microbiologists	180	247	12	26.88	Doctoral
Zoologists & Wildlife Biologists	335	398	17	21.04	Doctoral
Med Scinsts, Ex Epidemiologists	45	58	2	29.46	Doctoral
Physicists	262	304	13	44.95	Doctoral
Comp Sci Tchrs, Postsec	56	79	4	53,194	Doctoral
Mathematical Sci Tchrs, Postsec	120	166	7	50,081	Doctoral
Engng Tchrs, Postsec	28	39	2	52,942	Doctoral
Agricultural Sois Tchrs, Postsec	30	41	2	57,677	Doctoral
Biological Sci Tchrs, Postsec	87	121	5		Doctoral
Chemistry Tchrs, Postsec	53	74	3	52,590	Doctoral
Physics Tchrs, Postsec	36	50	2	50,388	Doctoral
Comp Prgms	1,260	1,476	51	26.57	Bachelor's
Comp Sftw Engrs, Applications	1,149	1,675	64	32.41	Bachelor's
Comp Sftw Engrs, Sys Sftw	741	1,068	40		Bachelor's
Comp Sys Analysts	1,207	1,753	68	30.86	Bachelor's
Database Administrators	533	717	24		Bachelor's
Network & Comp Sys Admins	677	973	37	25.19	Bachelor's
Network Sys & Data Comm Analysts	470	821	41	22.78	Bachelor's
Chemical Engrs	185	199	7		Bachelor's
Comp Hardware Engrs	1,565	1,634	33		Bachelor's
Elecal Engrs	1,115	1,197	30		Bachelor's
Eitrcns Engrs, Ex Comp	213	255	8	36.02	Bachelor's
Environmental Engrs	247	350	15	34.21	Bachelor's
Materials Engrs	85	95	3		Bachelor's
Nuclear Engrs	324	371	14	52.54	Bachelor's
Misc Engrs	871	1,141	44	31.49	Bachelor's
Agricultural & Food Scinsts	179	215	7	30.22	Bachelor's
Conservation Scinsts	242	310	14	31.46	Bachelor's
Misc Life Scinsts	416	520	18	25.88	Bachelor's
Atmospheric & Space Scinsts	30	38	2	35.36	Bachelor's
Chemists	313	375	16	30.76	Bachelor's
Envrn Scinsts & Spcls, Inc Health	482	649	25	28.74	Bachelor's
GeoScinsts, Ex Hydrogts & Geogrphrs	83	105	4	30.50	Bachelor's
Hydrologists	105	138	5	29.22	Bachelor's
Misc Physical Scinsts	126	142	5	28.61	Bachelor's
Comp Support Specialists	1,770	2,440	89	17.92	Associate
Civil Engng Techs	418	482	15	17.50	Associate
Elecal & Electronic Engng Techs	1,077	1,325	47	21.23	Associate
Electro-Mechanical Techs	326	400	14	22.13	Associate
Environmental Engng Techs	229	292	11	23.53	Associate
Inds Engng Techs	140	154	4	17.00	Associate
Mechanical Engng Techs	216	249	8	22.03	Associate
Drafter, Engng, & Map Techs, All Other	860	1,145	49	18.30	Associate
Agricultural & Food Sci Techs	236	284	9	15.44	Associate
Biological Techs	504	643	22	16.49	Associate

TABLE D.3

Chemical Techs	246	283	10	18.58	Associate
Geological & Petroleum Techs	78	80	2	20.15	Associate
Nuclear Techs	88	108	4		Associate
Environ Sci & Prot Techs, Inc Health	271	394	19		Associate
Forest & Conservation Techs	1,857	2,175	91	18.01	Associate
Life, Physical, & Soc Sci Techs, All Oth	407	629	32	16.44	Associate
Comp, Autmatd Teller, & Off Mach Rprs	1,473	2,212	92	12.53	Postsec voc trng
Telcom Equip Instrls & Rprs, Ex Line Instrls	1,248	1,480	49	21.67	Postsec voc trng
Avionics Techs	85	98	3	22.55	Postsec voc trng
Eleo Motor, Power Tool, & Rel Rprs	190	188	5	18.29	Postsec voc trng
Elecal & Eltrncs Instrls & Rprs, Trans Equip	319	389	14		Postsec voc trng
Elecal & Eltrncs Rprs, Comrol & Inds Equip	88	96	3	17.91	Postsec voc trng
First-Line Supvrs/Mgrs of Mechs, Instrls, & Rprs	2,108	2,511	93	21.84	Work exp in rel occ
First-Line Supvrs/Mgrs of Prdtn & Oprng Wkrs	3,135	3,584	111	19.21	Work exp in rel occ
Inds Machinery Mechanics	2,404	2,675	76		Long-term OJT
Mntn & Repair Wkrs, General	4,716	5,661	185	15.23	Long-term OJT
Mntn Wkrs, Machinery	689	714	20	13.47	Long-term OJT
Millwrights	502	537	16	19.38	Long-term OJT
Elecal Power-Line Instrls & Rprs	688	684	23	26.61	Long-term OJT
Telcom Line Instrls & Rprs	307	391	17	20.31	Long-term OJT
Precision Instrument & Equip Rprs, All Other	83	84	2		Long-term OJT
Installation, Mntn, & Repair Wkrs, All Other	489	591	21	15.31	Long-term OJT
Comp-Controlled Mach Tool Oprs, Mtl & Plstc	188	212	7	13.04	Long-term OJT
Numerical Tool & Process Control Prgms	33	44	2	16.92	Long-term OJT
Tool & Die Makers	138	181	7	18.47	Long-term OJT

TABLE D.4

**SELECTED OCCUPATIONS IN SUPPORT OF THE GOVERNOR'S  
IMPROVING IDAHO'S HEALTH CARE SYSTEM INITIATIVE 2002 - 2012**

Occ Title	2002 Employ- ment	2012 Employ- ment	Total Annual Demand	Average Hourly Wage	Education or Training Level
Pharmacists	1,120	1,690	79	36.93	First prof degree
Anesthesiologists	167	232	9	83.44	First prof degree
Family & General Practitioners	492	677	25	68.48	First prof degree
Internists, General	46	59	2	98.80	First prof degree
Obstetricians & Gynecologists	25	35	1		First prof degree
Pediatricians, General	110	153	6	57.88	First prof degree
Psychiatrists	50	65	2	72.03	First prof degree
Surgeons	306	423	16	95.92	First prof degree
Physicians & Surgeons, All Other	255	332	11	63.30	First prof degree
Misc Health Diagn & Treating Prctrs	375	501	21	29.63	First prof degree
Computer & Info Scientists, Research	92	100	2		Doctoral degree
Biochemists & Biophysicists	311	354	14	30.85	Doctoral degree
Microbiologists	180	247	12	26.88	Doctoral degree
Med Scientists, Ex Epidemiologists	45	58	2	29.46	Doctoral degree
Computer Science Tchrs, Postsec	56	79	4	53,194	Doctoral degree
Mathematical Science Tchrs, Postsec	120	166	7	50,081	Doctoral degree
Biological Science Tchrs, Postsec	87	121	5		Doctoral degree
Chemistry Tchrs, Postsec	53	74	3	52,590	Doctoral degree
Physics Tchrs, Postsec	36	50	2	50,398	Doctoral degree
Health Specialties Tchrs, Postsec	60	89	4	38,226	Doctoral degree
Nursing Instructors & Tchrs, Postsec	86	123	6	50,089	Master's degree
Audiologists	110	162	8	23.30	Master's degree
Physical Therapists	615	940	39	30.80	Master's degree
Speech-Language Pathologists	466	655	31	20.98	Master's degree
Medical & Health Svs Managers	1,107	1,598	71	29.73	Work exp + BA/BS c
Misc Life Scientists	416	520	18	25.88	Bachelor's degree
Medical & Public Health Social Wrks	325	484	22	19.63	Bachelor's degree
Dietitians & Nutritionists	200	267	12	15.77	Bachelor's degree
Physician Assistants	180	301	15	31.99	Bachelor's degree
Occ Therapists	409	639	29	24.64	Bachelor's degree
Recreational Therapists	101	123	5	17.54	Bachelor's degree
Medical & Clinical Lab Techngt	366	508	24	20.15	Bachelor's degree
Occ Health & Safety Spolsts & Techs	168	213	8	27.29	Bachelor's degree
Biological Techs	504	643	22	16.49	Associate degree
Chemical Techs	246	283	10	18.58	Associate degree
Registered Nurses	9,894	14,629	681	23.03	Associate degree
Radiation Therapists	61	89	4	28.53	Associate degree
Respiratory Therapists	434	683	39	20.07	Associate degree
Medical & Clinical Lab Techs	300	411	19	15.01	Associate degree
Dental Hygienists	979	1,540	64	28.14	Associate degree
Cardiovascular Techngt & Techs	82	131	6	17.24	Associate degree
Diagnostic Medical Sonographers	129	174	7	23.45	Associate degree
Nuclear Medicine Techngt	36	49	2	22.25	Associate degree
Radiologic Techngt & Techs	794	1,159	51	19.48	Associate degree
Medical Records & Health Info Techs	642	1,045	50	11.89	Associate degree

TABLE D.4

Occ Therapist Assistants	38	53	2	17.12	Associate degree
Physical Therapist Assistants	167	273	13	14.80	Associate degree
Emer Med Techs & Paramedics	1,139	1,412	40	15.26	Postsec voc training
Psychiatric Techs	241	288	8	12.82	Postsec voc training
Respiratory Therapy Techs	268	423	19	20.91	Postsec voc training
Surgical Techngt	235	347	14	16.84	Postsec voc training
Licsd Practical & Licsd Voc Nurses	2,950	3,954	165	15.29	Postsec voc training
Massage Therapists	802	1,222	58	20.57	Postsec voc training
Medical Transcriptionists	648	888	36	13.53	Postsec voc training
Dietetic Techs	113	162	6	11.42	Moderate-term OJT
Pharmacy Techs	887	1,336	57	12.57	Moderate-term OJT
Dental Assistants	1,333	2,092	113	13.04	Moderate-term OJT
Medical Assistants	953	1,725	95	11.49	Moderate-term OJT
Medical Equipment Repairers	189	222	9	20.11	Moderate-term OJT
Home Health Aides	2,268	3,700	173	8.45	Short-term OJT
Nursing Aides, Orderlies, & Atrndts	6,872	9,971	400	9.01	Short-term OJT
Psychiatric Aides	483	637	22		Short-term OJT
Physical Therapist Aides	202	337	17	8.85	Short-term OJT
Medical Equipment Preparers	85	113	4	11.11	Short-term OJT
Pharmacy Aides	146	179	6	11.45	Short-term OJT

*E. What are the skill needs for the available, critical and projected jobs?*

The education and training requirements for these jobs are quite varied, ranging from postsecondary--usually necessary to be a General Manager or Top Executive--to on-the-job training for Janitors and Cleaners. Almost all of these occupations require working with coworkers, at least basic educational skills, and customer service. Increasingly, even jobs such as Material Movers require technical skills for equipment operation, measuring, recording data, and communicating information. Occupational-specific skills for these jobs often can be acquired on-the-job, but the best paying jobs require postsecondary technical or academic training.

Idaho's key customer segments of its state workforce investment system include both individuals, such as a job seeker or an employer, and system intermediaries, such as technical schools. Both broad sets of customers can benefit from the system's services, information, resources, and coordination. Individuals will be best served through the One Stop system. Idaho's One Stop system includes staffed facilities, telephonic accessed information and services, publications and other media resources, and information and service access via the Internet. The One Stop system is a workforce service environment in which customers can enter in a variety of ways.

Idaho employers directly benefit from having a well-trained workforce. This applies to the incumbent workforce and to job seekers, students, and new entrants. Through national and state surveys, conferences and meetings, and other types of research, there is near unanimity that the following skills are needed to obtain the objective of having a well-trained workforce. Briefly these are:

**“SOFT SKILLS”**

- Effective communication with co-workers, supervisors, and subordinates
- Being able to work as a team to achieve the organization's objectives
- Leadership, critical thinking, ability to adapt to changing circumstances
- Fundamental workplace “ethics” such as dependability, trustworthiness, and nondiscriminatory behavior

**ACADEMIC**

- Basic English Literacy
- Computational skills
- Basic science
- Personal computer or other electronic machine operations and familiarity with commonly used software

**JOB RELATED**

- Job-specific skills that can be acquired through formal training or on-the-job training
- Effective customer service practices

*F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?*

The demographics of the labor force are best viewed in the light of the total population's demographics. The US Census Bureau prepares succinct state demographic profile, Table F.1:

TABLE F.1

<b>People QuickFacts</b>	<b>Idaho</b>	<b>USA</b>
Population, 2003 estimate	1,366,332	290,809,777
Population, percent change, April 1, 2000 to July 1, 2003	5.60%	3.30%
Population, 2000	1,293,953	281,421,906
Population, percent change, 1990 to 2000	28.50%	13.10%
Persons under 5 years old, percent, 2000	7.50%	6.80%
Persons under 18 years old, percent, 2000	28.50%	25.70%
Persons 65 years old and over, percent, 2000	11.30%	12.40%
Female persons, percent, 2000	49.90%	50.90%
White persons, percent, 2000 (a)	91.00%	75.10%
Black or African American persons, percent, 2000 (a)	0.40%	12.30%
American Indian and Alaska Native persons, percent, 2000 (a)	1.40%	0.90%
Asian persons, percent, 2000 (a)	0.90%	3.60%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.10%	0.10%
Persons reporting some other race, percent, 2000 (a)	4.20%	5.50%
Persons reporting two or more races, percent, 2000	2.00%	2.40%
White persons, not of Hispanic/Latino origin, percent, 2000	88.00%	69.10%
Persons of Hispanic or Latino origin, percent, 2000 (b)	7.90%	12.50%
Living in same house in 1995 and 2000, pct age 5+, 2000	49.60%	54.10%
Foreign born persons, percent, 2000	5.00%	11.10%
Language other than English spoken at home, pct age 5+, 2000	9.30%	17.90%
High school graduates, percent of persons age 25+, 2000	84.70%	80.40%
Bachelor's degree or higher, pct of persons age 25+, 2000	21.70%	24.40%
Persons with a disability, age 5+, 2000	200,498	49,746,248
Mean travel time to work (minutes), workers age 16+, 2000	20	25.6
Housing units, 2002	552,117	119,302,132
Homeownership rate, 2000	72.40%	66.20%
Housing units in multi-unit structures, percent, 2000	14.40%	26.40%
Median value of owner-occupied housing units, 2000	\$106,300	\$119,600
Households, 2000	469,645	105,480,101
Persons per household, 2000	2.69	2.59
Median household income, 1999	\$37,572	\$41,994
Per capita money income, 1999	\$17,841	\$21,587
Persons below poverty, percent, 1999	11.80%	12.40%
<b>Business QuickFacts</b>	<b>Idaho</b>	<b>USA</b>
Private nonfarm establishments with paid employees, 2001	37,622	7,095,302
Private nonfarm employment, 2001	467,316	115,081,194
Private nonfarm employment, percent change 2000-2001	3.70%	0.90%
Nonemployer establishments, 2000	84,378	16,529,955
Manufacturers shipments, 1997 (\$1000)	18,952,872	3,842,061,405
Retail sales, 1997 (\$1000)	11,649,609	2,480,886,012
Retail sales per capita, 1997	\$9,623	\$9,190
Minority-owned firms, percent of total, 1997	4.70%	14.60%
Women-owned firms, percent of total, 1997	23.50%	26.00%
Housing units authorized by building permits, 2002	13,488	1,747,678
Federal funds and grants, 2002 (\$1000)	8,377,844	1,901,247,899
<b>Geography QuickFacts</b>	<b>Idaho</b>	<b>USA</b>
Land area, 2000 (square miles)	82,747	3,537,438
Persons per square mile, 2000	15.6	79.6

The table points out that, compared to the nation, Idaho's population is almost all white and non-Hispanic although Hispanics are by far the largest ethnic group. Idahoans are somewhat younger than all US residents. Idaho's percentage of high school graduates is greater than the nation's but those with a bachelor's degree are a smaller share. Idaho's per capita personal income is 82.6 percent of the national level but the median household income of the state's residents is 89.5 percent of the nation's. Perhaps the latter statistic is because the Idaho average household size is slightly greater than the nations.

Some selected demographic data of the Idaho labor force reflects the same population structure, Table F.2:

TABLE F.2

**SELECTED LABOR FORCE DEMOGRAPHICS: 2005**

US 2000 Census data projected to 2005

**LABOR FORCE BY GENDER**

Total	Male	Female
698,411	382,636	315,775

**LABOR FORCE BY RACE**

Total	White	One Race Two or More Hispanic		
		Exc. White	Exc. White	Any Race
698,411	642,166	44,693	11,552	47,017

**LABOR FORCE BY AGE**

Total	16 to	20 to			
	19 Yrs	21 Yrs	22 to	25 to	30 to
698,411	53,198	32,073	24 Yrs	29 Yrs	34 Yrs
			46,655	74,205	73,335
			35 to	45 to	
			44 Yrs	54 Yrs	
			176,193	153,139	
	55 to	60 to	62 to		
	59 Yrs	61 Yrs	64 Yrs		
	44,987	12,449	12,275		
	65 to	70 to	75 Yrs		
	69 Yrs	75 Yrs	& Over		
	10,373	5,237	4,292		

G. *Is the State experiencing any "in migration" or "out migration" of workers that impact the labor pool?*

Since the later 1990s, Idaho has been one of the fastest growing states in the nation. Most of this growth has been due to in-migration to the state. Between July 1, 2003 and July 1, 2004, Idaho's population increased by 26,228 persons to an estimated new total of 1,393,262. Idaho is the fourth-fastest state in the union. In-migration accounted for 59 percent of the growth: 82 percent from other states and 18 percent from international locations.

H. *Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?*

It is easy to appear simplistic and overly general to identify skill gaps. But the reality is that if the gaps summarized here and in the next section could be overcome, business and workers would both prosper, the state's economy would continue to expand and diversify, incomes would rise, and the quality of life would be enhanced by an increased ability to invest in the arts and humanities, environmental protection, community infrastructure, facilities, and services, and expectations that things will continue to get better and better.

The major skill gaps are embodied in what is needed or addressed in order to achieve these outcomes. In other words, this is what the system must work on because we are not completely there yet.

- Youth are prepared to become productive adults and workers through access to quality elementary and secondary programs that have demonstrative results.
- Higher education is accessible and relevant to current and future global workforce needs and/or the need for a healthy, educated, and respectful citizenry.
- Workforce intelligence, i.e., "world of work", needs to be understandable and effective.
- Employers take an active role in developing their employees through training, investing in modern, productive equipment, and sharing in the business' growth.
- Public agencies, employers, educators, and elected leaders share a common commitment to foster economic and community development, and demonstrate a willingness to work together to achieve this vision.

I. *Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?*

Idaho's WIA system considers its primary customer segments as employers; community officials; workforce development intermediaries; experienced worker job seekers, including dislocated workers; new and returning entrants to the workforce; youth, both in and out of school; and those who might fit into one of the broad customer segments but who have additional skill development needs.

It is unwise to assume that each person or organization within these key customer segments has the same service and skill development needs. However, some examples of needs that can be addressed through WIA activities and the Workforce Development system include:

FOR EMPLOYERS, ETC.

Employers needing workers, labor market information, business requirements information  
Elected officials, community leaders, workforce intermediaries, and the media needing information on economic and workforce trends and needs

## FOR EXPERIENCED WORKERS

Job seekers, regardless of reason, seeking employment opportunities and labor market information

Dislocated workers, especially those needing retraining, intensive job search assistance, or finding suitable jobs out of the local area

## FOR NEW ENTRANTS AND RETURNING WORKERS

New entrants to the labor market or those reentrants needing labor market information, career guidance, or assistance in tailoring their job search

Public assistance recipients needing job training, career guidance, case management services, or transition assistance from welfare to work Older workers who often need retraining, skills enhancement, work experience and job search assistance

## FOR YOUTH

Youth and others making career and school decisions that require understanding career possibilities and training requirements, basic work skills, and making the transition from school to work

Youth needing part-time or summer employment

Youth also need informed educational services that not only provide academic and social skills but also prepare students for the workforce. To this end, the Idaho educational system, with substantial support from foundations, has made large investments in multimedia technology for schools, embraced the School-to-Work program, developed multi-district vocational education centers and programs, created cooperative secondary-to-postsecondary technical education programs, sponsored special studies of how well the schools' curricula meet workforce needs, and refocused attention on those students who do not attend postsecondary schools. Special initiatives are operating under the 70% Committee of the State Board to improve graduation rates of Hispanic and Native American youth.

## FOR PERSONS NEEDING OTHER SERVICES

Unemployment Insurance, Workers Compensation, and other program customers who are not necessarily changing jobs but need prompt and coordinated service during their participation

Migrant and Seasonal Farmworkers needing job information, worker protection, or training

Economically disadvantaged persons needing comprehensive workforce training services including basic academic education, basic workplace skills, labor market information, and intensive job search assistance

Persons with disabilities needing special workplace or training accommodations, exposure to and learning how to use technologies that mitigate their disabilities, and advocacy in obtaining employment

Veterans needing job search assistance or supportive services for disabilities

Workforce intermediaries, such as labor exchange agents, schools, community based organizations, career guidance counselors, and teachers are customers of Idaho's

workforce investment system. Intermediaries need information and often system partners have that information. Intermediaries need to know how to refer customers to a specific service. Limited financial resources often can be extended through intermediary coordination and joint ventures. All intermediaries need labor market information.

*J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?*

The Idaho Workforce Development Council developed, and has reaffirmed, its Vision, Mission, and Goals (see Attachment 1) for itself and the system as a whole. These are the most critical, overarching issues that guide Idaho's strategic and programmatic workforce development decisions.

### **Strategic Priorities**

The last five to ten years have seen remarkable changes in Idaho's economy and workforce. Most of these changes have been positive. However, some changes have had negative effects on some Idaho communities and workers. The Workforce Investment Act affords opportunities to address both the positive and negative results of Idaho's recent economic developments.

The positive aspects provide opportunities for investments that will continue the employment growth, economic diversification, the climb in personal income, and a more efficient labor exchange and training system. A key ingredient will be the system's intelligent deployment of educational and training resources in efforts such as generic school-to-work, technical education, worker continuing education, and responsive retraining programs. This will be even more challenging as WIA resources dwindle and the need for maximizing their beneficial use increases.

Addressing the negative aspects will require the system to pay particular attention to rural areas caught in the transformation from reliance on natural resource industries to other forms of economic enterprise. It requires the system to prepare dislocated workers for the new information and technology economy. It requires the system to address the persistent problems of poverty, rural transportation, and the inability of some to take advantage of the remarkable economic progress Idaho has made.

Idaho intends to focus on several key, broad economic development initiatives that hold the most promise not only for the state but for the system's stakeholders. These are not exclusive focal points but are those that should serve as a catalyst for coordinating services, developing specific training programs, and challenging the wider workforce development system agencies and agents to examine their strategies and programs in light of these priorities. In brief, these are:

1. The state's industry strengths were identified in a March 2005 report by Idaho Commerce & Labor's Office of Science and Technology and includes: Imaging, power and energy, agriculture biosciences and nano-science. The effort was the result of months of input from Idaho's major universities, the Idaho National Laboratory and science and technology professionals from throughout the state.

2. Idaho organized a 21st Century Workforce Policy Academy sponsored by the National Governors' Association and USDOL. Many of the initiatives listed as priorities in Section II, were initiated in this process. A copy of the report can be found at [\(link to website\)](#).

3. The Governor presented the 2005 Legislature his proposal for Connecting Idaho, an accelerated highway construction program that is designed to overcome one of Idaho's most severe obstacles to economic development. The state's

geography and topography have long precluded constructing modern highway systems, especially north-south routes. The Governor's proposal was accepted and the following benefits are expected during the next ten years:

#### **INVESTMENT BENEFITS**

- 75,200 jobs in the following sectors:
  - Construction
  - Services (suppliers, fabricators, equipment, etc.)
- \$4.6 billion benefit to the Idaho economy
- \$2.9+ billion in additional sales in the following sectors
  - Manufacturing
  - Business Services
  - Service Industry
  - Tourism/Recreation
  - Agriculture
- Effects will continue past the construction period. The improved system will be a major selling point to companies looking for a cost-effective business environment.

This major construction effort will require a large number of heavy construction workers. Because of the nature of the work, the projects will also require persons trained in new design techniques and other technical specialties (i.e., technicians, lab workers, field testers), environmental specialists, and logisticians, just to name a few high-paying occupations that will be in demand.

As can be seen, each of the three priorities was first developed by a group other than the Workforce Development Council. Through coordinated efforts, the issue was then brought to the Council for its consideration. The Council adopted each of them. The Council has not adopted every idea/proposal placed on its agenda. Some are referred to a more appropriate forum, i.e., the State Board of Education, some are deferred, and some have been tabled for a variety of reasons. The important point is that the State Workforce Development Council actively considers a variety of strategies to enhance the state's workforce and takes appropriate action.

Other factors that must be considered are public policies concerning economic development, education, welfare, the environment, and Idaho's place in the global economy. Factors of a more local nature include assimilating an increasingly multicultural population, managing population growth, and having the necessary transportation and utility infrastructure to facilitate economic development.

The nation, Idaho, and local communities have long-standing commitments to workforce development. Although funding for schools, training, and labor exchange is significant, it is still limited and becoming more so. Therefore, the managers of these funds must be committed to spending them wisely in ways that will bring the most benefit to Idaho citizens.

## V. Overarching State Strategies

- A. *Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)*

Idaho has established a culture that supports leveraging of funds among multiple organizations to achieve common goals. WIA is a key partner in these efforts.

### **Implement Policy Academy Strategies**

Idaho's WIA funds are decreasing while businesses and job seekers demand improved services. The Workforce Development Council will move quickly to implement the 21st Century Policy Academy recommendations and action plans to increase collaboration and leveraging of funds. Policy Academy strategies demanding collaboration with partners and business to maximize the impact of resources include:

- Improving labor market supply-demand information through partnerships with state and education agencies and worker and business intermediaries
- Enhancing the One Stop system and promoting collaborative efforts to expand access to the full array of services
- Developing and implementing the career cluster project to align education, workforce development and economic development planning and services
- Creating a governance and policy framework that aligns services across multiple agencies and programs
- Developing innovative approaches to creating awareness of Idaho's investments in workforce development including expansion of the workforce system's connection to business and education

### **Broaden One Stop Access in Idaho's Communities**

Governor Kempthorne plans to improve the One Stop infrastructure. Over the past ten years, each of these One Stop sites was either remodeled or built new. Modern lobbies provide access to all the resources available through the IdahoWorks electronic network. Each One Stop also has a Resource Center with interview facilities and computer/copier/fax services available for employers' use. The Governor has brought a multitude of funding sources together to achieve infrastructure upgrading, including access to the state's Permanent Building Fund, which historically had never been made available to the workforce system because of its almost exclusive federal funding.

### **Strengthen the e3 Connection**

The merger of Idaho's Commerce and Labor departments helps further integrate economic and workforce development activities. Workforce Investment Boards can now work more closely with a single entity to develop holistic solutions to regional needs. This merger allows for a comprehensive package of services offered to businesses as they relocate or expand. Coordination with state and local education, workforce and economic development providers ensures that needs are met.

Efforts to improve labor market information are also a joint effort which enjoys the contributions of multiple organizations. The effort to organize workforce, economic development and education efforts around career clusters is yet another example of how the state leverages funding to meet the multiple needs of our citizens. In the health care area, workforce information staff will work with the newly established Nursing Workforce Center to produce better supply-demand information for nursing and other health care occupations. The state maintains a joint website with the Idaho Hospital Association, Idaho

Nurses Association and other health care providers to allow employers to list their jobs and recruit both within the state and on a national basis.

During PY'05 WIA funds will continue to support the customized/incumbent worker training projects that were developed in PY 2004. As funding permits, additional projects will be considered. Each of these projects required employer match of 50% with education entities contributing significant match as well. Existing public-private Business Industry Consortia (such as those developed in the Boise area for the Healthcare and Construction sectors), will be continued and linked to the career cluster project led by the professional-technical system.

#### **Advance the Technology of the Workforce System**

The One Stop system has, and will continue to invest heavily in, using technology to expand the services provided to its customers as well as the tools available to workforce staff to improve their effectiveness and efficiency. As with improvement of facilities, much of the progress in technology was made possible by creatively using a variety of grant funds and supplemental funding sources to achieve the desired results.

Modern electronic lobbies now provide access to all the resources available through the IdahoWorks electronic network in One Stop Centers across the state, with the help of the Federal One-Stop grant and the state's Special Administration Fund. Upgrading/replacing all the lobby computers was completed using a portion of the Reed Act funds that were distributed back to all states by the U.S. Department of Labor.

The most significant technology development for the state's workforce system has been the IdahoWorks information system. This is a comprehensive system used to deliver a variety of unemployment insurance (UI), labor exchange, WIA financial and case management systems on a statewide level. IdahoWorks is constructed using internet technologies thus allowing establishment of secure access internally in the workforce system and externally by customers over the internet.

Labor market information is another customer service that has helped business benefit significantly from a commitment to technology. Idaho's newly designed Labor Market Information (iLMI) website helps businesses make decisions with a wide variety of data including availability of skilled workers, pay and benefits by occupations, economic profile of the state and counties, area demographics, industry growth and composition, and number of workers by occupation. During PY 2003, the iLMI website experienced over 117,525 visits comprising well over 1,184,826 hits. Customer and partner interest in iLMI is continuing to grow as the Council and workforce staff are notified of continuous website updates in response to new customer feedback processes.

*B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§§112(b)(4)(D) and 112(a).)*

The Governor's priorities as outlined in Section II incorporate strategies to achieve the state and federal priorities and are supported by labor market data. Among the priorities are:

1. Expanding training opportunities by achieving efficiencies in service delivery;
2. Expanding access to training and services;
3. Supporting high school standards to ensure that students leave school prepared for further learning; high school reform initiatives designed to increase the number of students moving on to postsecondary education; expanding access to postsecondary education through creation of a system of community colleges and adopting accountability standards in the postsecondary system;

4. Strengthening efforts to create a demand-driven system through the availability and use of quality workforce information, integration of economic development and workforce development services throughout the expanded one stop system, and stronger ties between the business community and the education system;
5. Strengthening the e3 connection through common use of the career cluster system for economic development, workforce and education, and the adoption of a system of common or system measures;
6. Maximizing the investment of workforce dollars through the identification of all available workforce services and implementation of a strategic planning process based on that data and workforce information;
7. Strengthening partnerships among youth service providers to ensure services to the state's neediest youth;
8. Ensuring access to system services by business and individual consumers, including those in faith-based and other organizations by more broadly communicating the availability of system services;
9. Promoting workplace flexibility and a system of life-long learning to maintain a quality workforce while recognizing the importance of balancing family and work; and
10. Supporting development of an entrepreneurial workforce.

C *Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§§112(a) and 112(b)(4)(A).) The State may want to consider:*

1. *Industries projected to add a substantial number of new jobs to the economy; or*
2. *Industries that have a significant impact on the overall economy; or*
3. *Industries that impact the growth of other industries; or*
4. *Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
5. *Industries that are new and emerging and are expected to grow.*

### **Demand-driven Strategies**

As the workforce system responds to the Governor's economic development goals for the science and technology and health care industries, the demand for a seamless pipeline between all levels of education and workforce is a driving priority.

With their participation in and full adoption of the Policy Academy goals, the Workforce Development Council and Board of Education have committed to implementation of innovative strategies to meet high growth business demand for a trained workforce:

1. convert business data to useful information for curriculum development
2. create an integrated system of professional-technical and community colleges to respond to regional demands
3. ensure seamless transition among all levels of education for transferability of credits
4. further connect workforce, economic and education systems and develop measures to test system effectiveness and responsiveness to the business community.

For the last two years, the Workforce Development Council has targeted a portion of WIA State 15% funds to support projects focused specifically on development of business, education and workforce partnerships to meet business identified needs. If WIA State 15% funds are available in PY06 to support optional activities, the Council will seek proposals replicating these projects where business identified specific training needs and supported solutions from its education partners.

The State is also embarking on a project identified in the policy academy process to organize education, employment and economic development services into career clusters. These and other critical activities have been chronicled in a monograph that is soon to be

published. The monograph documents the extensive training for staff of one stop partner agencies, models that support the view of business as the primary customer and the comprehensive integration of employment, education and economic development services.

### **Science and Technology**

One out of every ten Idaho workers was employed in science and technology industries in 2002. The growth in Idaho's number of science and technology establishments has well outpaced the national trend. Science and technology establishments grew in Idaho at an impressive rate of 15.3 percent. Nationally, establishments only grew by 4.5 percent. This well above average growth indicates a science and technology sector in Idaho that possesses the potential to become a major employment growth engine for the state's overall economy.

According to a report issued by the Governor's Science and Technology Council, there is perhaps no more critical issue for technology companies than their need for well-educated, technical workers. The Council also reported that Idaho is not producing a sufficient supply of engineers and other technology workers to meet local industry needs. The workforce system will continue to focus on science and technology as a critical industry with higher than average wages. Eastern Idaho is home to one of seven national laboratories, offering a unique opportunity to partner in growing a technology workforce.

### **Health Care**

Across the nation and in Idaho, workforce systems are facing a severe shortage of health care technicians and nursing staff in particular. In its "White Paper", the Idaho Commission on Nursing and Nursing Education (ICNNE) says:

Idaho's nursing workforce mirrors many of the national issues with some important differences but an equally uncertain future. The number of RNs licensed in Idaho has remained steady over the past 3 to 4 years. Aging RNs and nursing faculty reflect closely the national patterns. Idaho has been fortunate to have an increased interest in nursing education; however, limited expansion in nursing education slots has kept Idaho from capitalizing on this interest in entering the field. Idaho will continue to focus on improved labor market information through work with the new Work Center, expansion of training opportunities and public-private partnerships to identify and respond to training and hiring needs.

- D. *What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)*

Benefiting from a relatively small population, the state has a well-coordinated e3system with extensive organizational relationships. Key leaders across the system are generally aware of others' programs and services and have established relationships among state and local partners. State and local workforce organizations have collegial relationships, and willingly work on joint projects. Most are familiar with services of sister organizations and have long standing collaborative relationships. Workforce Investment Boards, State and local agencies have initiated many processes to engage business with education and workforce and to market their services to the business community, with modest success. Several new projects have been initiated under the auspices of the Academy to increase access and awareness.

As discussed elsewhere in this plan, there are a number of initiatives designed to promote collaborative efforts to address workforce challenges for targeted industries. In the Policy

Academy process, the state identified health care and science and technology as two sectors requiring additional attention. The Workforce Development Council is also focusing on the construction industry. The Council will regularly oversee this process and will seek continued improvements in labor market information, establishment of career clusters, support for business industry consortia and projects targeted at these industries. Creating a quality workforce is also a primary objective of Governor Kempthorne's Science and Technology Council who have identified solutions for attracting and retaining workers in this sector.

- E. *What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§§112(b)(17)(A)(i) and 112(b)(4)(A).)*

Governor Kempthorne, the Workforce Development Council, local WIBs, and other workforce system partners are realigning systems to ensure their resources are directed at the needs of high growth and high demand industries as seen in the Policy Academy action plans referenced throughout this document. Additional State strategies are outlined below.

#### **Workforce Investment Act**

At the direction of the Governor local WIBs will create efficiencies that maximize the use of available money directed to training and services to business and job seekers in the face of the severe federal budget cuts experienced by the state in the last four years. Idaho has set a goal of spending 50% of WIA Title IB local funds for direct training and support of businesses and participants.

If optional State 15% funds are not directed to support required dislocated worker services due to a reduction in federal dislocated worker and rapid response funds, the Workforce Development Council will consider release of PY05 and PY06 funds to support high growth projects offering partnerships of business, education and workforce systems as it has the past two years. High growth projects underway are expected to continue into PY'05. The Business Industry Consortia are also expected to be retained and expanded upon in other areas. Partnerships will be sought, particularly in connection with the career cluster project, to support these consortia in other targeted industries.

The use of ITAs will be prescribed to ensure maximum return on investment for our taxpayer dollars and investment of WIA funds. ITAs will be granted to fund training in each area that is determined to be in targeted industries aligned with the cluster strategy. This will lead to career pathways taking our citizens toward self-sufficiency for themselves and their families.

#### **Workforce Development Training Fund**

Policies for the WDTF will be reviewed during PY'05 to ensure funds are directed to those industries with the highest impact for individuals and the communities. This focuses limited resources on those critical jobs that will contribute to the self-sufficiency of our workers as they fuel the growth in the local economy.

#### **Improved Information Related to High Demand Occupations**

One of the state's Policy Academy strategies for enhancing the workforce development system is defining a set of career clusters and other tools for use in career exploration, workforce development, education, and economic development in the state. Already, 16 clusters have been identified with pathways defined under each cluster. With approval of this effort at the September 2004 Council meeting, Professional-Technical Education is providing leadership to continue defining clusters and outlining the skills for each pathway created under each cluster.

Idaho Commerce and Labor recently unveiled an addition to their website to assist employers and job seekers with access to and use of labor market information. The new iLMI, Idaho's Labor Market Information system, uses traditional labor market information to support online tools that build and retain personalized business development and career exploration information on a local, regional or statewide basis.

*F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)*

Idaho is one of the best places in the nation for entrepreneurial activity, and ranks first in the nation for patents issued per capita, according to the 2004 CFED Report Card for the States. The Center for Enterprise Development gave Idaho an "A" for its Entrepreneurial Energy. Idaho ranked first in the nation for manufacturing investment, third in change in new companies, and 14th in technology industry employment. The state also ranked 3rd in energy costs, 5th in long-term employment growth and net migration, 8th in homeownership rate, and 10th in households with computers. A variety of strategies continue to support the creation, sustainability and growth of small businesses and support their workforce needs in Idaho.

#### **Core Business Services**

The Workforce Development Council has overseen development of Idaho's One-Stop centers to ensure provision of core services critical to new and small businesses by offering the latest technology, full office support services, and space for recruitment needs. Core business service includes electronic job listing, recruitment and referral services, customized labor market information, economic development support available in Idaho, and a business resource center that has interviewing facilities that include Computer, fax, copier, and video equipment. Workshops and forums on a variety of special interest topics for business are also provided.

#### **Workforce Development Training Fund**

For small companies looking to expand or relocate in Idaho, the Workforce Development Training Fund supports training of new employees to improve the company's ability to take advantage of larger market and economic opportunities. The rural component streamlines the application process for small entrepreneurial businesses in rural counties with high unemployment or low per capita income. These businesses are eligible for up to \$3,000 for each new position created.

#### **Idaho Business Network (IBN)**

Idaho's Business Network provides business support our smaller companies need to compete with larger corporations, matching the purchasing needs of federal and state agencies with the products and services of Idaho companies. In addition, IBN provides technical assistance with completing bid documents, offers seminars on evolving procurement practices, and hosts the Governor's Business Opportunity Conference, putting business face-to-face with purchasing professionals of government agencies and large corporations. Annually, Idaho businesses average over \$100 million in federal and state contracts by taking advantage of IBN services.

#### **TechConnect**

TechConnect acts as project managers to access the resources necessary for businesses to commercialize private, university, and governmental technologies. Three TechConnect offices throughout Idaho work to strengthen early-stage science and technology companies. The program combines education, networking, venture capital and collaboration between government and business to accomplish its goals. One of the plan's more innovative features is the use of university students to support entrepreneurial development through a program called TEAMS.

**Workforce Training Network (WTN)**

Idaho's higher education entities have partnered to create the Workforce Training Network, to respond rapidly to employer needs for customized training. Outreach directly to employers and through partnering with other workforce system entities is underway. Small business has voiced appreciation for the WTN's quick response, flexibility, custom tailoring of training for new or incumbent workers and delivery of training in an approach designed by the business.

**Rural Economic Development Professional Program**

Governor Kempthorne is providing a third year of funding for 12 areas of the state to continue the Rural Idaho Economic Development Professionals program, bringing support to areas where a majority of Idaho's small businesses are born. The \$500,000 program allows counties or groups of counties to hire local economic development professionals. Each area will use \$41,500 to pay a competitive salary and benefit package. Local match is provided in office space, supplies and travel expenses. Governor Kempthorne's Rural Idaho Initiative provides nearly \$3 million to cities and counties for job creation and business expansion projects in rural areas. Rural Idaho communities have used funds to create more than 650 jobs since the program's inception in 2001.

**Small Business Development Centers**

Idaho's SBDCs offer the latest in business counseling and technical assistance in all aspects of small business management, with a primary goal of helping small business owners and potential business owners make sound decisions for the successful operation of their business.

**Idaho's Small Business Innovation Research (SBIR)**

The Idaho SBIR Initiative's goal is to work with the Idaho TechConnect offices, the Small Business Development Centers (SBDCs), the Idaho National Laboratory, and the state's universities to help Idaho companies apply for and receive between \$10 million - \$15 million in SBIR and STTR awards by 2009. The Initiative's objectives will be achieved by educating small businesses about the program, teaching businesses how to write a successful proposal, providing a supportive statewide infrastructure of resources to assist small businesses and partnering small businesses with other successful awardees and research institutions. The potential for Idaho businesses is great, and while the goal is aggressive, it is achievable.

**Business Response Team**

Local Boards in two workforce investment areas provided funding for Idaho Commerce and Labor offices to pilot the Business Response Team (BRT) project, adapting innovative business outreach activities developed in the state of Maine. The goals of the project are to help new businesses survive, thrive and expand, and to develop and enhance the relationship between Idaho Commerce and Labor and the business community. The strategy for achieving the goals involves assessing the needs of an individual company, providing consultation and brokering services, and following up with ongoing support. Successful strategies will be replicated across Idaho in PY05 and PY06.

**Export Assistance.**

The International Trade Division offers export counseling, seminars, and marketing resources to Idaho companies. Additionally, marketing opportunities via catalogs, trade shows, and trade missions are provided at a nominal fee. Idaho trade representatives in Mexico, China, Taiwan, and Korea assist companies by finding business opportunities, distributors, and projects. Partnership with the U.S. Commercial Service provides worldwide resources and assistance.

**Tech-Help**

TechHelp is an organization uniquely positioned to assist Idaho manufacturers become more competitive. Lean manufacturing, human performance, quality systems, product development, and information technology are all areas in which TechHelp assists Idaho companies.

### **Marketing/Education**

As part of Idaho's commitment to foster a thriving economy and a strong business climate, Idaho Commerce & Labor published a booklet entitled "Starting a Business in Idaho". This booklet, available in English and Spanish, provides Idaho entrepreneurs and new businesses with information essential to begin successful operations. It highlights the registration process and the regulatory issues new businesses encounter and includes a directory of organizations specializing in business start-up assistance.

- G. *How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)*

State Workforce funds are primarily used to provide an infrastructure that supports local service delivery to allow for the maximum direction of funds allocated to the local level to services. Funds have been set aside to support youth in need activities in areas with high concentrations of at risk youth and special industry-education-workforce projects to promote additional training in high growth, high wage industries and to maximize efficiencies in the system. Funds are also used to support development of labor market information, particularly improved supply-demand information and to expand the reach of the Local Labor Economists to assist workers and local businesses. Statewide funds are also directed to increase efficiencies in the management information and financial management system and to incent collaboration throughout the state.

- H. *Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and with significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)*

As indicated earlier in the plan, youth programs operated under the WIA have been integrated with Governor Kempthorne's Generation of the Child initiative. Through this, the workforce system will participate as part of a highly coordinated, continuum of services designed to assure that healthy, well-nurtured, and well-educated youth enter adulthood as productive members of the workforce.

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 and/or foster care services 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 elementary and secondary educational services offered through the Department of Education and local secondary school districts. In addition, the Idaho Migrant Council offers employment and training services to migrant and seasonal farmworker youth at various sites across the state. Workforce Investment Boards continue in their efforts across the state to provide opportunities to youth as they transition from the world of learning to the world of earning. These statewide services are augmented by a network of local providers and community

based organizations throughout the state, including five Native American grantees within the state that provide employment and training services to Native American youth.

Through local WIBs and Youth Councils, highly effective partnerships have been developed among the agencies listed above in the delivery of youth services. Representatives from these agencies and organizations serve on local Workforce Investment Boards, Youth Councils and the Idaho Workforce Development Council.

Because WIA funds are limited, development of a comprehensive, community-wide approach to meeting the needs of youth will require collaboration among a variety of workforce, educational, and related agencies to develop program strategies that address the multiple needs of youth and establish the sequence of services needed to help youth move toward functioning as effective citizens, family members and employees.

*I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)*

Under the leadership of Governor Kempthorne, the state has made extensive efforts to reform its workforce development systems to meet business needs for a highly skilled workforce and provide its citizens an opportunity to meet their economic goals. The Governor believes that economic growth is directly linked to the availability of a pool of highly skilled workers who are prepared for the demands of the new economy.

The state has taken a number of steps to align its workforce development policies to create a demand-driven system within the state. First, the Governor assigned the Workforce Development Council the responsibility to coordinate the functions. The state conducted a survey of all workforce programs and identified governance and planning processes as part of the survey. The One Stop Policy Team will develop recommendations for improvement of strategic planning processes during the coming year. Effective July 1, 2004, Governor Kempthorne merged the Departments of Commerce and Labor. This has provided an opportunity for better alignment of policy planning between economic development and workforce development. The State Legislature also approved the Governor's initiative to create the Office of Science and Technology within the new Department. At the same time, Governor Kempthorne introduced and the legislature passed a number of tax incentives to help Idaho create high skill, high wage jobs and the communication infrastructure to support them.

A summit held in December, 2003 engaged key workforce, education and economic development stakeholders in a dialogue to identify needed services and improve communication. The State held a joint meeting of economic development and workforce development leaders earlier this year as an outgrowth of the merger and to refine goals for better integration of economic and workforce development services. The state also has a Workforce Training Network representing the Division of Professional-Technical Education, all of the technical colleges in the state and the Department of Commerce and Labor. This network can coordinate the delivery of targeted workforce training throughout the state.

As part of the process to identify and remove barriers at all levels in the workforce system, the state has implemented a continuous improvement process designed to ensure high quality services for Idaho's citizens and business customers. This involves WIBs working closely with local providers to identify potential problems early and to make the appropriate adjustments in performance expectations, reporting on their accomplishments, identifying areas targeted for improvement based on the analysis of performance, and reviewing plans for any process improvement initiatives undertaken as a result of this analysis. When concerns are noted or deficiencies occur, the local provider also is expected to identify the

impact area(s) and specific measures that will be implemented to address the concern or deficiency.

Monitoring the WIA performance system and performance expectations ensures that local providers contribute to quality service delivery. Meeting and exceeding appropriate performance levels will require comprehensive quality services that will contribute to a high level of customer satisfaction, as will an emphasis on performance accountability.

*J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to Section 189 (8) and Section 192.*

1. Extend the waiver of the Time Limit on Period of Initial Eligibility for Training Providers.

a. The State of Idaho respectfully requests an extension of an existing 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, 2007, the end of the planning cycle for this plan being submitted.

1) Idaho's original request was to waive the subsequent eligibility provisions as outlined in Section 122 (c) and (d) of the WIA legislation. Although the U.S. Department of Labor did not provide a waiver for the state's specific request, it did waive the time limit on the period of initial eligibility that was extended through June 30, 2004. An additional request for waiver of this provision was granted and extended the period of initial eligibility through June 30, 2005.

2) 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.

b. With WIA reauthorization set to occur soon, this raises opportunities to streamline training providers' subsequent eligibility under a "new" WIA.

c. Idaho is committed to delivering quality employment and training programs under WIA. However, it is very likely that if the waiver is not extended, 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.

## VI. Major State Policies

*Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)*

*A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)*

The State of Idaho has invested heavily in automation and integration of information systems since the implementation of WIA. Continuous development of workforce system databases within a common Internet based platform brings increased accessibility and enhanced communication within the One Stop arena. The workforce system databases, collectively known as IdahoWorks, offer online learning and staff training, data sharing from self-registration, online job order listings, unemployment insurance initial claims and continued claims, Personal Reemployment Accounts (PRAs), as well as WIA participant and financial data. Inclusion of TAA is in development stages and will be completed during PY05. Further enhancements related to information exchange and addition of other programs within IdahoWorks will occur as the One Stop system matures and funds to support integration are available.

Idaho's Internet database platform provides statewide secure user access. A number of ad hoc management and case manager reporting options are in place, with further enhancements optional ~ demographic/programmatic/accounting data related to active participants or completers; data collected during follow-up; required federal reports, including performance data based on quarterly wage records and supplemental information. Ad hoc reporting allows the user to access data at all levels ~ State, area, service provider, or participant. Customer satisfaction survey response data is also housed within the database system, and can be viewed in the aggregate using the reporting system.

As the Workforce Development Council finalizes common performance measures for Idaho's workforce system, and as refinements are made to provide USDOL's common reporting measures, IdahoWorks will be expanded and modified to incorporate any necessary data collection and integrated reporting.

Data quality is controlled at the point of input through a series of edits that demand accuracy in data entry. The system also produces 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 that they are cleared. At entry, the state also requires data validation, as described elsewhere in this section. Staff select a sample of enrollment records at registration and are required to review a minimum sample of 10% of records and validation documentation to ensure accuracy. A second sample is obtained during the routine monitoring and validation is accomplished at this point as records are reviewed for quality. Finally, the federally required validation is performed on yet a third sample of records.

*B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)*

Idaho's structure currently has Idaho Commerce and Labor as the grant recipient, fiscal agent and administrator of the statewide MIS. This consolidation serves to streamline administrative structure and costs, and promotes the efficient use of administrative resources within the workforce system. The One Stop system will be enhanced by expanding the services available in all IdahoWorks affiliate offices and partner sites, greatly increasing workforce system reach to Idaho's citizens and business customers and increasing sites where co-location and integration are feasible. These centers will house workforce, economic development and other community based partners providing an opportunity to expand access and lower the relative cost of doing business for each partner. Additional policies will be considered as the Workforce Council analyzes its inventory of workforce services.

C. *What State policies are in place to promote universal access and consistency of service Statewide?*

Development of the One Stop system has focused on designing the system to meet 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--students, migrant/seasonal farmworkers, veterans, dislocated workers, older individuals, people with disabilities, welfare recipients, high school dropouts, people with limited English proficiency, economically disadvantaged individuals, as well as the business community, both current and prospective. Through the active participation of partner agencies/programs and interest groups in system design, the concerns identified by these groups carried forward into program features.

**Access**

Idaho Works is an automated service delivery system, an interactive, customer-focused electronic environment through which customers can access services and information. Idaho Works is the cornerstone of the One Stop system because it provides the mechanism to unify workforce development efforts. To ensure that Idaho Works meets Idaho's needs, system access is available in a variety of locations and access modes. Each One Stop Career Center in the state has multiple workstations in its electronic lobbies. Each Center has at least one computer that is specifically designed to accommodate a variety of disabilities. Customers can come to the Center during office hours and access all Center programs and information sources. Staff are available to help individuals use Idaho Works and provide personalized intervention services at the customer's request.

Other entrance points into Idaho Works are available from the Affiliate Partner sites, and through the Internet and access is available 24 hours a day, seven days a week, to meet the needs of our customers. Additionally, as we pursue the goal of universal access to One Stop services, we will explore extending the operating hours of One Stops to serve a wider array of customers, including incumbent workers.

Partner agencies are able to assist their clients in registering for work, screening available job openings, reviewing eligibility criteria for training or other services and obtaining labor market, customer satisfaction and performance data from their delivery locations.

Because Idaho is a rural state, providing services in remote locations has always posed many problems. Not limited to our remote customers, the Internet has allowed anyone worldwide to access Idaho Works. Workforce Investment Boards are working

collaboratively with area partners to bring access to the internet to the rural residents and, with it, PC literacy that allows them to make full use of system resources.

### ***Comprehensiveness of Services***

Idaho's One Stop system will include all mandatory partners along with some voluntary agencies and organizations identified locally by the Workforce Investment Boards. The minimum menu of core services required by the Act will be made available in the state's One Stop system and may be expanded locally for additional service elements as agreed upon by local partners and the Workforce Investment Boards.

WIA Title IB services will be available in all one stop centers. Wagner-Peyser funded labor exchange services will be coordinated with other One Stop system partners in the delivery of core services to avoid duplication of services. Wagner-Peyser service will be provided in all designated One Stop Centers as will Unemployment Insurance, Veterans employment and training programs and NAFTA/TAA.

The full array of core services is currently available through at least one full service One Stop Center in each of the six workforce areas, and the Governor's goal is to expand the range of business and job seeker services. One Stop services will also be provided through additional Affiliate sites and via the Internet.

### ***One Stop Centers***

State policy requires the participation of all mandatory One Stop partners listed at WIA §121(b)1 and encourages the voluntary participation of other employment and training entities within the local areas.

Each workforce investment area is required to have at least one physical comprehensive One Stop Center with a goal of delivering comprehensive services in communities across the state. All required partners must make their applicable core service available in at least one regional One Stop Center and provide access to their other activities and programs. Partners must use a portion of their funds to create, maintain and participate in the One Stop delivery system, and provide their core services.

### ***One Stop Affiliates***

One Stop Affiliates are partners in the One Stop system. Affiliate Partners will provide access to information and services, but will not be required to offer universal access. Instead, they may limit services to particular customer groups; e.g., the disabled, students, migrant/seasonal farmworkers, economically disadvantaged, etc. State policy requires Affiliate Partners to enter into an MOU describing their specific participation in the One Stop system; maintain access to the Idaho Works automated system; offer assisted services to those who prefer such services over automated services; and make accurate and up to date information on their services available for access through Idaho Works. They will also be full partners in the regional planning and continuous improvement management processes. For PY 05, new MOUs will be developed with a goal of expanding the array and reach of all services.

### ***Direct Access Systems (Self Service Systems)***

Self-service access will be available in a variety of locations and from classrooms, homes and offices across the state. Self service access points will provide access via the Internet Idaho Works which will provide information, registration for work, and services planned for the Internet, such as application for Idaho postsecondary schools and Financial Aid services.

### ***Customer Choice***

Customer choice will be achieved through the partnering of Idaho's workforce service providers at the state and local level, bringing information and services together in the One

Stop system. All One Stop Centers will offer the full range of comprehensive services to our citizens, with multiple remote and Affiliate Partner locations providing access through linkages to the automated system.

Customers will have choices in the way they access information in the One Stop system through self-service, staff assisted self-service, or one-on-one individualized assistance. Information will be made available through electronic lobbies in One Stop Centers and Affiliate sites, printed and automated information in One Stop Center Resource Centers as well as Internet access to Idaho Works.

The communications network available to the system's customers affords the highest degree of choice in location of services. For remote areas, access is provided via the Internet. The Idaho Works system will also afford access in One Stop Partner locations and most secondary schools throughout Idaho. Although not all services will be available, core services, such as, registration for work, filing a job order, access to information on employment and training services, labor market information, job listings, and filing of UI initial and continued claims will be widely available on Idaho Works.

One of the primary goals of the One Stop system under WIA is to enable customers to make informed choices about employment and training opportunities. This effort includes making available a wide variety of information on labor market conditions, educational opportunities and performance and outcome data on training providers. Currently, Idaho Works provides numerous links with employment and training institutions as well as information made available through the Idaho Career Information System. Idaho will utilize Individual Training Accounts to assist customers in accessing training in demand occupations that lead to self-sufficiency. As the state develops the Individual Training Accounts and the Eligible Training Provider system, the information developed on training providers will assist customers in making informed decisions regarding their training options.

#### **Core, Intensive and Training Services**

Adult and dislocated worker customers, including those with special needs, will 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. A description of core, intensive and training services to be provided with allotments received under WIA §132 is attached as Attachment 5.

- D What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)*

Governor Kempthorne and the Workforce Development Council are moving Idaho toward a "demand-driven" workforce system with their visions and goals, and even more so with concrete actions. In both the Policy Academy and the Council's Goals and Objectives, several policies address the transition to a demand-driven system. Among these are projects described elsewhere:

The Council has directed state agencies to work together and with the business community to improve labor market information, especially supply-demand information to inform planning and curriculum development, coordinate the development of career clusters for use across employment, education and economic development systems; expand outreach to better link business and education and support development of an entrepreneurial workforce.

As part of their Workforce Information Plan, the state routinely provides training and

information in Labor Market Information to planning and delivery staff. This is augmented by the wide distribution of information to business and the community at large.

□ Governor Kempthorne's decision to create the new Commerce and Labor Department places a special focus on the demand side. During PY'05 training will be provided to staff in each one stop location to ensure the full integration of economic and community development services with the workforce services.

*E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv).)*

Job Corps has had a voice in the design and delivery of local youth activities through the linkages required above. Through these mechanisms, they had opportunities to assure appropriate access to youth activities for Job Corps participants. 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. The Federal apprenticeship programs are utilized throughout the One-Stop delivery system as the need arises.

*F. Additional Policies not included above.*

- *Reallocation policies*

It is the State's policy to recapture from substate areas, all unexpended Youth and Adult program funds after the second year and the unobligated amount that exceeds 25% of funds allocated during the immediately preceding year (along with the corresponding 10% administrative funds), with adjustments for any allowable transfer between funding streams. Reallocations will be made to areas that have expended 100% of the prior (year two) year's allocation and exceeded the 75% obligational requirement for the year one funding. Reallocations will be made to each eligible local area, with the amount based on the relative amount allocated to such area for that funding stream for the prior program year, as compared to the total amount allocated to all eligible local areas in the state.

It is the State's policy to recapture 100% of all unexpended State 15% funds, 25% Dislocated Worker discretionary program funds that were allocated to the substate area, along with the corresponding 10% administrative funds, for the preceding year at closeout.

- *State policies for approving transfer authority (not to exceed 20%) between the Adult and Dislocated Worker funding streams*

The Workforce Council will recommend and the Governor will approve plans to transfer up to 20% of a program year's allocation between the adult and dislocated worker programs.

- *Hard-to-serve special participant populations*

The Governor has determined that no additional groups, other than those defined by Regulations, will be identified as "hard-to-serve" for purposes of granting exceptions to Individual Training Accounts.

- *State's quality control standards for mentoring services*

In order to develop the workforce development system's capacity to offer quality mentoring services, the State arranged for a nationally-recognized trainer to provide training to local Youth Councils, local board staff, service providers, and other state and community partners on the steps to effective mentoring. Guidance provided by this trainer suggests that the effectiveness of mentoring services depends on a variety of factors, most critical of

which are the appropriate selection and screening of mentors (including background checks on prospective mentors), adequate training of mentors to equip them to do quality mentoring, and the provision of ongoing support and supervision of mentoring.

While mentoring activities offer youth valuable opportunities for positive role-modeling, mentoring, because it involves the establishment of relatively unstructured one-on-one relationships between volunteers and youth participants, carries with it certain liability concerns that must be minimized to ensure protection for all parties involved.

It is the policy of the State that mentoring conducted under the auspices of WIA will be limited to site-based mentoring. In addition, in order to ensure that mentoring services offer maximum protection and quality experiences for both mentors and mentees, each local WIB will be required to establish procedures which ensure adequate screening of mentors (including background checks on all prospective mentors), mentor training, and the provision of ongoing support and supervision of mentoring activities.

Additional quality standards may be developed by the State in consultation with State and local partners.

- *Drug Testing*

The state does not currently require substance abuse testing of participants served under Subtitle B (Dislocated Workers, Adults and Youth). Instead, it is the State's policy to encourage local One Stop Centers to use alternative screening systems, where appropriate, to identify and refer applicants as well as participants to existing treatment services provided by the state and available to the general public for alcohol and/or substance abuse.

- Administrative Policies

All local Workforce Investment Areas will use the Idaho Department of Commerce and Labor's WIA participant MIS unless specific permission is granted to utilize other systems.

Any grant recipient utilizing a participant MIS system other than the Idaho Department of Commerce and Labor's WIA participant MIS, must incorporate the following administrative requirements:

- Electronic transmittal, no later than the fifth day of each month, using a delimited ASCII file, of standardized records of individual demographic information, cumulative activities and services information, and outcome information for each active and terminated participant for the program year;
- Incorporation of the coding conventions for demographics, fund numbers, outcome information, cost categories, etc., controlled and defined by the Idaho Department of Commerce and Labor;
- Incorporation of additional coding conventions controlled and defined by the Idaho Department of Commerce and Labor to ensure accurate reporting of costs and performance for adult/dislocated worker services at the core/intensive/training levels;
- Incorporation of additional coding conventions controlled and defined by the Idaho Department of Commerce and Labor to ensure accurate reporting of in-school/out-of-school costs and performance.

Each grant recipient's financial system must incorporate the following administrative financial requirements to ensure capable and consistent financial management and financial reporting at the State level:

- Electronically submit, no later than the fifth day of each month, summary costs accrued and cash expended in three categories--individual participant, individual subgrant, and all other costs. These files are to be ASCII delimited files and are to be formatted in accordance with definitions from the Idaho Department of Commerce and Labor. Participant costs include all expenditures which directly benefit a participant such as wages, tuition, supportive services, fringe benefits, etc.
- The key to the summary expenditure records will be defined by the Idaho Department of Commerce and Labor. For example, the participant record key includes the Program Year, Report Month, Region Number, Site Number, Social Security Number of participant, Fund Number, Summary Cost Category and Detail Cost Category. In all three reports, the region will report one summary record for each unique key in their fiscal system;
- Electronic files must be reconcilable to the monthly Reports 33 and 34 filed by the IWB with the Idaho Department of Commerce and Labor. These electronic files will be submitted no later than the fifth day of each month;
- Incorporate coding conventions for fund numbers, cost categories, etc., used in the participant MIS system, which are controlled and defined by the Idaho Department of Commerce and Labor;
- For emergency situations resulting from lost warrants, late paperwork or hardship which threatens the continued participation of a client, financial systems must be capable of issuing emergency payments within 24 hours after receipt of request.

If a grant recipient's failure to transmit accurate participant/financial data is directly responsible for the State's failure to submit a valid federal report, or is accountable for the State's failure to submit a federal report within prescribed timeframes, and the State suffers a sanction which reduces funds to the State for the succeeding year, the responsible grant recipient will bear the full cost of the sanction.

- Policies impacting participant eligibility
- State's definition of "deficient in basic literacy skills" for the purpose of youth eligibility.

Local boards will be responsible for defining "deficient in basic skills". The definition of "deficient in basic skills" must include a determination that an individual (a) computes or solves problems, reads, writes, or speaks English at or below grade level 8.9 or (b) is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family or in society. For PY'05, definitions included in approved local plans will be utilized.

- Out-of-School Youth

An out-of-school youth is defined as an eligible youth who:

- is a school dropout—an individual no longer attending any school and who has not received a secondary school diploma or its equivalent

- has received a high school diploma or GED but is basic skills deficient, unemployed or underemployed

For purposes of defining “underemployed out-of-school youth”, the State has determined that an employed youth who meets WIA income criteria may be determined underemployed. Further verification of this characteristic is not required.

- Policy on Self-sufficiency

An employed adult shall be considered self-sufficient if the family income exceeds 200% of OMB’s poverty income level guidelines.

A reemployed dislocated worker shall be considered self-sufficient if the family income exceeds 200% of OMB’s poverty income level, OR, he/she is employed in a permanent position that pays at least 90% of the qualifying layoff wage, whichever is higher.

- Dislocated Worker Eligibility Timelines

Two years will be established as the timeframe from which the layoff, termination or ending of self-employment occurred for dislocated worker eligibility purposes.

- Unlikely to Return

Four weeks of unemployed time shall be used to substantiate “unlikely to return” to the previous industry or occupation. The four weeks of unemployed time can be waived if the case manager can verify/document that the registrant is unlikely to return to a previous industry or occupation.

- Duration sufficient to demonstrate attachment to the workforce

Applicants must provide evidence that they have been employed fulltime (30 hours or more per week) in the same or similar occupation for at least one year out of the last three years immediately prior to registration, or they must otherwise demonstrate that they have had substantial attachment to the same or similar occupation for at least one year.

The term “substantial” is based on calculating the fulltime equivalency of work history. “Fulltime” is defined as 30 hours per week at a minimum, which calculates to 1,560 hours worked per year.

- Substantial Layoff

The state will incorporate the following definition from the Worker Adjustment and Retraining Notification (WARN) Act of 1988:

Any reduction in force which is not the result of a plant closing and which results in an employment loss at a single site of employment during any 30 day period of: a) at least 500 employees (excluding employees regularly working less than 20 hours per week) or b) at least 50 employees (excluding employees regularly working less than 20 hours per week), and at least 33% of the regular full-time workforce (excluding employees regularly working less than 20 hours per week).

- Terminated/Laid off

“Terminated/laid-off” refers only to involuntary discharge not for cause, and precludes enrollment of those individuals who were discharged for cause. Individuals may qualify as

having been “laid off or terminated” when the cognizant Unemployment Insurance (UI) entity has adjudicated the case and determined that the quit was for good cause. In those instances where the applicant receives formal notification of monetary ineligibility for UI, the case manager may apply the rationale of “discharge not for cause” using information received from the employer regarding the individual’s separation.

- General Announcement

A verifiable form of communication from the employer, authorized representative or designee, informing the public or the employees of the business closure or substantial layoff which includes a planned closure date for the facility.

- Self-Employed

An individual who was self-employed (including but not limited to employment as a farmer, a rancher, or a fisherman) or was a contributing family member in a self-employment endeavor, but is unemployed due to business downturn or failure which occurred as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

- Governor’s Group

Individuals laid off or terminated due to natural disaster or severe economic downturn, as defined and approved by the Governor or his designated representative.

- Guidelines for documentation and verification of program eligibility for adult, dislocated worker, and youth services

To limit the risk of disallowed costs incurred for service to ineligible individuals, each grant recipient will be required to develop standards, procedures and forms for verifying the eligibility of all participants enrolled in the WIA program. For eligible adults and dislocated workers, the Grant Recipient must develop procedures to document the receipt of minimum (core/intensive) services and the information used by the One Stop operator to arrive at a determination that additional (intensive/training) services are required to obtain or retain employment.

#### ADULT SERVICES

- \*Age 18 or older
- \*Selective Service Registration (§189(h))
- \*Authorized to work in the United States
- \*Documentation of minimum services (core/intensive) and determination that additional (intensive/training) services are needed to obtain employment, or employment that will lead to self-sufficiency for those participants who are employed
- \*Employed adult seeking intensive/training services, who does not meet the criteria for self-sufficiency (family income exceeds 200% of poverty)

#### DISLOCATED WORKER SERVICES

- \*Age 18 or older
- \*Selective Service Registration (189(h))
- \*Authorized to work in the United States
- \*Specific eligibility sub-parts found in the definitions of dislocated worker
- \*Documentation of minimum services (core/intensive) and determination that additional (intensive/training) services are needed to obtain employment, or employment that will lead to self-sufficiency for those participants who are employed

\*Reemployed dislocated worker seeking intensive/training services, who does not meet the criteria for self-sufficiency (family income exceeds 200% of poverty), OR, is reemployed in a permanent position that does not pay at least 90% of the qualifying layoff wage (whichever is higher).

#### YOUTH SERVICES

\*Not less than 14 and not more than age 21

\*Selective Service Registration if 18 years or older

\*Authorized to work in the United States

\*Low income individual as defined in the Act

\*Is a member of one of the "eligible youth" categories identified in the Act

-OR-

\*Is not low income but is a member of one of the "exception groups" identified in the Act (limited to 5% of enrollees or fewer as determined by IWB)

## VII *Integration of One-Stop Service Delivery*

*Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121.)*

- A. *What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)*

Attachment 6 reflects major policies adopted to govern Idaho's One Stop system. In PY'05, the Workforce Development Council will review these policies. The Governor is proposing that all Commerce and Labor offices serve as one stop centers in the state to increase services to business and workers and to extend access to a comprehensive set of services areas across the state.

- B. *What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14))*

For PY'05, the state will utilize the attached policy adopted for One Stop referenced above. Attachment 6 reflects the minimum level of services required in the One Stop Center by each partner organization. The State Workforce Development Council will examine this policy in PY'05, utilizing the inventory of services in process, to determine whether changes to that policy would further services to customers. Governor Kempthorne's creation of Idaho Commerce and Labor, supports the Council's goals for aligning economic and workforce development services and implements that goal by ensuring access to a comprehensive range of workforce and economic development services.

- C. *What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14)).*

The State has taken a number of steps to assist in the development of models for cost sharing. A model MOU/Cost Sharing guide was developed by One Stop Partners at the state level to encourage flexibility in cost sharing. This was modeled on the USDOL One Stop Financial Management Guide and was made available to local areas and partners developing MOUs. The state also hosted USDOL training for local workforce boards and partners. Finally, the state One Stop partners operated a pilot to determine alternatives for cost allocation for partners who participate in the Centers on an ad hoc or itinerant basis. A pilot model based on a share of participants to allocate costs of space and other "common" services resulted in a determination that costs were immaterial and did not require allocation. All partners who use the centers of the primary locations utilize standard cost allocation plans consistent with USDOL guidance.

- D. *How does the State use the funds reserved for Statewide activities pursuant to (§§129(b)(2)(B) and 134(a)(2)(B)(v).) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)*

The State supports the MIS and Financial Management Systems utilized by the One Stop Centers. In addition, the statewide funds are used to augment the support of the Regional Labor Economists to ensure the presence of an economist in each region to support business and individual customers. Finally, funds are reserved for training and technical assistance to one stop delivery staff. This includes a special contract with the Idaho Commission on Aging to advise on the special needs of older workers.

*E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)*

State policy ensures that information about the full complement of workforce information and services is available throughout the One Stop System. Because of our rural nature, many of our citizens live in remote areas. We have long relied on access through distributed access points in one stop and partner locations, extensive information and service access deployed through technology and an intensive training regime to ensure that front-line staff have the skills needed to connect customers to the appropriate services. This is backed by an on-going system that collects input on customer needs through forums, customer feedback mechanisms at service locations, and communication among service providers to identify opportunities and gaps. The state monitors at least one center in each region every year to test the availability of services and manages a customer satisfaction process to provide on-going feedback to the services that are provided. Projects to improve services are on-going both within partner organizations and through cross-agency teams such as those identified for the policy academy. These teams are currently focused on improved workforce information, creation of career clusters, development of common measures, identification of resources and service gaps and other projects that are aimed towards improving customer services for businesses and individual customers.

Some additional examples of how the state has ensured that the system supports human capital solutions are:

- Each of the one stop centers have been either remodeled or built new to create a business friendly environment. Modern electronic lobbies now provide access to all the resources available through the IdahoWorks electronic network. Each One Stop also offers a Business Resource Center with interview facilities and computer/copier/fax services available for employers' use.
- Major initiatives in staff training provided One Stop office staff with the opportunity to obtain national certification as Career Development Facilitators. As part of a major Business Relations Initiative, all One Stop staff are trained on various aspects of marketing One Stop services to business. This training has now been incorporated as a module in the CDF training.
- Technology is providing an increasing portfolio of customer services, including a new labor market information website, internet wage reporting and UI tax filing, and multiple options for listing job orders and receiving job applications. Internet web sites provide valuable information related to business workforce and economic development needs. Electronic job search available through the IdahoWorks system is making business needs visible to many more qualified applicants. Technology is providing more self-service options and this provided staff more time to offer customized service to business and job seekers.
- Each WIB and One Stop Office is actively reaching out to the local business community through participation in business oriented organizations and maintenance of a business advisory group to identify business service needs. The focus of Regional Labor Economists is being redirected to emphasize serving the specific labor market information needs of their local business communities as well as job seekers.
- The model for services at Idaho's One Stop Offices is based on the philosophy that business is the first customer, and services will be customized to whatever extent the customer requests.

- Upgrading technology, the systems and hardware, is an ongoing priority for the One Stop centers. Upgrading customer computers, enhancing front-end applications for customers as well as enhancements to staff's automation capabilities, on-line learning programs, and staff training that support professional certification are continuing.

## VIII. Administration and Oversight of Local Workforce Investment System

### A. Local Area Designations

1. *Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period. (§112(b)(5).)*

The State originally designated six workforce areas in December of 1998. One of these was entitled to mandatory temporary designation and five additional areas were designated under the Governor's authority for optional designation under Section 116 of the WIA.

The planned structure will remain to take full advantage of unique regional collaborative relationships that benefit each local economy. The eastern Idaho district will have the additional responsibility of fostering science and technology employment in conjunction with the Idaho National Laboratory and the state's educational institutions. That region's economy remains the beneficiary of a special \$30 million fund created in 1995 as part of Idaho's nuclear waste cleanup agreement with the federal government. See Attachment 7 for a map of the regions.

2. *Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)*

The state has a small population spread over a large geographic area. The state is generally organized into six regional planning areas for state programs and postsecondary educational service areas. Each area contains at least one SMSA and multiple K-12 districts. These planning areas will continue to be used for resource allocation and tracking to ensure equitable distribution of funds to all parts of the state.

3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §§112 (b)(5) and 116(a)(5).*

In its initial five year plan, the state offered the following appeals process to allow any area with rights to mandatory designation under section 112. Any area that qualifies for mandatory designation may submit in writing, its request for reconsideration by the state Workforce Development Council citing its entitlement to designation. The Council will consider the request, allowing time for oral testimony, at the next regularly scheduled meeting of the Council. The Council will advise the applicant and the Governor of their recommendation. The Governor will consider the advice of the Council and issue his decision.

- B. *Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6) and 117(b).)*

The certification package (Attachment 8) is included at this time and will be used.

- C. *How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)*

In PY'05, all six local workforce investment areas will be encouraged to share information and best practices to enhance service delivery and help ensure better alignment of

workforce services with economic development, community development and education services and facilitate improved coordination of state funds to serve high priority groups of at-risk youth.

- D. *Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including*
1. *What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? And*

The attached guidance was provided to local areas for the PY'05 planning year (see Attachment 9 for WIAB-08-04 and Attachment 10 for the Local Planning Guidance). The state asks for major modifications by April 1 in draft with final plans due May 15th. Minor modifications are due June 1. One area has submitted a major modification for review at this time.

2. *How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?*

The state workforce agency will review these plans for consistency with policy, regulation and this plan and notify the local area of their approval or need for change. In the case of major modifications, a recommendation will be considered by the council on the draft plan and state staff will review the final plan consistent with those recommendations before forwarding to the Governor. Minor modifications will be managed at the administrative level. All regions will be subject to the performance measures required of the state. Typically local plans are written after the state has established the policy framework. Because of the time frames for this planning process, most local policies had been established and procurement processes conducted before the state plan was published.

- E. *Regional Planning (§§112(b)(2) and 116(c).)*
1. *Describe any intra-State or inter-State regions and their corresponding performance measures.*

There will be no intra-State or inter-State performance measures.

2. *Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.*

No inter-state regions are planned at this time.

3. *For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.*

No inter-state regions are planned at this time.

- F. *Allocation Formulas (112(b)(12).)*

1. *If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§128(b)(3)(B) and 133(b)(3)(B).*

## Substate Adult and Youth Allocations

The state will maintain existing policies to allocate funding to the six workforce investment areas. The State will not use alternative factors to allocate up to 30% percent of the funds to the local areas. 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% or higher unemployment)

1/3 of the funds allocated on excess unemployment (number of unemployed over 4.5%)

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% or higher unemployment)

1/3 of the funds allocated on excess unemployment (number of unemployed over 4.5%)

1/3 of the funds allocated on the number of economically disadvantaged youths

2. *Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

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% of an area's relative share of the previous two years of funding. Stop gain is based on 130% of the area's relative share of funding in the prior year.

3. *Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).*

The State will allocate 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:

<b>Weight</b>	<b>Factor</b>
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

4. *Describe how the individuals and entities on the State Board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.*

The state is not proposing changes to its allocation formula. The original formula was widely reviewed throughout the state, with substantial input of the local elected official organizations, their Workforce Investment Boards and the public.

G. *Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)*

- 1 *Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.*

The Workforce Investment Act requires that the State and local boards approve training providers before WIA funds can be used to pay for occupational training. Current providers on the list were approved by local workforce boards and will remain on the state list subject to continued performance.

The state submitted a waiver from subsequent eligibility requirements to ensure a wide variety of training options would be available to enrollees. Idaho's education community, led by the State Board of Education, has established extensive reporting requirements and approval processes for all public programs. The implementation of WIA program requirements has helped to support and enhance these efforts whenever possible.

The goals for Idaho's Eligible Training Provider system are to maximize customer training options, improve customer information and comply with WIA requirements. Idaho created the Eligible Training Provider system in accordance with the following guiding principles, as it:

- Ensured that quality-training options were available for WIA participants on July 1, 2000, while setting the foundation for a training provider Consumer Report over the next several years.
- Developed the Eligible Training Provider system in close coordination with public and private training providers and the State Workforce Development Council.
- Focused the statewide system on training programs that led directly to occupations and/or careers.
- Maximized local services delivery options by excluding intensive services 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.
- Built upon existing systems established by the State Board of Education and Idaho's Education agencies.

### **Implementation Strategy**

The Workforce Investment Act defines two types of eligible training providers: those "initially" eligible to provide services during the first implementation year, and those "subsequently" eligible based on an annual review of performance and cost information.

#### **A. State Policies for Initial Eligibility**

The Department of Commerce and Labor will work closely with the local Workforce Investment Boards in encouraging training providers throughout the state to apply for initial eligibility. The Department and the Workforce Investment Boards have established the criteria for approving applications for initial eligibility. To have a program included on the list, the training providers will be required to list each training program and the training costs/fees. Training providers will also certify compliance with debarment and nondiscrimination policies. In addition, Idaho Code requires that all proprietary schools operating in the State of Idaho must register and hold a valid certificate of compliance issued by the State Board of Education. All applications for the Eligible Training Provider system must be submitted to the local Workforce Investment Boards, the Council's designee, for tentative approval. Those tentatively approved will be submitted to the Department of Commerce and Labor for formal approval of training providers for inclusion to the State Eligible Training Provider List (ETPL).

Training providers who qualify for automatic designation who submit the above information will be eligible for inclusion on the list. These providers include:

- A postsecondary educational institution that is eligible to receive Federal funds under Title IV of the Higher Education Act of 1965 and provides a program that leads to an associate degree, baccalaureate degree, or certificate, or
- an entity that carries out programs under the Act commonly known as the National Apprenticeship Act

For those providers not covered by automatic designation and who may currently be providing training programs, the State determines the appropriate performance and program information requirements as well as appropriate performance expectations. An example of this would be out-of-state training providers, who are not on Idaho's Eligible Training Provider List, but are on their respective State's list of WIA eligible training providers.

The establishment of appropriate performance expectations requires a valid database on training provider outcomes. Currently in Idaho there is a lack of standardized verifiable outcome data on training programs and thus no valid database is available to establish appropriate statewide performance expectations. Due to the absence of a valid statewide database, the State has not established statewide performance levels. Rather the local Workforce Investment Boards will determine initial eligibility based on such factors as training content and costs. Local Boards will approve training programs that will contribute to their efforts to offer a wide range of quality services. In order to maximize opportunities for training provider participation, local Workforce Investment Boards will accept applications on an ongoing basis. This approach maximizes the flexibility in approving initial providers and increases opportunities for participation of training providers. This approach helps to assure that as many training options as possible will be available for all WIA participants, while a valid training provider outcome database is being developed.

### **1. WIA Subsequent Eligibility Requirements**

WIA states that a provider's initial eligibility period may last up to eighteen months. To maintain subsequent eligibility, all training providers will be required to submit program information and meet performance levels as listed in WIA 122 (d).

#### **B. State Policies for Subsequent Eligibility**

The WIA requirements for subsequent eligibility have proved more prescriptive and challenging to implement. Under WIA, States are allowed to use the initial eligibility process for Eligible Training Providers for eighteen months. After this period, States are required to implement the subsequent eligibility requirements outlined in Section 122 (c) and (d) of the WIA legislation. These provisions require that training providers provide outcome data, not only on the WIA participants, but on all students that are served through their programs. However, the WIA subsequent eligibility requirements cannot be effectively or economically implemented in Idaho and pursuing this course would result in a dramatic reduction in the number of training providers that would be willing to participate in the WIA system.

USDOL waived the 18-month time limit on initial eligibility, extending this period through June 30, 2005. The state will request an extension until June 30, 2007. The extension of the initial eligibility period essentially provides temporary relief on the subsequent eligibility issues and ensures that our training activities and expenditures are in compliance with federal requirements.

The subsequent eligibility concerns are a national issue and are being reviewed as part of the WIA reauthorization process. We will continue to encourage flexibility for states in devising appropriate systems. In the interim, we will continue to utilize our current policies on initial eligibility to maintain our Eligible Training Provider List.

*2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

The development of the Eligible Training Provider system required close coordination and extensive input from the employment and training community. At the state-level, the Department of Labor created an Eligible Training Provider Committee to assist in the development of the policies. The Committee included representatives from the Division of Professional-Technical Education, State Board of Education and the Idaho Career Information System. Staff from the Division of Professional-Technical Education assisted by providing information to the State's six postsecondary Technical colleges. During its initial development, the Department also worked closely with the local Workforce Investment Boards in the development of the policies and application for statewide use. The state also sought policy input from the Idaho State AFL-CIO. These policies were available over the Internet for public review and comment. During the initial eligibility process, Idaho's goal is to maximize training provider participation. Inclusion on the initial list of eligible providers will help facilitate opportunities with those training providers for additional input in the development of the subsequent eligibility policies.

### *3. How will the State maintain the State's eligible training provider list?*

Training providers will apply for participation in the WIA program through the local Workforce Investment Boards. To maximize opportunities for training provider participation, local Workforce Investment Boards will accept and review applications on an ongoing basis. The approved programs that have been reviewed by the Workforce Investment Boards will be consolidated in a statewide list and included in the Department of Commerce and Labor's website. The list will be updated as new providers are approved. Providers found to be lacking current information will be contacted by the Department of Commerce and Labor and allowed an opportunity to update their training information. If there is no response to the request for program updates, the provider will be notified that they will be removed from the list if the Department does not receive any communication from them within 30 days.

*4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.*

If the Department of Commerce and Labor determines that an eligible provider intentionally supplies inaccurate information during their eligibility determination process, the provider will be removed and terminated from the list for no less than two years. When Idaho is successful in developing appropriate performance expectations for training providers, those training providers who do not meet required performance levels will be removed and terminated from the Eligible Training Provider List.

All applications for the Eligible Training Provider system must be submitted to the local Workforce Investment Boards for tentative approval. The Department of Commerce and Labor will provide a written notice of determination of eligibility/ineligibility to the training provider within 60 calendar days of the receipt of the application. Notification will be sent by certified mail. The written notification will include the specific reason(s) for ineligibility, if applicable, and will inform the ineligible training provider of the appeal process.

### ***Formal Hearing-Appeal***

Within 14 calendar days after receipt of the Department's determination of ineligibility or termination, the training provider may file a written request to receive an appeal by formal hearing. A provider will have the option of presenting their case to a Hearing Officer or to the Performance Committee of the Workforce Development Council. An appeal overseen by a Hearing Officer will be scheduled within 90 calendar days from the receipt of the request for a hearing. An appeal overseen by the Performance Committee will be scheduled at the time of the next Workforce Development Council meeting, provided there is at least 14 days before the next meeting. The hearing shall include an opportunity for the applicant to submit written and verbal information to the presiding entity. The presiding entity will issue a decision within 60 calendar days from the date the hearing takes place. The decision of the presiding entity shall be final.

5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

Competitive and noncompetitive processes used to award WIA grants and contracts will follow procedures established by the Idaho Department of Administration which are based on OMB Circular A102, except as stipulated in the attached agreement (Attachment 12), which was negotiated with that Department. This agreement formed the basis for a *WIA Procurement Guide* that is now in effect and will remain valid until passage of the new legislation or if modification is deemed necessary.

This agreement allows the State to use alternative procedures, consistent with OMB Circular A102 as reflected in the *WIA Procurement Guide* for the purchase of program services at the state level.

As indicated above, state agencies will be allowed to purchase goods and services from other state agencies without competition.

Bidders are notified of fund availability through use of a bidders' list and through legal notices published in regional newspapers across the state.

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)

To ensure cost effective use of scarce WIA funds, and encourage innovation in service delivery, services will be contracted to providers through a competitive process. The criteria used to evaluate proposals for needed youth services vary according to the type of services and outcomes being procured. The State 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:

Youth proposals and programs will be judged according to the degree to which they offer youth:

- 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.

H. One-Stop Policies (§112(D)(14).)

*1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)*

To a large extent, the Act and Regulations were deemed adequate to set the original framework for the One Stop system. During PY'05, the Workforce Development Council will again review policies to determine if the following are adequate or if changes should be made to those policies. For activities conducted in PY'05, agreements for services were developed under the existing policy framework. A brief explanation of the policies follows:

- The LEO-WIB partnerships are encouraged to seek additional voluntary partners beyond those listed at 121(b)(1);
- Only those partners designated at 121(b)(1) will be deemed required partners;
- No additional services beyond those specified in the Act will be required, although additional service elements appearing in the existing system are encouraged to continue;
- Required One Stop partners must make their applicable core services available and provide access to other services in at least one physical One Stop Center within each workforce 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 the 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 Idaho Works systems, offering assisted service to those who require it and maintaining current and accurate information for access through the Idaho Works information system.

To avoid duplication of Wagner-Peyser services, Idaho Commerce and Labor has relied 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 are able to take advantage of these services at their service sites as well. A special emphasis has been made to use Wagner-Peyser as the primary provider of core services in one stop centers housed in Commerce and Labor facilities.

*2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.*

Extensive technical assistance and strategies to identify improvement areas have been implemented to assist in supporting the One Stop system in Idaho. Many of these activities were identified by local Workforce Investment Board, state and local partners as priorities for improving service delivery among One Stop partner programs. Partners at both the state and local level have agreed in the cooperative agreements and memoranda of understanding to engage in a regular system of program review and continuous improvement to identify specific areas needing further attention. One of the top priorities for PY'05 is to expand the capacity of the One Stop Centers to offer a broader range of business services, including the full range of economic development and community development services.

The technical assistance activities listed below are intended to further integrate services among partners in the One Stop system.

- The State is committed to continue funding the ongoing operating costs and enhancements of a financial and management information system. This system provides a platform for further integration of systems beyond the Idaho Commerce and Labor's family of programs and assures consistency among the service areas.

- The State operates a quarterly continuous improvement process that utilizes a set of interim indicators and other data available on the MIS to identify areas needing attention to ensure achievement of goals. The WIA Management Information System (MIS) is a proactive tool that, in addition to identifying conflicting and missing data as a means to increase performance in meeting goals, also has the ability to produce numerous reports. The reports generate data that provide participant activity, demographic, exit, and customer satisfaction data. Additionally, reports are generated to provide outcome information to assist with interim measures – or data collected at participant exit. Financial reports are available as well. The data generated by these reports are a means to identify specific areas for improvement at all system levels, i.e. provider, local, and state.
- The State also will set aside funding each year to offer direct assistance to the One Stop system. This funding will be used to support operating costs of the WIA Internet website and provide software enhancements to improve customer access to services and information through the Idaho Works system and other system building needs identified at the local level.
- Funding will be set aside on an annual basis to finance capacity building using contracts with consultants, training conferences or other methods identified at the State and local level. A portion of these funds will be directed to the One Stop system and may be used for service providers.
- The State has entered into an agreement with Idaho Commission on Aging (ICOA) to assist with identifying strategies to increase older worker service levels at the local level. ICOA's provision of technical assistance with the One Stop system ensures that employment and training services are provided to low income level older worker populations.
- Areas needing improvement are also identified during the monitoring process, as outlined in paragraph I. below. State staff utilize this opportunity to provide technical assistance as appropriate.
- The State maintains training programs for local service delivery staff. Instruction is provided for Career Development Facilitators (CDF), software, and program-specific technical training is provided as needed. Training is routinely open to partner agency staff as well. Idaho Commerce and Labor has several major training initiatives that help to ensure continuous improvement in the quality of services provided. These initiatives include:
  - Career Development Facilitators (CDF) program. This program provides for professional development for Idaho Commerce and Labor staff with nationally recognized training as Career Development Facilitators. This training was designed for staff to acquire knowledge developed by the National Career Development Association, the professional association for career development in the United States. All Idaho Commerce and Labor local office staff will participate in this training program and will seek to deliver this to other partners as well.
  - Capitalizing on the Department's technological expertise, the use of on-line learning is prevalent and growing across the agency. Given the large distances between the many local offices across the state, the traditional "gather together in a central place for training" approach is a financially unsupportable model for providing the constant flow of training opportunities needed to serve the needs of new staff, programs, and technology. During the past two years, Idaho Commerce and Labor has dedicated significant resources toward developing a library of on-line learning modules that are available to staff via the internet at any time. Several of the modules are targeted to new staff and sometimes serve as pre-requisite courses before attendance at planned instructor-lead training. As a means to keep the training as interactive as possible, the agency is experimenting with combining on-line training with instructor and/or group interaction through its Web Meeting Technologies. More traditional face-to-face group training is also supported through maintenance of five high tech learning labs in the largest local offices in five regions of the state. By offering these modules to partner staff, we ensure a high quality of services from all staff in the system.
  - A Learning Management System is currently under development and will be used to help plan, coordinate and track the training experiences of staff across the Department. This may be expanded to include partner staff.
  - As a result of the recent merger of the Department of Commerce and the Department of Labor, "Idaho Commerce and Labor" is revising all its current marketing messages, brochures and documents to reflect the expanded mission and services. A new agency website and homepage has been created to present the agency mission - "We create jobs, strengthen communities, and market Idaho" - and to provide customer support through expanded links to the many program-oriented web pages that were maintained previously by

the two agencies. Considerable time and effort has been spent revising menus and creating links to provide connections to both economic and workforce development resources when appropriate. Several websites were maintained by the two agencies and work continues to integrate them.

*3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.*

No additional partners have been mandated.

*I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).*

The state ensures that procedures are in place to monitor compliance with the Act, regulations, and state policies. At a minimum, such procedures shall comply with the following monitoring requirements for internal and subrecipient activities:

- Subagreements reviewed. Annual monitoring reviews shall be performed on all subagreements of \$75,000 or more. Subagreements under \$75,000 shall be monitored at a level equal to 20% of the funds awarded in the category. A minimum of fifteen percent of WIA-funded work/training sites active at the time of the review scheduling shall be monitored.
- Items reviewed. Compliance monitoring of subagreements shall include reviews of compliance with the Act and Regulations, and where applicable, financial management systems, procurement procedures, program management procedures, record keeping procedures, participant activities and treatment, performance of agreement terms, corrective action and continuous improvement processes and eligibility verification processes.

*J. Grievance Procedures. (§§122(g) and 181(cc).) Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.)*

The Grievance Procedures are included as Attachment 13.

*K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2).*

Local Workforce Investment Boards will review and modify these policies as appropriate for PY06. Contracts for services of the Regional One-Stop Operator will be negotiated by the Administrative Entities.

*1 State guidelines for the selection of One-Stop providers by local boards.*

The following criteria were used by local Workforce Investment Boards to selected One Stop Operators. With one exception, the same operator has been in place since the implementation of WIA offering continuity of services. One Stop Operators may be designated through (a.) a competitive process, (b.) through designation of a consortium or (c.) through the grandfathering of an eligible existing system.

a. Competitive processes used to select One Stop Operators must follow local procurement policies and those established by the State.

b. The following process for designation of an Operator under the consortium option shall be used:

(1) The local Workforce Investment Board may consider a request submitted by a consortium of three or more required One Stop Partners for designation as a One Stop Operator without regard to competition;

- (2) The local Workforce Investment Board will provide notice to the public for a period of thirty days (30) prior to designation if it intends to designate the consortium as the Operator;
- (3) The local Workforce Investment Board will designate the consortium, not its individual members, as the One Stop Operator after:
  - (a) Considering and acting upon comments received from the public and other eligible applicants for services;
  - (b) Negotiating a Memorandum of Understanding (MOU) with all required One Stop Partners and the entity(ies) being designated to provide services consistent with the scope and intent of WIA §134 of the WIA; or
  - (c) If the local Workforce Investment Board has reached an impasse in the negotiations with any required partner, submitting a request to the Governor for intervention; after considering comments from the public and any other interested eligible applicants in the local area;
- (4) The designation of a consortium as a One Stop Operator will not preclude the local Workforce Investment Board from designating or certifying other entities as One Stop Operators for other center(s), provided that is consistent with the MOU negotiated with the partner organizations; and
- (5) The local Workforce Investment Board will enter into an agreement with the consortium specifying the role of the Operator and its responsibilities under the WIA, including its adherence to the MOU with the partner organizations.

C. The Governor will approve a request to “grandfather” an existing system under the following conditions:

- (1) A request for certification has been submitted by an entity or consortium of entities who were certified to operate an Idaho Works Career Center prior to August 7, 1998, or
- (2) In those cases where an entity within the consortium is precluded from participation or is no longer available to provide One Stop services, the remaining members of the existing consortium have submitted such a request;
- (3) The local Workforce Investment Board and the local elected officials have publicly announced their intent to designate the existing entity as the One Stop Operator, and for a period of no less than thirty (30) days, have provided the public and other eligible entities in the local area an opportunity to comment on the designation;
- (4) The local Workforce Investment Board and the local elected officials have agreed to designate the entity as the Operator after:
  - (a) Considering and acting upon comments received from the public and other eligible applicants for services;
  - (b) Negotiating an MOU with all required One Stop Partners and the entity(ies) being designated to provide services consistent with the scope and intent of WIA §134 of the WIA; or
  - (c) If the local Workforce Investment Board has reached an impasse in the negotiations with any required partner, submitting a request to the Governor for intervention; and
  - (d) The local Workforce Investment Board and the local elected officials have submitted such request, together with any comments received and a summary of action taken on those comments, to the Workforce Development Council. The Workforce Development Council will make a recommendation on the request to the Governor.

*2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;*

The following procedures for resolving an impasse between a local Workforce Investment Board and the local One Stop Partner shall be employed:

The local Workforce Investment Board and the local One Stop Partner will attempt to resolve their differences by informal means before employing the formal resolution process.

- a. The Local Workforce Investment Board and local partner will document their efforts at negotiation and request the assistance of the appropriate state agency(ies) in an effort to resolve the impasse situation.

b. The state agency(ies) may contact their federal partners for assistance upon the agreement of all parties involved.

If negotiations cannot be resumed successfully through this negotiation process, the parties to the negotiation will present the issue to the Workforce Development Council, which will attempt to mediate the dispute and assist the parties in arriving at a resolution.

If the Council is able to negotiate a successful resolution, the Council will report the results to the Governor and the responsible state agency(ies).

If the Workforce Development Council is unable to facilitate a successful resolution to the impasse, the parties to the agreement will notify the Governor, the Department of Labor and the state agency responsible for administering the partner's program.

The responsible state agencies will report the situation to the Secretary of Labor and the head of any other Federal agency with responsibility for oversight of a partner's program.

Sanctions will be imposed on the board and/or the partner program as specified in section 662.310 of the regulations.

### *3. Criteria by which the State will determine if local Boards can run programs in-house;*

In accordance with Council policy, the Workforce Investment Boards and their staff were prohibited from serving as one stop operators and from delivering core, intensive and training services.

Local Workforce Investment Boards may not provide training services without a waiver from the Governor.

The Governor will apply the statutory limitations on the provision of training services by local boards identified in WIA§117(f) without additional state criteria and will approve waiver requests if:

1. the waiver request substantiates the absence of other alternatives for providing the proposed training;
2. the local board meets the State's criteria for being considered an eligible provider of training services;
3. the proposed training program is for an occupation in demand locally; and
4. no compelling evidence is received during the public review required in WIA §117 that the waiver request should not be approved.

### *4. Performance information that on-the-job training and customized training providers must provide;*

The State will not establish additional performance requirements for customized training and on-the-job training activities, nor will the State establish any exemptions for customized training and on-the job training. Service providers involved in these activities will collect the demographics, participation, exit and follow-up data in the same manner as required for all other WIA activities and will be accountable to the WIA performance measures.

### *5. Reallocation policies*

It is the State's policy to recapture from local areas, all unexpended Youth and Adult program funds after the second year and the unobligated amount that exceeds 25% of funds allocated during the immediately preceding year (along with the corresponding 10% administrative funds), with adjustments for any allowable transfer between funding streams. Reallocations will be made to areas that have expended 100% of the prior (year two) year's allocation and exceeded the 75% obligational requirement for the year one funding. Reallocations will be made to each eligible local area, with the amount based on the relative amount allocated to such area for that funding stream for the prior program year, as compared to the total amount allocated to all eligible local areas in the state.

It is the State's policy to recapture 100% of all unexpended State 15% funds, and 25% Dislocated Worker discretionary program funds that were allocated to the local area, along with the corresponding 10% administrative funds, for the preceding year at closeout.

*6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;*

The Governor will approve plans from a local board to transfer up to 20% of a program year's allocation between the adult and dislocated worker programs.

*7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;*

Local boards were given the opportunity to analyze the customer need in relation to resource availability, in order to determine whether there are sufficient funds available in the local area to serve all adults appropriate for intensive and training services.

The state has determined that sufficient TAFI (TANF) funds exist statewide to serve public assistance recipients. Local areas are relieved of the requirement of providing priority to this population.

Unless adequate demonstration is provided by local boards that sufficient funds are available in the local area to serve all appropriate adults, local boards will be required to describe in their plans the procedures that will be used to ensure that priority for intensive and training services is given to low income groups other than public assistance recipients.

*8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)*

The State has delegated this responsibility to local boards, who have defined "an individual who requires additional assistance to complete an educational program or to secure and hold employment".

## IX. Service Delivery

*Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§112(b)(17)(A).) Activities could include:*

A. *One-Stop Service Delivery Strategies: (§§112(b)(2) and 111(d)(2).)*

1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system?(§112(b)(8)(A).)*

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. These are included as Attachments 14 and 15. The purpose of these documents was to identify for the local Workforce Investment Boards and local counterparts the minimum level of services that could be expected in the One Stop system from partner organizations.

The remaining partners listed at WIA §121 have participated via the local Workforce Investment Boards and the more informal planning committees established by those boards. Native American grantees, Job Corps, HUD and VR client advocacy programs are required to sit on local boards in areas where they have a physical presence and enter into MOUs articulating how they will offer their applicable core services in the One Stop system in a manner that is consistent with state policy.

While state programs funded by the USDOL have agreed to a physical presence in the One Stop Centers, the preferred methodology selected by most partners is an electronic rather than a physical presence. State policy requires those identified as mandatory partners in WIA §121 to offer their services via a physical presence in the Center if all of their applicable core services cannot be delivered electronically or if it is required to meet the non-discrimination provisions of WIA §188. Each of these partners has been encouraged and is expected to continue offering services via the affiliate network so that this expansive information and referral network can carry forward. The *Idaho Works* home page discussed throughout this plan is the mechanism that will be used to provide eligibility, program and referral information for all partner programs in the One Stop system. The MOUs developed in each workforce area describe the specific processes for referring customers among partner programs. A summary by organization follows.

- Department of Commerce and Labor – The Idaho Department of Commerce Labor has fully committed to the development of the One Stop system in Idaho and will offer all of its programs through the system. These include Wagner-Peyser, Unemployment Insurance, Trade Adjustment Assistance, Veterans DVOP/LVER and employment and training assistance, and a host of cost reimbursable grants including WOTC and W2W Tax Credits, LMI, H2A, and other special grants as well as a state funded training program.

The WIA Title I funding stream is also under the administrative arm of the ICL and the local offices are recipients of WIA funds in the local area. The ICL has been named as the One Stop Operator as a sole provider or as part of a consortium of operators in all six workforce regions. Five Commerce & Labor offices in Idaho’s major cities have served as the State’s One Stop Centers, while the remaining nineteen offices have served as Affiliate sites offering the full range of USDOL funded services. The Governor is proposing that all remaining ICL offices be transformed into full service Centers during PY’2005.

An extremely successful partnership was developed with senior programs operated by the Idaho Commission on Aging and WIA programs. The Department of Labor, Idaho Commission on Aging and local Private Industry Councils took the lead in expanding partnerships and in moving towards greater co-location of staff. These relationships continued under the WIA, largely as a result of advocacy and nurturing by the Commission on Aging.

The Department of Commerce and Labor has utilized Wagner-Peyser funds to operate the state's primary labor exchange for a number of years. While partners often do their own job development, the Wagner-Peyser Employment Service System has been a referral point for all work ready participants about to exit program services. One Stop funds were used to make job registration and job listing services more accessible to partners and their clients. Now, customers can utilize this service at any partner location or over the Internet. This assures broad use of the system by all partners and eliminates the need to create alternative systems. The labor exchange self-registration and job search systems are being made available to all partners and will not be duplicated.

- Department of Health and Welfare – This agency oversees a wide range of programs geared towards assisting families achieve self-sufficiency. While only the CDBG program is mandatory, the DHW plans to provide access to information about its other services offered under TANF, Food Stamps E&T and the Child Care Assistance program. Information and applications for services will be available via the Idaho Works Home Page. Brochures will also be made available.
- State Superintendent of Public Instruction – The Department of Education oversees the State's ABE program. Services are generally contracted to the State's six postsecondary schools and community colleges. The ABE program will entertain a wide range of options for delivering ABE through the One Stop system. ABE will also make the Idaho Works System available to their customers and have incorporated a curriculum that includes training students on the use of the system to find work and job training assistance.
- Division of Professional-Technical Education – PTE has been a long time partner with workforce programs. In Idaho, the Carl Perkins funds are typically not used to fund programs and are therefore not subject to participation requirements for required partners in the One Stop system. However, PTE and local education institutions are continuing to participate in joint efforts at both the state and local levels. Local educational institutions will serve as host sites for the Idaho Works system to bring information and services to their campuses. Naturally, we expect the public education system to remain a primary provider of education services in the state.
- Division of Vocational Rehabilitation – The IDVR has indicated its preference for delivering services in an electronic format in the One Stop Centers and has pledged to make personal services available on a scheduled basis if that is preferred by the customers. They intend to develop an electronic application form for those seeking services. The IDVR also has Idaho Works computers available for customers who will access services at its primary location. State and local staff have participated in One Stop system design efforts and will continue to do so. The IDVR has offered to provide partner agencies information on ADA and assist in addressing accommodation issues.
- Idaho Commission for the Blind and Visually Impaired – The ICBVI also has indicated a preference for an electronic presence in the One Stop Centers and has committed to make staff available in the Center on an appointment basis to meet a customer request. The ICBVI frequently takes its services to its customers. They have pledged to make the Idaho Works system available to consumers and to assist them with its use during visitations. The ICBVI has been a long time One Stop partner and has been very helpful in assuring that the Internet Idaho Works version is capable of being read by "voice".
- Idaho Migrant Council – The IMC, the recipient of the Title I MSFW grant, is the only private non-profit serving on the state partners' group. As indicated on the charts, the IMC has entertained a wide range of options for coordinating services in the One Stop Centers. The IMC has also pledged to serve as an Affiliate site, bringing the services on the Idaho Works system to its MSFW customers.
- Local level programs – Native American Programs are sovereign entities that negotiate independently of each other when determining their role in the WIA. Client Assistance Programs, HUD employment and Training and Job Corps services are offered at the local level and do not have a state level presence. These programs are represented on local Workforce Investment Boards and One Stop committees or planning groups in the locales where they have a physical presence. Their level of participation will be determined by the MOU but must meet state standards for required partners. Other

voluntary organizations participate locally at the option of the WIB/LEO partnership. Because the participation of these entities is negotiated locally, their core services have not been included in Attachments 14 and 15.

*2. How are youth formula programs funded under (§128(b)(2)(A).) integrated in the One-Stop system?*

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.

*3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?*

The minimum service requirements are contained in the State's One Stop Policy included as Attachment 6 and articulated in Section VI.C. and Section VIII H. of this plan.

*4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?*

a. Due to the large geographic size of the State and its rural nature, Idaho has continued to develop the *IdahoWorks* internet system as a major tool in its efforts to support service delivery through the One Stop Centers. Technology is providing an increasing portfolio of customer services, including a new labor market information website, internet wage reporting and UI tax filing, and multiple options for listing job orders and receiving job applications. Internet web sites are providing redesigned labor market and economic development information for business and job seeker needs. Electronic job search available through the *IdahoWorks* system is making business needs visible to many more qualified applicants. Technology is providing more self-service options, freeing staff time to offer customized service to business and job seekers.

b. Major initiatives in staff training provide One Stop office staff with the opportunity to obtain national certification as Career Development Facilitators. Aspiring managers are offered access to management development training leading to becoming Certified Public Managers. As part of a major Business Relations Initiative, a training package for all One Stop staff has been developed on various aspects of marketing One Stop services to business. Staff training is also planned in the full range of economic and community development services to ensure capacity of local one stop staff to connect business customers to these services.

c. Idaho's newly designed Labor Market Information (iLMI) website helps businesses make decisions applying a variety of data such as availability of skilled workers, pay and benefits by occupations, economic profile of the state and counties, area demographics, industry growth and composition, and number of workers by occupation. iLMI also offers job seekers online tools to format and save their own customized labor market data using local, regional, state or national information. Customers and partners are using new customer feedback processes to drive future website updates.

d. The *IdahoWorks* brand is used for statewide marketing of the system. Logos, brochures and websites have been developed to inform citizens of the wide array of services available through Idaho's workforce, economic development and education service providers.

e. A combination of state and federal funds have been used to upgrade facilities statewide to ensure that all planned Idaho Commerce and Labor one stop facilities are accessible to a

universal population of individuals and businesses. These facilities are professional in appearance, include a wide range of workforce, economic development and education materials made available by state agencies and have specialized facilities for workshops and business recruitment.

*5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

The one stop policy framework describes how services will be offered, what services must be offered and how services must be made available. The following can be found at any one stop center across the state. All one stop centers have electronic lobbies with access to the full array of services on IdahoWorks and partner websites.

- All centers are fully accessible and include computers that can be adapted to a variety of disabilities, resources in English and Spanish with access to interpreters where needed, TTY lines and services for both individuals and businesses.
- All one stop centers are staffed by highly qualified individuals who have been certified as Career Development Facilitators.
- All one stop centers have resource rooms targeted to individual and business customers.
- The centers have relied on an array of assessment instruments to assess customer needs.
- All centers are either new or remodeled and offer a highly professional appearance pleasing to both individual and business customers.

Even with this standardization, a key feature of the system is that services are tailored to the communities where they are placed and the individuals and businesses they serve. This is accomplished through the participation of center managers and staff in their local chambers, economic development groups, and education and community organizations serving special populations. Each center also maintains a business advisory group to provide employers with needed services they have identified and in developing human resource solutions.

*B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)*

*1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.*

Idaho Commerce & Labor's Communications and Research Division provides a central location for labor market information (LMI) that is used by One-Stop Business Centers as well as other economic development organizations, educational institutions, government agencies, etc.

The State of Idaho provides a comprehensive labor market information (LMI) system for the state. The Department of Commerce and Labor, Idaho SOICC, Division of Financial Management, Division of Professional-Technical Education, Department of Education, and the State Board of Higher Education are the primary producers of LMI products and services.

Idaho participates in all of the BLS Federal/State Cooperative Agreement statistical programs. ETA One-Stop funds have been used to create LMI delivery systems through traditional printed materials, customer computerized self-service stations in One-Stop Centers and Affiliates, the

Internet, and participation in national efforts such as America's Job Bank and Career Network. The state's Census Data Center has Affiliate centers in the state's universities. The Division of Financial Management prepares annual economic projections, as does the Department of Commerce and Labor.

The LMI includes data developed by the Idaho Department of Commerce and Labor, Communications and Research Division, in cooperation with the BLS, U.S. Bureau of the Census, Bureau of Economic Analysis, and data from any other source that would provide information on Idaho's labor market. The data is compiled and made available to its many users.

The Department has six Regional Labor Market Economists stationed in the major cities. These analysts meet regularly with local employers, schools, economic development agencies, and government officials.

The Department of Commerce and Labor has developed, in a consortium with twenty-one other states, a computerized system for the delivery of employment statistics: *iLMI*. This application runs on the ALMIS Database and is delivered via client-server connectivity to all Idaho Works (One-Stop) customer service stations. It also serves as a data warehouse for service staff, analysts, and program planners. The usage numbers attest to the popularity of *iLMI*:

<b>Month</b>	<b>Visits</b>	<b>Hits</b>
July 03	6,707	63,566
Aug 03	5,516	85,339
Sept 03	7,193	182,727
Oct 03	8,055	18,020
Nov 03	9,874	83,000
Dec 03	9,802	77,292
Jan 04	12,441	113,655
Feb 04	11,205	106,379
Mar 04	13,167	141,584
Apr 04	11,886	109,623
May 04	11,238	104,282
June 04	10,441	99,359
Total	PY	
2003	117,525	1,184,826

Data produced in Idaho's economic statistics system usually includes county specific information. However, sparse populations and disclosure limitations often affect the level of detail that can be delivered at this geographic level. Idaho continues to survey employers to seek permission to disclose identifying information and employers with about 60 percent of the state's employment have provided this permission.

*2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.*

The variety of LMI customers knows no limit. We know that our customers include people both from the public and the private sectors, students, job seekers, and the media. They are the legislature, Workforce Investment Boards, schools, CIS, planners, employers, job seekers, and all other end users. Local government agencies, politicians, and the media are some of the most frequent repeat consumers of LMI.

Idaho Commerce & Labor's Communications and Research Division's LMI website has been very well received by the Department and other customers. Feedback provided by customers has indicated support for data provided both on the website and via e-mail as well as the variety of data available. The communications and Research Division will continue to utilize the *iLMI* technology to expand the scope of available labor market information. Idaho continues to aggressively pursue the use of electronic and digital media to more efficiently and effectively publish and disseminate LMI.

Prior to this planning cycle, the LMI team periodically met with each Workforce Investment Board and other data users to discuss their workforce information needs. Each Board ranked the data elements by importance to their organization. Other data users, especially economic development groups, also frequently request these same data items. The data items are ranked in order of importance. Besides assuring available data is accessible via the Internet or other means, some new ways of packaging the information have been developed. A new *Labor Assessment Survey* product has been designed and will be implemented during the next two years. An outline of the *Labor Assessment Survey* follows. The Department will involve the colleges and universities in the state with designing and conducting surveys to obtain area specific data that is comparable from region to region.

### ***Labor Assessment Survey* product**

#### **PURPOSE**

The purpose of a labor assessment survey is to fill the data gaps in the labor market information that is requested by the One-Stop Business Centers and economic development groups. A survey will be designed to obtain information. The Department will partner with six colleges/universities across the state in the process.

LABOR ASSESSMENT SURVEY TEMPLATE	
LABOR FORCE DEMOGRAPHICS	Growth or decline Unemployment rate Ability to recruit Not in the labor force Underemployment Multiple job holders Retired Demand
LABOR FORCE QUALITY	Age Educational attainment Skills Basic Computer/technological Work ethic/productivity Absenteeism Turnover
LABOR FORCE TRAINING	Quality of schools High schools      Prof/tech programs Technical/short term skills training availability Colleges and universities
LABOR FORCE COST	Average earnings Average wages by occupation Average wage by industry Benefits
LABOR FORCE ASSESSMENT	Conclusions Strengths Weaknesses

The LMI team works closely with the six Regional Labor Economists (RLEs). The RLEs attend and contribute to their region's local business interest (such as Workforce Investment Boards and Chambers of Commerce) and economic development groups. During these meetings they gain insight into ways to best serve the LMI needs of their regions and the customers they serve. An RLE is often a key resource member of an economic development team preparing a location study for a prospective employer. Via these relationships with the community they serve, the RLEs obtain a myriad of requests from employers and workforce intermediaries, such as labor exchange agents, schools, community-based organizations, career guidance counselors, and teachers.

*3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.*

In the Department's efforts to provide continual, periodic, and ad hoc data to information users, we have gained immense feedback from the users and continually refine the data scope and style of presentation. The Communications and Research Division will continue to immediately respond to these requests.

The Communications and Research Division will continue to expand uses of the Local Employment Dynamics (LED) program to respond to the need for labor, economic, and demographic data at the community level. Idaho Commerce and Labor has been selected as a pilot state for the LED mapping application tool. Organizationally, Idaho offers an integrated structure among economic development, labor market information, census entities, and data users. The mapping application will bring a new planning and analytical tool to the state. It will help a variety of entities that are faced with the challenges of improving the economic viability of their communities. The mapping tool, along with the comprehensive socio-economic, geographic-based database that will be enhanced by the *Labor Assessment Survey*, will be an enhanced data tool for local economic development officials.

As each data element becomes available, analysis and/or format will be added so that data actually becomes Labor Market Information. Both the data and information will be available in a variety of media – on the website, in a tangible paper format, or some other type of media such as a CD. Another avenue of data distribution includes e-mail rather than U.S. mail, thus reducing printing and postage costs. In addition, e-mail groups could be set up to let users know that a particular piece of labor market information has been released or updated. E-mail currently is used to distribute press releases on the monthly unemployment rate, economic developments (i.e., latest population estimates), significant events (i.e., major layoffs and Rapid Response efforts), UI tax and benefit changes, and items of general interest. Yet, the most effective media still remains the in-person discussion between the data provider and the data user.

The monthly newsletter ***Idaho Employment*** summarizes employment/unemployment developments for the state and the six areas. Employment data tables are a regular feature. A *FYI* section presents articles and data on a wide variety of employment-related topics. Recent issues have included information about:

- Skills – what employers are looking for (soft and technical)
- Projections - occupation & industry employment – a mandated deliverable
- Labor force demographics – age, gender, race/ethnic
- Wages by occupation– a mandated deliverable
- Underemployment – wage, hours, and education

Approximately 2,000 newsletters are distributed monthly and it is on the Internet.

One-Stop LMI Grant funds also will be used to send staff to the LMI Forum, LMI Analyst Training, WIA LMI Conference, and other ALMIS related training. The RLEs provide the LMI module in the Career Development Facilitator (CDF) program to interested Idaho Commerce & Labor staff. The half-day training was delivered across the state. Anticipated additional CDF/LMI training will be provided in 2005 for new staff and/or as a follow-up to the initial presentations.

*4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.*

Idaho will continue to participate in the national electronic workforce information system by providing data, job listings, and other information required by it. The One-Stop Business Centers and partners will provide access to these tools via computer workstations in the facilities, "how to use" materials for customers, and staff training on the tools' contents and operations.

#### *C. Adults and Dislocated Workers*

##### *1. Core Services. (§112(b)(17)(a)(i).)*

*a. Describe State strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).*

The Workforce Development Council, local Workforce Investment Boards and all workforce partners across the state will continue to refine Idaho's One Stop system to meet the needs of customers in all of Idaho's communities and from all population groups by offering customer choice to online or in person access to an increasing level of information and comprehensive service delivery. Section VI.C. of this plan describes how customers access services, the comprehensiveness of those services and guidelines for delivery of services.

Adult and dislocated worker customers, including those with special needs, will 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. A description of core, intensive and training services to be provided with allotments received under WIA §132 is attached as Attachment 5.

*b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and are accessible and available to all customers at the local level.*

Wagner-Peyser labor exchange services will be delivered as part of the One Stop system in the Centers, Affiliate sites and via Direct Access through the electronic Idaho Works. Idaho Works will provide job seekers, employers and students self-service access to all local, state, and national job listings, labor market information, career information, registration for work and other services that are available through the One Stop system for their respective needs. As described previously, Idaho Works will be available via the Internet, throughout the participating Centers and Affiliate sites. Other labor exchange materials for self-service will be made available in Employment Resource Centers in each of the Commerce and Labor offices to assist customers in obtaining employment or training services that may include but are not limited to career exploration, LMI, resume writing, fax machines, copy machines, and job search techniques.

Facilitated self help will be made available to any customers who request help or for those with special needs due to disabilities, limited language or reading skills. Utilizing the electronic capabilities of the Department's labor exchange system, One Stop system staff can identify priority or other targeted populations who are registering for work and offer facilitated self help or additional staff assisted services. ES priority populations would include veterans and migrant and seasonal farmworkers 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 local area.

Staff assisted services will be available in all Commerce and Labor offices for those customers who request or require such services to obtain basic labor exchange services concerning labor market or career information, registering for work and job referrals. Staff assistance will also be provided to customers for other staff assisted services as vocational guidance, resume writing, and referral to other One Stop Partners for services to meet their individual needs.

*c. Describe how the State will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.*

The state will rely on existing MOUs negotiated on a regional level. In all one stop offices housed in Commerce and Labor offices, Wagner-Peyser will continue to be the predominant provider of core services with its extensive automated network and reach of services. Core services can be delivered by One Stop system staff who are cross-trained in all partner programs.

*2. Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.*

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. Attachment 6 reflects the states definition of intensive services.

### *3. Training Services. (§112(b)(17)(A)(i).)*

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, and determined eligible in accordance with the State and local priority system;

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.

*a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.*

The State has set a goal of spending 50% of WIA Title I B local funds for direct training and support of businesses and participants. The Workforce Investment Boards will work with service providers to ensure that WIA funds spent on training are leveraged with any other available resources. Creative solutions will be sought including the use of non-WIA grants and private employer training dollars to fund participant skills acquisition.

*b. Individual Training Accounts:*

*i. What policy direction has the State provided for ITAs?*

The Individual Training Account is established on behalf of a participant. All ITAs must be selected by the participant and approved by their WIA case manager. ITAs will be issued for a specific training program and to a specific provider. ITAs may not be transferred from one participant to another. All training must be linked to employment opportunities in the area or to another area where the individual is willing to relocate. Training services may only be made available in accordance with federal and State policies on moving from core/intensive services to training.

ITAs must be coordinated with other grant sources for training, including Pell Grants, in accordance with the following State policies. Section 134(d)(4)(B) limits the use of WIA funds for training services to instances when there is no or inadequate grant assistance from other sources available to pay for those costs. The statute specifically requires that funds not be used to pay for the costs of training when Pell Grant funds or grant assistance from other sources are available to pay the costs. However, Title IV of the Higher Education Act (HEA) as amended (20 USC 1087uu), prohibits taking into account either a Pell Grant or other Federal student financial assistance when determining an individual's eligibility for, or the amount of, any other Federal funding assistance program.

Thus, program operators must coordinate available training funds and make funding arrangements with entities administering alternate sources of funds, including Pell Grants, to avoid duplicate payment of costs and to ensure that WIA funding for training is limited to participants who 1) are unable to obtain grant assistance from other sources to pay the costs of their training or 2) require assistance beyond that available under grant assistance from other sources to pay the costs of such training.

The "costs of training" is defined as the total of the education and education-related costs (training and supportive services costs) which will be incurred if the participant is to complete the chosen program. The WIA program operator will work with the participant to assess the full education and education-related costs (training and supportive services costs) and to calculate the total funding resources available. The exact mix of funds will be determined based on the availability of funding, with the goal of ensuring that the costs of the training program the participant selects are fully paid and that necessary supportive services are available so that the training can be completed successfully.

If WIA funds are initially used to cover costs of enrollment in a training program while the Pell application is pending, only the portion of the Pell Grant intended to provide tuition may be subject to reimbursement if the funds received from all funding sources exceeds the total cost of training documented by the program operator.

In an effort to maximize local service delivery options, WIA intensive services will be 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.

WIA allows training services to be provided through a contract for services in lieu of individual training accounts for the following three exemptions:

1. on-the-job training and customized training;
2. programs procured where there is an insufficient number of providers in the area to accomplish the purpose of Individual Training Accounts (ITAs); or
3. when a local board determines that there are qualified programs serving special populations with multiple barriers.

Idaho will utilize on-the-job training and customized training as allowed by federal guidance. Idaho will develop the policies for exemptions based on an insufficient number of providers during the development of the Eligible Training Provider outcome reporting system. Exemptions for qualified programs serving special populations with multiple barriers will be permitted in accordance with WIA law and regulations.

Idaho will utilize a fourth exemption for dislocated workers targeted for early intervention services organized through a Labor/Management Committee. To enhance early intervention services for dislocations, Labor/Management Committees will be allowed to organize group training projects for workers impacted by large layoffs. The projects will need to identify a sufficient number of potential participants interested in similar job skill training. The training will be related and build upon the existing skills of the workers. The training will be for occupations in demand and for a variety of potential employers. The training will be provided by Idaho's postsecondary schools and will be in addition to regularly scheduled program offerings to maximize customer choice in selecting training options. The Dislocated Worker Unit and the local Idaho Works Board will approve all projects.

*ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

The state has directly funded 4 incumbent worker/customized training projects in the health care and construction industries. These were intended to address the lack of capacity in the education system to meet the industries' need for skilled workers. In all cases, a combination of resources from WIA, the industry and the educational entities have been brought together to sustain the training effort. ITAs are driven by individual choice but are based upon local labor market information and are in alignment with local Workforce Investment Board economic and workforce development goals as outlined in their strategic plans. The state has broadened ITAs to include them for use in the Trade Adjustment Assistance Program.

*iii. Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.*

The state will continue funding of the existing high growth projects during PY'05. Due to the severe budget cuts, it is expected that only limited new enrollments will occur during PY'05. During PY'05, the state will examine opportunities to enter into additional projects funding high growth high demand opportunities. The state has not set a limit for funding, but will continue to monitor enrollment under ITAs in selected occupational areas such as health care and high technology.

*iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)*

The State will not limit Individual Training Accounts funding amounts, duration, or define allowable training costs. Local Workforce Investment Boards may set policies governing ITA expenditure levels, eligible training programs and methods of delivering training in alignment with their strategic plans.

*v. Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.*

The State allows WIA Title I funds to be made available for use by participants who are pursuing apprenticeship training programs. Guidance is provided to front-line staff for coordinating with the Bureau of Apprenticeship and Training when establishing training in apprenticeable occupations. The construction high growth project is part of a program recently approved by BAT.

*vi. Identify State policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)*

Idaho developed policy to comply with changing requirements. State program participants may now use WIA Title I financial assistance to receive training in religious activities **only** when the financial assistance is provided **indirectly** through the use of Individual Training Accounts or ITAs. This type of indirect support does not violate WIA's regulations as long as program participants are given a genuine, independent choice about where to direct their aid. Rules regarding the use of WIA Title I financial assistance for the **direct** support faith-based organizations have not changed. Direct support occurs when Title I financial assistance is given directly to a faith-based organization by a WIA grantee.

Faith-based training providers seeking to offer their training services to participants under WIA must adhere to all other program requirements. This includes applying for admission to the State's Eligible Training Provider (ETP) list. The local Workforce Investment Boards will continue to make the determination on whether a proposed course of study is appropriate for placement on the State's ETP list.

*c. Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)*

The Eligible Training Provider List will be available through the IdahoWorks home page. This website serves as a gateway to the major education, employment and training service systems in the State. It links to the home pages of a variety of state agency partners to provide information to job/training seekers and employers about the variety of services available in the Idaho workforce development system. This process ensures that customers and other states will have access to the list through the Internet. As outcome data is developed, it will be added to this website.

When consistent and verifiable outcome information is produced through the Eligible Training Provider system, this information will be made available in the One Stop Centers through this automated system. All One Stop Centers and affiliate sites have staff available to assist customers who either choose or are unable to access this information through automated means. This data will complement the wide variety of training and labor market information already available in the One Stop Centers. This information includes the extensive labor market information available in the One Stop Centers and the automated Career Information System. In the Career Information System, training occupations are matched with labor market information such as wage rates, projected annual earnings, long term employment prospects and descriptions of work conditions. Idaho's Career Information System also provides programs of study, program cost information and a host of other information on training programs and services.

*d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).) Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.*

*i. In a narrative format, describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

During the last two program years, the Workforce Development Council has earmarked a portion of WIA State 15% funds to develop and support customized training proposals. Proposal guidelines were structured to allow replicability using local WIA funds for future expansion of these activities at the local level. Due to decreased WIA funds for PY05, the Workforce Development Council will continue funding of the pilots established during PY'04 and will consider additional proposals weighed against needs for additional dislocated worker and youth proposals.

In an effort to ensure the workforce system attains economic development goals outlined by Governor Kempthorne, state staff will provide technical assistance and arrange for training to increase the awareness of the opportunities and the technique used in developing OJTs.

*ii. Describe how the State:*

- Identifies OJT and customized training opportunities;*

OJT opportunities are identified by case managers performing job development employer contacts and through employer voiced interest in response to marketing efforts. Customized training opportunities are identified by workforce, economic development, or education partners through routine contacts with business and cross-marketing of services available throughout the system.

- Markets the concept as an incentive to untapped employer pools including new business to the State, employer groups;*

Idaho's Business Services Brochure which promotes the use of customized and OJT training, is available through all One Stop Centers and on the State's website. The brochure is also used during in-person One Stop Center outreach to new and expanding businesses in Idaho.

- Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*

All One Stop offices will have the training and support to become full service business centers incorporating the Council's focus on high growth, high demand industry needs across the state. This will build upon previous efforts started in 2003 to identify opportunities to better serve businesses that culminated in PY'04 funding of four incumbent worker/customized training projects in the health care and construction industries. These projects will continue in the first year of the plan and new projects will be identified as funding permits. Workforce Investment Boards will continue to identify and develop relationships with businesses in each area that may result in increased opportunities to utilize this strategy.

- *Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training*

The Workforce Development Council is also embarking on a project identified in the Policy Academy process to organize education, employment and economic development services into career clusters. Business Industry Consortia have been developed in two critical industries and will be considered for others as the project moves forward. These and other critical activities have been chronicled in a monograph that is soon to be published. The monograph documents the extensive training for staff of one stop partner agencies, models that support the view of business as the primary customer and the comprehensive integration of employment, education and economic development services. Workforce Investment Boards continue to be the nucleus of joint planning efforts and facilitated connections between business and workforce development.

- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

The Governor's Workforce Development Council will continue its recent efforts to focus the workforce system on the needs of business. It recently adopted a challenging set of Policy Academy goals and strategies for better meeting business needs, and authorized the regional allocation of WIA 15% Discretionary Funds for High Growth Business Pilots. This initiative will fund four customized/incumbent worker training projects that will prepare new employees or lower-skilled, lower-wage incumbent workers for employment in higher-wage skilled occupations. These projects were funded due to their financial partnership with business and due to their "replicability" using local funds. Workforce Investment Boards actively seek out grant opportunities to bring in leveraged funds for these projects.

*4. Service to Specific Populations. (§112(b)(17)(A)(iv).)*

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)*

The One Stop system has been developed to address the needs of customers with special needs. The electronic *Idaho Works* 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 will be made 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 will improve the delivery of information regarding services available to special populations and streamline referrals to Partner agencies for services.

The State Partners will continue to identify and expand the delivery of information disseminated in Spanish for that segment of customers from our migrant and seasonal workforce as well as other

customers with limited English language skills. Local procedures will be developed to offer interpretive services whenever feasible for other non-English speaking customers.

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 is an active partner in coordinating the delivery of Temporary Assistance for Families in Idaho (TAFI) with WIA Title I services. Although the state has determined that sufficient TAFI funds exist and that public assistance recipients will 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. The presence of DHW staff on local Workforce Investment Boards facilitates close coordination with WIA programs and assists in achieving outcomes for both.

Information regarding non-traditional training opportunities will be made available through the *Idaho Works* system. In addition, One Stop Operators will utilize various approaches offered via core and intensive services to inform and refer customers to non-traditional career opportunities. One Stop Operators will coordinate with the regional Partners representing the local Workforce Training Network (WTN) institution to increase awareness and participation in non-traditional training programs. Idaho's Centers for New Direction provide employment and training services for displaced homemakers and single parents through the WTN institutions. The centers, which promote non-traditional training and employment for this population, participated on the One Stop Regional Collaborative Teams and serve as part of the service provider network in each workforce area in the state. WIB Directors serve on the Boards of Directors for these Centers, furthering collaborative efforts.

Services to low income individuals, dislocated workers and displaced homemakers will be 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 will be 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 small business operators, farmers and ranchers who have been determined eligible for Dislocated Worker services.

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. Appropriate notice will be provided to system customers of their rights under these laws and that a complaint process, including alternative resolution procedures, is available. 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.

*b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.*

With the passage of the Unemployment Compensation Amendments of 1993 which amended the Social Security Act, a new system was initiated which established procedures to profile UI claimants and identify those who are likely to exhaust their unemployment insurance. The amendments require that those workers who need job search assistance to find new employment be referred to reemployment services. Reemployment services are provided with ES and WIA resources.

To maximize the coordination and efficiency of the Worker Profiling and Reemployment Services program, Reemployment Services staff will provide documentation, including case management reports, if

appropriate, to Unemployment Insurance funded staff for those Reemployment Services customers who do not report for services or cooperate with their individual service plan. This documentation, and additional information as appropriate, will serve as the basis for denying Unemployment Insurance benefits to claimants who fail to comply with the provisions of the law. Additionally, Reemployment Services staff will coordinate with Unemployment Insurance staff to correlate the continued receipt of Unemployment Insurance benefits with successful progress towards completion of the individual service plan.

Reemployment services for those referred include at a minimum:

Orientation - the process of informing claimants why they have been selected for reemployment services, the variety of comprehensive and beneficial services available and the mandatory nature of profiling program participation.

Assessment - the process of collecting and analyzing information from the claimant to determine the best mix of services necessary 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.

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.

*c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

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. The state is currently participating in a pilot to verify that a claimant is seeking suitable work.

*d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?*

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. Although co-enrollment is not mandated, the rising costs of retraining, job seeking and relocation have further intensified the need for cost sharing and coenrollment. The majority of TAA recipients in Idaho are also being served with WIA funds.

*e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?*

Beyond the workforce system structure which provides a voice and a response to those partners dedicated to resolving the needs of specific populations described under paragraph (a.), the Workforce Development Council's adoption of Policy Academy goals and strategies will further strengthen collaboration between business, the workforce system and education to meet the needs of all citizens to overcome barriers and ensure they are being identified as a critical pipeline of workers. The Workforce Council goals also outline goals to meet the needs of all populations, including special populations. These may be found as attachments to this document.

*f. Describe how the State will ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?*

The state has developed a Methods of Administration which offers a comprehensive description of actions taken to ensure that the One Stop system in Idaho addresses the needs of customers with special needs, to include the full array of available services. All One Stop offices currently comply with ADA legislation to ensure access for persons with physical disabilities, providing for the most integrated setting possible for serving customers with disabilities. One-Stop Center computers are able to enlarge print for customers with visual disabilities. The Department of Commerce and Labor maintains a verbal agreement with the Idaho Commission for the Blind and Visually Impaired for Braille, tape, or large print of written information and maintains a verbal agreement with the Council for the Deaf and Hard of Hearing for a directory of Sign Language and Oral Interpreters. Local level staff are instructed to contact the EO Officer or Personnel Office by phone or e-mail to request a service or the required information. Additionally, the EO Officer maintains liaison with disability groups such as Vocational Rehabilitation, Council on Developmental Disabilities, and Idaho Task Force on the ADA to ensure policies are communicated and to utilize these groups as resources available to customers with disabilities. The Idaho Department of Commerce and Labor web site "*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 comprehensive list of resources for serving the disabled have been made available on the WIA portal.

*g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)*

One Stop system veteran customers will be provided the full array of services available within the system, empowered with customer choice and customized access to those services that satisfy their individual needs for career development. Access to the system will be provided universally to assure customers that there is no wrong door. In the provision of these services veterans' priority will be followed in accordance with 38 USC Chapter 41 and 20 CFR 1001.100 et seq. and the provision of the DVOP and LVER grants. The DVOP and LVER will facilitate veteran access to all employment and training programs, including WIA.

Since the One Stop centers throughout the state of Idaho are operated by the State's Wagner-Peyser, DVOP and LVER grantee, many of the historical operating procedures, ensuring adherence to the legislative requirements for veterans' staff will remain in effect, such as facilitating employment, training and placement services furnished to veterans in a state under the applicable state employment service delivery systems. This includes the roles and responsibilities of DVOPs and LVERs, as outlined in VPL no. 11-02, which are integrated into the delivery of services to veterans within all the One Stops in the state in order to meet their employment needs. These processes will not negatively impact customer choice, but ensure that veteran funded staff will provide service only to veterans or eligible persons; that they will not supplant Wagner-Peyser funded staff; and that veterans will receive priority service in employment and training opportunities in accordance with 20 CFR 1001.100 et seq. and PL 107-288.

The functional integration of veteran staff and their roles will be carried out to the fullest extent possible within the One Stop system. An example of this is the DVOPs role. They must concentrate their efforts on serving those veterans who have special employment and training needs by focusing on the facilitation of intensive services through case management, especially for those who are not able to obtain employment through the provision of core services. As such, if a veteran does not require intensive services or case management, non-veteran staff should be able to meet the needs of the veteran by providing them core services directly. In this process, non-veteran staff would help to

meet the needs of veteran customers twofold- a) they could offer a core service directly to the veteran customer, which b) would allow the DVOP to focus on initiating the intensive services for those veterans who truly require the assistance.

LVERs are required to establish contact plans with employers in order to develop employment and training opportunities for the benefit of veterans. The One Stop system has developed a Business Relations Initiative that focuses on the premise that the best way to help job seekers and hard-to-place customers find jobs is to satisfy business customers. With this premise as its core, each office within the system has established a committee (Business Relation Initiative Committee-BRIC) to target employers in its area. To be successful in this endeavor, staff must know what it is they are marketing, to whom they are marketing, why they are doing it, and how they can do it effectively. By integrating LVERs into this committee already in place, they will be able to focus on marketing veterans to employers for employment and training opportunities.

*h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.*

Using its Methods of Administration as a foundation, the Department of Commerce and 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 Workforce System and its One-Stop Career Centers sponsor a variety of services that reach those with limited English proficiency (LEP). To help accomplish this, they use media advertising (PSAs) and send notices to, and consult with, local community organizations. The Department of Commerce and 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 predominate language spoken by Idaho LEP residents at 2.8% of the population. And 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.

To assist in determining the level of necessary and reasonable oral interpretation and written translation services to be offered to customers with LEP, the Department will make an annual assessment of the language needs of LEP customers and potential customers.

To make this assessment, the Department uses the following data: (1) information from cost centers within the system on LEP customer utilization, potential LEP customers and bilingual staffing; (2) current census data on households where English is spoken "less than very well" in each county in Idaho and grouped by WIA regions and local office locations; (3) current census data on Idaho's population by language spoken at home; (4) seasonal demographic data from the census; (5) labor market information on seasonal populations; (6) demographic information from other state agencies on LEP languages

encountered throughout the state; and (7) information from community based minority organizations on LEP customers served.

The following four factors will be used by the State to determine what constitutes reasonable steps to ensure meaningful access to LEP customers:

1. The number or proportion of LEP customers in the eligible service population;
2. The frequency with which LEP customers come into contact with the program;
3. The importance of the service provided by the program; and
4. The resources available to the Recipient to provide access.

The correct mix of language services must be based on what is both necessary and reasonable in light of this four-factor analysis. Recipients have two main ways of providing language assistance: oral interpretation, either in person or via a telephone interpretation service; or written translation. Oral interpretation can range from on-site interpreters for critical services provided to a high volume of LEP customers, to access 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. In some cases, language services should be made available on an expedited basis while in others the LEP customer may be referred to another office for language assistance.

At a minimum, LEP customers will be offered oral interpretation services to help them access and understand Recipient programs. Regarding the need for written translations, it is the responsibility of each Recipient to determine which forms, publications or other materials need written translation. Vital documents that may need to be translated include applications for services; public notices; information on program requirements; information on customers' rights and responsibilities; notices regarding the reduction, denial or termination of services; and Recipient consent, complaint, and intake forms.

*i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:*

- *The number of Migrant and Seasonal Farmworkers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.*

The State has automated and integrated the delivery of services within the One Stop System, and included strategies designed to better serve and provide these services to the MSFW customer. Currently, the State's electronic self-registration system for labor exchange, *IdahoWorks*, and the Customer Satisfaction Survey are available in English and Spanish in all One Stops and affiliate offices as well as through the State's websites. Additionally, some local Commerce and Labor offices have developed other handouts in Spanish based on local labor market conditions or information on services and procedures. The State will continue to assess the need and availability for bilingual staff in areas with a high concentration of Spanish-speaking population.

The State Monitor Advocate Unit continues to conduct ongoing monitoring of the service provided to Migrant and Seasonal Farmworkers. Office reviews are conducted to identify the needs and concerns that affect the provision of services for farmworkers, and to provide technical assistance as appropriate, and are brought to the attention of the Administrative and Executive personnel when necessary. The MAU, funded by Wagner-Peyser funds, ensures that ES services are coordinated with other MSFW service providers, helps to identify overall changes in agricultural employment, MSFW trends, employment rights, and recommends new program approaches.

To protect the employment rights of MSFWs, federal regulations place the responsibility of administering the federal Job Service-related complaint system within the State. MSFW complaints are handled through the local Commerce and Labor offices while unresolved complaints are then referred to the Monitor

Advocate's office for determination. The MAU also performs follow-up on complaints filed with local Commerce and Labor offices and referred to other agencies.

#### EMPLOYMENT SERVICES PROVIDED TO AGRICULTURAL EMPLOYERS

Basic labor exchange services will be provided to the agricultural employer community through the automated process of matching job seekers to job orders received as well as recruitment and direct referral from staff. The State will continue to provide information about ES services and assist agricultural employers through direct employer visits and employer outreach.

The State will continue to expand services to agricultural workers and employers, including the recruitment of U.S. farmworkers, by coordinating basic labor exchange services, outreach, information dissemination, and training workshops with other One Stop partner agencies, organizations and the employer community. Working relationships exist with the Idaho Migrant Council, Idaho Legal Aid Services, Inc., and various agricultural producer organizations to provide services and information.

#### OUTREACH PLAN

All located staff for outreach will be locally driven with emphasis on services that are customer-driven and customized to specific labor markets, rather than focusing solely or primarily on the number of services provided. All local Commerce and Labor offices with outreach staff have permanent and/or temporary staff that are bilingual in Spanish to conduct outreach. During the area's peak agricultural season, if resources permit, additional temporary bilingual staff will be used to support MSFW activities.

The State plans to fund a total of 2.49 FTEs for MSFW outreach in the six "significant bilingual" offices and five other offices for PY 05 and PY 06. This level of support will maintain the same number of positions that have been allocated for the current year.

Local Office Outreach Staff (FTE)	PY 05/06
Bonnors Ferry	.12
Payette	.34
Emmett	.01
Canyon County	.39
Magic Valley	.32
Mini-Cassia	.40
Mountain Home	.24
Rexburg	.17
Pocatello	.05
Blackfoot	.27
Idaho Falls	.19
Total	2.49

Staff assigned to outreach will contact MSFWs at their work sites, labor camps, living areas, and other places frequented by the migrant and seasonal farmworkers. Outreach workers will encourage MSFWs to visit the local One Stop office, but may provide on-site assistance for services including: work registration, referrals to available job openings for which they qualify, prepare and accept complaints or apparent violations, provide information on local labor markets and training opportunities or refer workers to other service providers. Outreach activities will be coordinated with other public and private community organizations and One Stop partners, in order to inform as many MSFWs as possible as to the services that are available through Commerce and Labor, its website, and other providers.

The State of Idaho through its network of offices in the State's One Stop system will fully comply with provisions of 20 CFR, Part 653, Subpart B and Part 658, Subpart E. The operational objective of the State is to provide qualitatively equivalent and quantitatively proportionate service to MSFWs compared to non-MSFWs in all ES compliance indicators.

*5. Priority of Service*

*a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)*

With the implementation of the Temporary Assistance for Families in Idaho (TAFI) in July, 1997, Idaho's public assistance caseload has seen a dramatic decline. Due to the success in moving public assistance recipients into employment, the TAFI program has expanded services to assist families who are at risk of becoming TAFI eligible as a preventive measure. Families with incomes less than 200% of the Federal

poverty guidelines and who are at risk of becoming eligible for TAFI without intervention can receive help with work-related needs. This program enables families who qualify to get help with training costs for up to twelve months from the date they first need help. Additionally, effective January 1, 2000, the Department of Health and Welfare (DHW) began providing families receiving Medicaid and Food Stamps as well as some non-custodial parents with the same employment and training services offered TAFI participants. Therefore, the State determined that sufficient TAFI funds exist statewide to serve public assistance recipients and that local areas be relieved of the requirement of providing priority to this population.

Local boards were given the opportunity to analyze the customer need in relation to resource availability, in order to determine whether there are sufficient funds available in the local area to serve all adults appropriate for intensive and training services. If the analysis demonstrated that sufficient funds are available, no priority of service would be required.

If the local boards cannot adequately demonstrate that sufficient funds are available in the local area to serve all appropriate adults, local boards are required to describe in their plans the procedures that will be used to ensure that priority for intensive and training services is given to low income groups other than public assistance recipients.

Plans from each of the six Workforce Investment Areas indicate that sufficient funds did not exist and that priority for intensive and training services will be provided to low income groups during PY'05.

*b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L. 107-288)[38 USC 4215], that priority of service is provided to veterans (certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?*

The Idaho Department of Commerce and Labor 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 Jobs for Veterans Act, 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: special disabled veterans, Vietnam-era veterans, disabled veterans other than special disabled, other eligible veterans and persons and non-veterans.

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 that 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 noncovered 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, such as local policy, the veterans' priority for an individual takes precedence above the discretionary priority group.

*D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).*

*1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.*

The Idaho Department of Commerce and Labor's State staff will continue in a lead role for deploying rapid response assistance to worker dislocations. Notices of plant closures and mass layoffs, as required by the Worker Adjustment and Retraining Notification Act (WARN), will be submitted to Department of Commerce and Labor. The Workforce Systems Bureau will provide copies of the notice to the Department's Division Administrators and state agencies participating in the One Stop system. Copies of the notice will also be sent to the Chair of the local Council of Governments of the area and the Director of the Workforce Investment Board impacted by the announced closure or mass layoff.

The Idaho Department of Commerce and Labor's Workforce Systems Bureau will serve as the State Dislocated Worker Unit (DWU) and will have 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 Workforce Investment Boards and one stops. The Department will also coordinate closely with the State AFL-CIO in arranging services for dislocations involving organized labor

*2. Describe the process involved in carrying out Rapid Response activities.*

*a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?*

All dislocation notices received due to WARN Act will be reviewed by the DWU and the appropriate response will be developed in close coordination with the Department's Field Services Division and the local Workforce Investment Boards and One Stop management staff. The State AFL-CIO will be consulted on dislocations involving organized labor. If it is determined that there will be significant dislocation which warrants state rapid response, the Workforce Systems Bureau will initiate on-site contact with the employer and the appropriate employee representatives to assist in arranging the most effective reemployment activities. These contacts will take place as soon as possible. In addition, the DWU will respond to publicly announced large layoffs in the same manner as described above. The local One Stop manager will take the lead in responding to smaller dislocations.

*b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?*

The Rapid Response Team will promote early intervention to worker dislocations. Based on information from the company, the Rapid Response Team will develop the appropriate service delivery strategy. The response will take into account the skills of the impacted workers, the potential for direct job placement, and the availability of resources to address the short and long-term needs of the workers. Services will include on-site information meetings on available employment and training programs, employee surveys, aggressive promotion of services and coordination with training providers. The State DWU, local Workforce Investment Boards and local One Stop staff will coordinate to ensure that the employees receive information on the services available through the workforce system programs including the One Stop Center, the postsecondary school(s) in the area and the WIA programs. Based on the availability of resources and the company's receptiveness, the Rapid Response Team will determine what services to offer on-site. This will include financial management, job search assistance and other workshops as requested. If appropriate, fully automated on-site reemployment centers will be established and staffed.

In addition to promoting core services, the Rapid Response Team will encourage the use of intensive and training services for appropriate individuals. The WIA Title I Dislocated Worker service provider will conduct an individual assessment of the impacted worker to determine the appropriate services. The in-depth assessment will determine the appropriate service delivery plan for all customers including those with multiple barriers to reemployment.

Labor/Management Committees will be the preferred method of assistance in responding to large closures and layoffs. Each year, the State will set aside \$200,000 of the Title I Dislocated Worker 25% funds to support rapid response. The first priority for these will be to encourage companies to participate in Labor/Management Committees. These funds will be utilized to supplement the local WIA Title I services and will support core, intensive and training services for the employees of the company. The Department will consider utilizing the committee approach and providing rapid response assistance for closures involving 50 or more employees. The DWU's decision will be guided by such factors as:

- 1) whether dislocations are permanent and the employees have no bona fide offer of reemployment;
- 2) the impact of the dislocation on the community;
- 3) potential benefits of state intervention on the reemployment effort; and
- 4) willingness of the company and the employees to participate in the effort.

Second priority for funding will be to support services for dislocations where the DWU and the local Workforce Investment Board have agreed that it is appropriate for the local area to take the lead in organizing the response. This is a typical response to smaller dislocations. Funds will be made available when the local area lacks resources to meet the demand for services.

The Rapid Response Team will also review and evaluate the potential for layoff prevention services. The goal of these efforts will be to retain the business and to minimize any downsizing effort. If appropriate, the DWU and local Workforce Investment Boards will also present local economic development programs in identifying layoff prevention options. These efforts will include determining appropriateness of requesting assistance from the State's Workforce Development Training Fund.

The balance of Rapid Response funds not required to support the above activities will be allocated to the local providers to supplement their Dislocated Worker area allocations. Priority for funding will include support for carry-in participants and areas experiencing increases in dislocations. Funds will be allocated based on these needs and/or through the Dislocated Worker substate funding formula.

*c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?*

The Department's Workforce Systems Bureau will be responsible for coordinating the rapid response activities including the initial employer/employee contacts, promoting and establishing Labor/Management Committees, collecting information on dislocations and available resources, providing and arranging technical assistance for the response effort, disseminating information on available program services and assisting local efforts. Workforce Systems will also be responsible for coordinating Dislocated Worker and Trade Adjustment Assistance Programs for impacted workers. At the State level, these efforts will be coordinated with the Division of Professional-Technical Education, Idaho Commission on Aging, Health and Welfare, and agency economic development specialists.

Within the Department, the rapid response activities will involve and be closely coordinated with the Field Services Division, Benefits Bureau, Research and Analysis Bureau, Marketing, and One Stop offices. The Field Services Division will assist in the initial contacts with the employer and in organizing and participating in the appropriate method of response to the dislocations. The Benefits Bureau will assist in coordinating the Unemployment Insurance and Trade Adjustment Assistance Act with the reemployment effort. The Research and Analysis Bureau will provide labor market data and information on unemployment insurance claimants. The Workforce Systems Bureau will also collect information on available resources and provide technical assistance to the response effort. The Department's information Officer will disseminate information on the available services as well as information on specific rapid response efforts. One Stop staff will provide assistance with the Unemployment Insurance, Employment Service, Veterans Services, Trade Adjustment Assistance and WIA Title I in the areas they provide those services.

The Workforce Systems Bureau will be responsible for contacting the employer and employees to obtain agreement to participate in the joint Labor/Management Committee and for scheduling the initial meeting. In addition, the Bureau will be responsible for assisting the committee in selecting a neutral chair; providing the committee with training on their roles, goals, and procedures; arranging financial support for the committee; arranging state and local coordination and providing technical assistance. The Bureau will also assure that rapid response services are well coordinated with the appropriate local elected officials.

*Via a grant of Rapid Response funds, the Idaho State AFL-CIO will participate in rapid response activities for dislocations involving organized labor. The AFL-CIO will assist in obtaining labor's participation in the reemployment effort and will participate in disseminating information on program services. The AFL-CIO will assist in identifying Labor/Management Committee chairs acceptable to the employees and will assist in identifying the employees' representatives for the committees. When appropriate, the AFL-CIO will assist the committee in organizing informational workshops for the displaced workers and in promoting service utilization. Also, the AFL-CIO will assist in identifying appropriate layoff prevention strategies. Organized labor coordination will be supported with rapid response funds.*

*The local Workforce Investment Board and One Stop Management staff will be responsible for coordinating local workforce investment activities with the State's rapid response efforts. This effort includes making WIA Title I resources available to support services for dislocated workers targeted by rapid response efforts. The staff will assist the State in promoting rapid response, early interventions services and Labor/Management Committees. The staff will participate in rapid response informational meetings, Labor /Management Committee meetings and will assist in helping develop response plans to worker dislocations. The local Workforce Investment Board and One Stop staff also will assist in coordinating services with local economic development efforts and the appropriate local elected officials.*

*3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?*

Since the One Stop management and frontline staff are deeply involved in each Rapid Response intervention at the earliest stages, transitioning to One Stop activities is truly seamless for affected workers.

*4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?*

Idaho Commerce & Labor and the local Workforce Investment Boards have years of experience providing rapid response services to our business community. Our proven track record is evident by our successful performance. Companies view our services as positive, proactive, and business-friendly.

Idaho's Rapid Response Team provides the following activities for our business community:

- a. Immediate and on-site contact with the employer, representatives of the affected workers, and the local community.
- b. Information and immediate access to unemployment compensation benefits, comprehensive One-Stop system services, and employment and training activities, including TAA.
- c. Establishing labor/management committees
- d. Developing a coordinated response which may include the development of an application for a National Emergency Grant.
- e. Better connection with economic development activities through the merger of Commerce & Labor

One Stop system staff use 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.

*5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?*

As indicated above, the Rapid Response team brings the wide range of resources available through the states employment, education and economic development service providers. Depending on the needs of individuals, the team also brings in community resources to offer help in areas ranging from health insurance to child care to financial planning and more. Because of solid connections established through economic development, workforce development and employment during periods of growth and expansion, the Rapid Response team has wide access to contacts who also advise in times of downsizing.

*6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?*

Idaho's Management Information System currently provides integrated participant, financial, and management reporting for WIA Dislocated Worker and NEG. Inclusion of TAA is in development and should be completed prior to PY06. Tracking Rapid Response team activities continues on the intra-agency communications system.

*7. Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events in case of unusually large layoff events)?*

With \$200,000 retained for Rapid Response activities at the State level, the balance of funds are allocated to local areas as they experience increased numbers of individuals in need of dislocated worker services due to layoffs or closures. The state will analyze needs in the region giving first priority to continued training of those already enrolled before providing funds for new enrollments. Given the significant cut, it is not anticipated that the state will be able to maintain a set aside to arm against larger closures; rather, we will rely on applications for NEGs.

*E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth, (and those at risk) youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, postsecondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)*

*1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)*

State youth programs operating under WIA have been integrated with Governor Kempthorne's Generation of the Child initiative. Through this, the workforce system will participate as part of a highly coordinated, continuum of services designed to assure that healthy, well-nurtured, and well-educated children enter adulthood as productive members of the workforce.

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 elementary and secondary educational services offered through the Department of Education and local secondary school districts. In addition, the Idaho Migrant Council offers employment and training services to migrant and seasonal farmworker youth at various sites across the state. Although federal School To Work funding has ended, local efforts continue across the state to provide opportunities to youth as they transition from the world of learning to the world of earning. 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 who provide employment and training services to Native American youth.

A number of highly effective partnerships have been developed among the agencies listed above in the delivery of youth services on a statewide level and through local Youth Council's efforts.

Because WIA funds are limited, development of a comprehensive, community-wide approach to meeting the needs of youth requires collaboration among a variety of workforce, educational, and related agencies to develop program strategies that address the multiple needs of youth and establish the sequence of services needed to help youth move toward functioning as effective citizens, family members and employees.

Most coordination with foster care, education, welfare, and programs that serve youth with special barriers to employment, including youth with disabilities takes place locally through various linkages already in place. Several representatives of these same local level programs serve on local Workforce Investment Boards, Youth Councils, and the Workforce Development Council and participate at the state level to develop strategies to serve youth with special needs. Service providers at the local level have also employed a variety of approaches to collaborate on service delivery.

*2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)*

Job Corps has had a voice in the design and delivery of local WIA youth activities either through participation on local Youth Councils or through the linkages mentioned above. Through these mechanisms, they have had and continue to have several opportunities to assure appropriate access to youth activities for Job Corps participants. 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.

3. How does the State Plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

- a. utilizing the funds to promote cross agency collaboration;*
- b. demonstration of cross-cutting models of service delivery;*
- c. development of new models of alternative education leading to employment; or*
- d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.*

As noted earlier under Section I, the State's vision for serving youth falls directly under the Governor's broad strategic youth initiative known as the Generation of the Child. The workforce development system is a partner in the initiative, as it participates as a component of a highly coordinated continuum of services designed to assure youth are well prepared to enter adulthood as productive members of the workforce.

As part of this current planning cycle, the WDC will allocate additional funds for youth in need to local areas to provide additional funds for current providers to serve at risk youth. Because of the large drop in funding, only limited resources will be available for specific program services. During PY'06 the youth in need funds will be examined to determine if further direction is required to drive resources to those identified as most in need. In the interim, local Workforce Investment Boards will continue to monitor services to populations identified as most in need to ensure that they continue to receive these services.

*e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)*

The State has undertaken significant efforts to insure that its youth program complies with provisions regarding youth program design. State personnel embarked upon extensive and in-depth analysis to determine the appropriate approach to implementing a successful youth program which, based on its recent performance outcomes and results, appears to have been achieved, noting that many of its participants have moved on to successful endeavors, allowing them to compete in the market place of this demand-driven economy.

Considerable research has been conducted regarding the effectiveness of various strategies for serving at-risk youth (both in-school youth and dropouts) in an effort to identify factors contributing to the success of the effective models and the demise of ineffective ones. As a result of these studies, researchers and practitioners have concluded that six design features form the foundation for effective youth programs.

As such, the State adopted these key design features as the basic policy framework for WIA youth programs in Idaho and used to develop youth strategies in the state:

- **Adult support, structure, and expectations** - advisors, mentors, role models, teachers, setting clear and high expectations;
- **Creative forms of learning**, including SCANS competencies, work-based learning, project-based learning, and other environments that make learning engaging and relevant;
- **A combination of guidance and rich connections to the workplace**, including matching youth with suitable employers, job coaching, and structured learning opportunities;
- **Support and follow-up**, including referral to or arrangement for needed ancillary services and opportunities to learn trust, as well as work ethics;
- **Using youth as resources**, allowing them to contribute to their own growth; and
- **Quality Implementation**, through well-managed programs, incorporating evaluation and continuous improvement, quality staff training and materials, and effective use of resources

Based on these key design features, the State adopted the following Guiding Principles, which are used by the State Workforce Development Council to shape youth policy and develop a comprehensive youth strategy:

- (a) The WDC will 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.
- (b) Locally-identified needs of both dropouts and in-school youth, particularly those at risk of dropping out, will guide the design of youth programs.
- (c) Individual, in-depth, comprehensive assessments will allow services to be tailored to each youth's specific needs.
- (d) Services will be tied to the age and maturity level of each youth.
- (e) Service strategies will be sequenced over time to maximize learning gains and assimilation of appropriate work behaviors.
- (f) Service strategies for dropouts will include efforts to assist youth in achieving high school credentials.
- (g) Service strategies will emphasize the use of SCANS skills through contextual learning opportunities that combine school-based learning opportunities and workbased opportunities.

The State's approach to ensuring that the required design features are reflected in local program design is through the issuance of the State's comprehensive youth policy as described above, including the Guiding Principles used by local boards in developing local strategies for PY'05. Planning Guidelines ask what each local area's strategy is to make the ten required elements available, and have been continually reviewed by the State to ensure that the requirements of §129 of the Act are clearly met.

Local 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. Previously, 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 WIA over the last five years, allowing for the expansion of local capacity for reinforcing the connection between academic and occupational learning.

Employability training (pre-employment/work maturity skills training) has always been and continues as a staple among the menu of services by workforce development system partners. Linkages with the One Stop system and School-To-Work activities that have been sustained locally strengthen service provider efforts directed toward making connections for participants with the employer base across the state.

Work experience had been a mainstay of summer employment opportunities for at-risk youth throughout JTPA, and like employability training, still continues under WIA. An increased emphasis has been placed upon project-based learning integrating SCANS skills and competencies and leadership development opportunities on a year-round basis.

Vocational training continues to be available at both the secondary and postsecondary level through public and private schools, as well as through a variety of community based organizations across the state, all of whom are active partners in the workforce investment system.

Mentoring programs have been institutionalized into the WIA menu of youth services. Soon after WIA was implemented, specific training in this area was provided to local providers in order to expand the workforce development system' ability to offer this service. As indicated in Section VI.F, the State has required that local areas take steps to ensure that mentoring efforts offer mentors and mentees maximum protection and quality experiences through appropriate screening and training of mentors and through the provision of ongoing support for mentoring activities.

Local areas have relied heavily on WIA service providers and their coordination with other community resources in order that they may continue to provide the necessary guidance and counseling, supportive services, and follow-up contacts to help participants sustain gains made during program participation. Guidance and counseling is available through WIA providers, the Department of Health & Welfare Substance Abuse program, Wagner-Peyser programs, the Idaho Division of Vocational Rehabilitation, the Idaho Commission on Aging, secondary and postsecondary technical colleges, private providers and a host of community based organizations. Individuals may choose to receive this service in-house or be referred to a more appropriate source.

Follow-up services have generally focused on continued contact with participants through both formal and informal channels designed to help participants sustain gains made during program participation. This may take the form of coaching and trouble-shooting on the job, coordinating with school staff to further participant goals in educational settings, and general support based on individual needs.

*F. Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:*

*1. Determine the employer needs in the local areas and on a Statewide basis.*

The employer community is the most valued and important customer of the One Stop system. The Workforce Development Council lists as its first goal the routine collection of data from employers to ensure a demand driven workforce system. As new members have been added to the Council, a deliberate effort was made to seek nominees from important industry sectors to ensure ongoing communication; this is a practice that will be continued as business members are added to the Council. The Council, local Workforce Investment Boards and their one stop system seek employer input in a variety of means:

- *Regional Labor Economists routinely identify and publish regional business activity to assist front line staff in targeting employer needs*

- *Special surveys have been conducted to identify skills needs of employers. This was originally funded as a pilot by the Workforce Development Council using 15% funds and was expanded statewide in 2005.*
- *The Workforce Development Council is overseeing a project begun by the Policy Academy to improve workforce supply-demand information.*
- *Business Industry Consortia were started under a grant from incentive dollars and were continued with local and state 15% funds. Existing BICs will be continued and new committees formed as funding permits.*
- *One stop centers and training programs in the postsecondary system host employer committees to advise on service delivery.*
- *The development of career clusters will aid in communication among business and the workforce, education and economic development system.*
- *Conduct further business needs assessments to define skill needs in targeted industry clusters.*

To assure staff is viewed as an asset by the employer community, statewide staff training was provided to increase staff capacity to meet employer needs. This training has been incorporated into the CDF training made available to staff and provides line staff a mechanism to focus efforts to improve services to both employer and job seeking customers, thereby enhancing the quality of job listings and improving customer satisfaction.

The evolution of technology tools to assist staff to better serve employer needs will continue to be a priority item in the One Stop Career Center delivery system. A server based employer portfolio has been implemented statewide to provide staff with specialized information to improve employer services. These enhancements include a data base of services provided to employers and a much improved integration of data at the state level. Other enhancements to this system will provide the opportunity to better describe job requirements to improve recruitment effectiveness, the use of the Standard Occupational Classification system to replace the antiquated Dictionary of Occupational Titles coding structure, and improved capabilities to match employer needs with qualified applicant

*2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.*

The local Workforce Investment Boards are fully committed to the development of the One Stop system in Idaho and the ability of all staff to represent the full range of available programs and services. These include Wagner-Peyser, Unemployment Insurance, Trade Adjustment Assistance, Veterans VOP/LVER and employment and training assistance, and a host of cost reimbursable grants including WOTC and W2W Tax Credits, LMI, H2A, and other special grants as well as a state funded training program. The merger of the Department of Commerce with Labor created an opportunity to disseminate that agency's economic and community development services through the one stop system. Training is planned for PY'05 to enhance the capacity of all one stop centers to deliver the full range of economic and community development services.

*Wagner-Peyser funds have been used to operate the state's primary labor exchange for a number of years. While partners often do their own job development, the Wagner-Peyser Employment Service System has been a referral point for all work ready participants about to exit program services. One Stop funds were used to make job registration and job listing services more accessible to partners and their clients. Now, customers can utilize this service at any partner location or over the Internet. This assures broad use of the system by all partners and eliminates the need to create alternative systems. The labor exchange selfregistration and job search systems are being made available to all partners and will not be duplicated.*

3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The Work Opportunity Tax Credit (WOTC) and Welfare to Work Tax Credit programs are administered by ICL. Program information is made available to employers and the public through direct marketing, brochures, and electronically through the ICL website. Promotional brochures and informational packets are made available through the One Stop Career Centers and system partners for direct marketing purposes during job development and placement activities by service delivery staff. Idaho Commerce and Labor includes the tax credit programs in its One Stop cooperative agreements and that is very beneficial in assisting in marketing efforts for the tax credit programs. ICL Tax Credit staff provides training when needed for staff of partner agencies and organizations to expand the utilization of the tax credit programs. All Tax Credit documents submitted by Idaho employers, including related certifications and other written communication, are processed in the ICL Central Office.

G. Innovative Service Delivery Strategies (§112(b)(17)(A).)

1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).

Throughout this document, the state has described strategies we believe will yield the positive results suggested in this section. Among the projects are those described as the states priorities in Section II of this plan. These include plans to:

- **Identify efficiencies and maximize opportunities for training.**
- **Continue Transformation into a Demand Driven System.**
- **Enhance Integration of the One Stop System.**
- **Refocus Youth Investments.**
- **Implement Reporting for Common Measures and Strengthen accountability.**
- **Improve Workforce Information.**
- **Assure a quality pre-K-16 plus system of education and training**
- **Promote Flexible Workplaces**
- **Create an Entrepreneurial Workforce.**
- **Expand awareness of the Workforce System**

Additional strategies that have been described in this plan and chronicled in a report on the state's business services include:

- Pilots that share resources of the workforce and education system with business to expand training in high growth industries;
- Extensive staff training to meet needs of consumers and businesses;
- Specialized labor market studies to identify skills gaps and partnerships
- Development of career clusters to guide workforce, economic development and education;
- A Business Relations Strategy that incorporates staff training and focus on business as the system's first customer;
- Pilots to identify and offer intensive services to business;
- The use of the state's Workforce Development Training Fund to build the skills of workers in new and expanding industries;
- Extensive use of technology to reach employers and workers alike and joint partnerships with business to manage recruitment;
- Extensive building/remodeling of facilities to provide special facilities for business; and
- Intensive labor exchange practices tied to business recruitment and expansion.

:

*2. If your States participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

Idaho is fortunate to be a participant in the PRA demonstration. The program is being operated in two One Stop centers selected because of the higher than average unemployment in one center and lower than average unemployment in the second. The demonstration will allow the state to determine whether the PRA program should be provided as an opportunity statewide under the WIA program when it is reauthorized. Information will be gathered on a wide variety of demographic, occupational and economic data so that the state can carefully structure any future PRA opportunities.

*H. Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) – Enhancing outreach opportunities to those most in need is a fundamental element of the demand driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.*

In 2003, the Governor's office convened a group of several representatives of faith- and community-based organizations (FBCO) and representatives of state agencies to determine the effort currently being made in incorporating FBCOs as working service partners in the state. The results of a strength, weaknesses, opportunities, and threat (SWOT) analysis showed that the state had made inroads in doing so. Each key state agency had established a position to coordinate FBCO's interests and efforts to assist in providing services throughout the state to the underserved, and noted that the state's workforce development system has had several FBCOs apply and receive grants to operate as WIA service providers within the state for several years.

As a means of enhancing outreach opportunities to those most in need, the State is examining the potential for increasing the participation of FBCOs as committed and active partners in the One-Stop delivery system. An initiative will be implemented to market the system to instill awareness of the resources available through the workforce development system. Included as part of this effort would be the expansion of access to FBCOs' clients and customers to the services offered by the State's One-Stop system.

The State will make an extensive effort to expand universal access to program information and funding throughout the state, to include service opportunities for FBCOs, especially for those that have demonstrated a successful ability in forming partnerships and providing services to those most in need.

## *X. State Administration*

*A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1) and 112(b)(8)(B).)*

The State has invested heavily in using technology to expand the services provided to its customers as well as the tools available to staff to improve their effectiveness and efficiency. As with improvement of facilities, much of the progress in technology was made possible by creatively using a variety of grant funds and supplemental funding sources to achieve the desired results.

Hi-tech lobbies were initially installed in local offices across the state in 1995/96 with the help of the Federal One-Stop grant and the State's Special Administration Fund. In 2003, the State was able to upgrade/replace all the lobby computers using a portion of the Reed Act funds that were distributed back to all states by the U.S. Department of Labor.

Without a doubt, the most significant technology development for the State's workforce system has been the IdahoWorks information system. This is a comprehensive system used to deliver a variety of unemployment insurance (UI) and employment and training services throughout the state. The system's internet-based design was initiated in 1995 using One-Stop grant funds and it has continued to evolve and grow in scope since that time. IdahoWorks is constructed using internet technologies thus allowing it to be used both internally in one stop offices and partner sites and externally by customers over the internet. The user interfaces are standardized across programs thus maximizing ease of use and overall satisfaction for both staff and customers. The largely self-service aspect of the system has greatly increased the number of customers who obtain service and frees up staff to help those with special needs. The State believes that the system provides substantial savings when compared to traditional approaches.

The IdahoWorks system combines a full array of unemployment insurance, labor exchange, and training programs within one system that meets the needs of both job seeker and business customers. Job seekers and UI claimants use the system to file initial and continuing claims for unemployment insurance, register for work, scan available jobs, obtain information about available training programs, and search an extensive array of labor market and career information. Businesses can use the on-line system for reporting wages and filing UI taxes, as well as accessing labor market information and an extensive body of related information on topics such as business expansion, tax credits, and employment services.

IdahoWorks serves as the One-Stop information system for the Workforce Investment Act in Idaho and has been used by all workforce investment areas for case management, program management, financial management, federal reporting, etc. The system has extensive edits, data quality prompts to remind case managers that data needs to be reviewed or updated and a wealth of information used for management. While the simplicity of data entry is a hallmark of the system, the wide range of program, performance and financial information available at the touch of a button has created a comprehensive management system that allows users at all levels to easily identify and address both client and program management issues.

Uniquely, IdahoWorks also houses the State's Human Resource System as a system component. In 2002, ICL partnered with the Division of Human Resources (DHR) to design a system that includes on-line job announcements, on-line applications, on-line testing, and on-line hiring registers. In the first year of operation, the system took 72,000 applications for state jobs from 31,000 people.

The Unemployment Insurance Internet Claims System, the Job Seeker Registration System, and the State's Human Resource System have each received Information Technology Achievement awards from Idaho's Information Technology Resource Management Council. The UI Internet Claims System was also recognized by the National Association of State Workforce Agencies.

In mid-2004, ICL further enhanced its business services when it rolled out a new Employer Job Entry (EJoE) system that allows employers to write, enter and manage their own job listings. Employers control how the job seekers contact them from the job posting. Through the system, they can also review lists of candidates who have inquired about a job listing and screen applicant profiles and resumes. Self-posting is optional and Employment Consultants in the local office are available to help businesses, as needed, to write good job descriptions and/or navigate the system. This system has been received very positively in the short period since its launch.

More recently, in response to the medical community's special need to recruit employees, Commerce and Labor used its technological expertise to develop customized electronic job listing/resume posting systems for the Idaho Hospital Association. The customized job bank provides a simple process for member businesses to post their jobs and for job seekers to post their resumes.

Many businesses probably view Unemployment Insurance more as a tax requirement than a service provided for their benefit. However, the program requires extensive interaction between the agency and individual businesses, and each contact provides a service opportunity that can affect the general relationship between ICL and the business. Over the years, the Department of Labor used both technology and the human touch to improve its customer relationship. As noted previously, employers were recently provided the option to report wages and file taxes through IdahoWorks. On the more human side, and as a means to improve decisions for UI eligibility, local office staff now telephone employers directly to obtain information related to employee separation thus achieving better response and better decisions. At the same time, extensive document imaging (becoming paperless) provides the agency with more opportunities to conduct quality control reviews of records. The agency strives to be "number one" in the quality of its UI decisions, as that helps build the confidence and support of business in the overall agency.

Labor market information is another customer service that has helped workers and business benefit significantly from the agency's commitment to technology. Idaho's Labor Market Information (iLMI) website helps businesses make decisions that may be related to a wide variety of issues including availability of skilled workers, pay and benefits by occupations, economic profile of the state and counties, area demographics, industry growth and composition, and number of workers by occupation. During PY 2003, the iLMI website experienced 117,525 visits comprising well over 1,100,000 hits. Customer interest in iLMI is continuing to grow. The agency conducts continuous analysis of website usage as well as customer feedback to keep the site up-to-date with data, reports, and publications that are in demand.

*B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).*

The funds have been primarily used to support systems necessary for operation of the One Stop system with limited funding available for discretionary activities. Priority for PY'05 will be to fund mandatory activities and commitments made for high growth projects initiated in 04 and designed to continue into PY'05. Attachment 16 reflects plans for use of Statewide funds.

*C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192.)*

*Eligible Provider List:*

As noted earlier in this Plan under Section V. Item J., the State of Idaho is seeking an extension of its current waiver on the Time Limit of the Period of Initial Eligibility for Training Providers. An extension of this provision will assist the State in the continuation and development its workforce investment system in a variety of ways.

The state's training providers have expressed strong concerns with the implementation of subsequent eligibility requirements. By continuing the waiver extension, Idaho can be assured of maintaining a comprehensive eligible training provider list, allowing program participants the opportunity to select their choice of providers. The State is committed to delivering quality employment and training programs under

WIA, which can only be provided by allowing participants to choose from a plethora of eligible training providers and their programs, which is currently available on the State's ETP list. However, it is very likely that if the waiver is not extended, 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.

*D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.*

*1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)*

Idaho currently utilizes the 17 WIA core measures and will adjust those to incorporate the Common Measures to track performance within the system. The State also utilizes a system of interim indicators to provide a base for oversight and continuous improvement at the regional and service provider level. While these are not formal "measures", they are critical to the state's achievement of the formal measures since they can be used on a real time basis to test progress or identify potential issues. The State has followed USDOL guidance in establishing performance goals for each of the 17 core measures, some of which have been amended to include Common Measures. The State has developed a database for the 17 WIA core measures in accordance with federal guidance and is in development of the same for the Common Measures. The current database reflects past State and area-level performance and be used as the primary basis for negotiations with the USDOL for determining proposed levels of performance for these measures. The 17 measures and performance levels are attached (see Attachment 11).

In developing the performance expectations, the State has considered factors such as economic conditions, the characteristics of participants and the services to be provided. However, the State has also committed to working closely with the local areas in identifying significant changes in the factors used to develop performance levels and negotiating the appropriate revisions at both the federal and local levels.

Idaho has always believed that it is critical to closely monitor the appropriateness of the core 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 has always closely monitored 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.

Also, as part of an overall effort to determine the performance and progress of the state's workforce development system, the State 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. The State plans to consider the Integrated Performance Information project sponsored by the National Governors' Association as a potential option for establishing system measures.

*2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§ 111(d)(2), 112(b)(3) and 136(b)(2)(C).)*

The state routinely monitors services under Title I, Wagner-Peyser and VETS to track all mandated priority groups. Tracking is available through the state's IdahoWorks management information systems. In WIA Title I, the MIS allows for tracking of enrollments and outcome 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—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 tracking is done for 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.

The Wagner-Peyser Management Information Report tracks services to veterans, MSFWs and individuals with disabilities. This is also available as an on-line report.

*3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?*

As indicated above, 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. Other measures may be utilized to enhance outcomes in working with the system's business customers. Local Workforce Investment Boards may set other benchmarks in areas such as market penetration, fill rate of job orders, and repeat use of system services.

*4. Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§ 112(b)(8)(B).)*

Idaho will operate a statewide management information system and financial payment system. All WIA Adult, Dislocated Worker and Youth service providers will use these automated systems. These systems offer capability to closely monitor and manage Individual Training Accounts usage. The automated MIS and financial system will allow for ongoing reporting on amount of expenditures by each training provider. This system will help ensure that payment and tracking methods are easily accessible at the local level and will encourage the utilization of ITAs. The statewide systems will also help ensure quality performance reporting.

Continuous improvement endeavors require access to performance data as well as customer satisfaction information. Idaho's WIA MIS Internet system provides the online user with a number of ad hoc reporting options ~ demographic/programmatic/accounting data related to active participants or completers; data collected during follow-up; required federal reports, including performance data based on quarterly wage records. Ad hoc reporting allows the user to access data at all levels ~ State, local area, service provider, or participant. Customer satisfaction survey response data is also housed within the WIA MIS, and can be viewed using the reporting system.

Idaho is committed to obtaining customer input on service delivery and increasing customer satisfaction. All programs are encouraged to utilize a wide variety of methods to obtain customer feedback ranging from simply listening to customers to formal surveys.

The local Workforce Investment Boards and Department of Commerce and Labor obtain employer feedback through ICL Employer Committees, Small Business Information Fairs, employer input surveys and focus groups. For example, when the Department established Employer Resource Centers in each of the offices, 200 employers were surveyed to identify the resources they would find the most useful. Based on this feedback, informational materials have been developed and are available in printed version or on the Department's web site.

The Department also conducts employer surveys to determine satisfaction with placement services. The surveys are contracted to a third party and are statistically valid for each local office. The current statewide survey effort includes the three WIA employer satisfaction question and rating scale. Based on previous survey results, the Department provided guidance to staff on how to improve applicant screening techniques. Also, a new job match system is being developed that will provide frontline staff with a better tool for identifying the most appropriate job seeker to fill the employer's job opening.

The Department also utilizes a variety of methods to obtain job seeker input. These methods include surveys, comment cards, direct feedback, Labor/Management Committees and Internet e-mail. The *Idaho Works* system also includes an automated user friendly survey that measures satisfaction with local office staff, services, self-registration process, the job search system and resource center services. Through the Internet e-mail customers have access to the Director, management staff and program experts. Recent comments received through this dynamic system have lead to improvements in the menu selections for accessing job order information and in the process for receiving applications for State employment.

The statewide WIA management information system will provide the capability of analyzing the WIA customer satisfaction surveys by participant groups. The WIA customer satisfaction survey will be enhanced to include employment related feedback. This will greatly increase the usefulness of the data for continuous improvement efforts. The statewide management information system allows broad local access to this information.

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 in the WRIS system, both providing and accessing data nationally. Agreements are also in place with the state's education system, 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.

*5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)*

The State Board have assigned key state agencies the responsibility for developing system measures to test the overall effectiveness of the workforce system. These are described in section X.D.1.

*6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations?*

*How will the Boards use the review process to reinforce the strategic direction of the system?  
(§§111(d)(2), 112(b)(1), and 112(b)(3).)*

The State and local Workforce Investment Boards have been involved in an ongoing evaluation of program performance. The State's WIA management information system (WIA MIS) and the WIA customer satisfaction surveys will be the primary tools used to measure performance. The State's Incentive and Sanction policies will be based on the seventeen WIA core performance measures.

The State and the local Workforce Investment Boards review performance on at least a quarterly basis. State staff is involved in the technical assistance efforts to improve service delivery. State staff and local Workforce Investment Board staff meet regularly with service providers to assess opportunities for service improvements including program collaboration efforts and cross training of frontline staff. Possible sanctions range from modifying service provider contracts to reductions of funding or terminations of contracts.

The State and local performance system is based on a commitment to ongoing capacity building and the creation of a continuously improving quality delivery system. The State will utilize the WIA 15% resources to finance consultants, training conferences, or other activities to build the capacity of the workforce investment system. Local service providers will be polled to determine specific needs for training and assistance and will be included in determining the specific use of the funds. The State will also direct capacity building and technical assistance to those areas that are failing to meet performance standards. Capacity building efforts will be closely coordinated with the USDOL's technical assistance activities.

As funding allows, the State will allocate a portion of the WIA State-level budget to local areas as incentive funds to reward exemplary local experience. During PY'05, performance incentives may not be awarded for performance during PY'04.

During PY'06, funding for incentives will be made available with an amount to be determined by the Workforce Council after considering other needs for the declining pool of state 15% funds. During its most recent meeting, the State Workforce Development Council approved a new process for determining local eligibility for incentive funds. The formula requires an overall demonstration of good performance by stipulating that only those local areas achieving a minimum of 80% of the negotiated benchmark on at least 15 of the 17 measures would be eligible for incentive funds. The incentive pool would be divided into 17 equal portions, each tied to a specific performance measure. Eligible regions that meet or exceed each measure would divide the pool attached to that measure equally. This process helps to ensure that regions are recognized for achievements made in those areas in which they excelled and penalized only for those measures in which they failed to achieve the standard. It also affords each region increased access to at least some portion of the incentive funds available to that region. By incentivizing acceptable performance both in the aggregate and on each individual measure, the state's prospects for meeting federal requirements for program grouping performance would be enhanced; there is, however, still some concern that the state could miss program grouping standards if multiple regions performed poorly on the same measures. Despite this concern, Idaho's historical performance shows that possibility to be highly unlikely.

Idaho's sanction policies will apply to those areas that fail to achieve the performance levels noted above. Levels will be established for each separate program, as well as the customer satisfaction. The lowest acceptable level (*lower limit*) will be calculated as 80% of the local areas negotiated level. Local areas must attain 80% of the targeted performance level on each measure for performance to be determined acceptable. For the first year, a local area will be required to submit a performance improvement plan addressing the areas of underperformance. The Idaho Department of Commerce and Labor will provide technical assistance to the area in developing the plan. If a local area has unacceptable performance for two consecutive years, the Governor will take corrective action. The corrective action may include prohibiting the use of particular service providers or One Stop partners that have been identified as achieving poor levels of performance, or require other appropriate measures designed to improve performance of the local area. Appeal processes will be available in accordance with federal law and regulations.

*7. What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

Idaho manages a statewide management information and financial payment system that is utilized by all WIA Adult, Youth, and Dislocated Worker service providers. Commerce and Labor Information Systems staff have already begun to collect younger youth wages, both 1<sup>st</sup> quarter after exit wages for the Placement in Employment or Education common measure, as well as 2<sup>nd</sup> quarter post exit wages for the Employment Retention Rate common measure. Every effort will be made to collect data necessary to calculate performance under the youth Literacy and Numeracy Gains common measure by July 1, 2005. However, it certainly will be in place by the following program year. Additionally, State staff has regular meetings to discuss progress for collection of data necessary to meet Common Measures guidelines. The data we are not yet collecting, however, are very minimal. Idaho fully expects to be collecting all elements necessary to meet the requirements of Common Measures by July 1, 2005.

*8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the State will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their Statewide performance goals. (§§112(b)(3) and 136.)*

Idaho's planned performance measures are in Attachment 11. These measures cover PY 2005 and PY 2006.

The planned performance levels were derived by considering the state's historical performance, the measure's definition and numerical components, and, finally, negotiations with the US Dept. of Labor, Employment and Training Administration (ETA). The numerical value of each performance measure included on the Attachment 11 table are the "median value" of actual performance for Program Years 2001 through (forecasted) 2004, as calculated by ETA.

There is one exogenous factor that might have an impact on the WIA performance measures and their application to Idaho. The significant decrease in funding availability might mean significant changes in the number of participants, the program activity mix, and the number of exiters. This in turn could change the relative importance of the percentage formula calculation's numerator and/or denominator especially if the values are low. This change lessens the importance of the historical record when the participant population was larger and a small numerical change in the numerator or denominator did not have such a profound effect.

Are Idaho's performance measure goals reasonable? Do they represent a high performing system? How do Idaho's measurable goals compare with other states? These are some of the questions that frame the state's negotiations with its Federal partner, ETA. ETA prepared an analysis of states' performance outcomes and compiled various comparative tables and rankings. According to those tables, Idaho's planned performance measures are distributed as shown in Table X.1.

TABLE X.1

Idaho in Distribution of Performance Outcomes by All States*		
Top 10% of States	Top 25% of States	Top 50% of States
<b>Adult Programs</b>		
1. Entered Employment Rate		
2. Employment Retention Rate @ Six Months		
3. Average Earnings Change in Six Months		
4. Employment and Credential Rate		
<b>Dislocated Worker Program</b>		
5. Entered Employment Rate		
		6. Employment Retention Rate @ Six Months
		7. Earnings Replacement Rate in Six Months
	8. Employment and Credential Rate	
<b>Older Youth (aged 19-21)</b>		
9. Entered Employment Rate		
10. Employment Retention Rate @ Six Months		
		11. Average Earnings Change in Six Months
	12. Credential Rate	
<b>Younger Youth (aged 14-18)</b>		
	13. Skill Attainment Rate	
	14. Diploma or Equivalent Attainment	
15. Retention Rate		
<b>Customer Satisfaction</b>		
	16. Participant customer satisfaction	
17. Employer customer satisfaction		
Bottom 50% of States: No Idaho proposed outcomes fall in this range.		
*Distribution per the US Employment and Training Administration		

Three outcomes are proposed that fall below the top 25 percent of the states.

1) Idaho proposes a goal of 89 percent for the *dislocated worker employment retention rate at six months*. The 89 percent employment retention rate falls at the 65<sup>th</sup> percentile in the distribution of rates achieved by states. Idaho considers this rate to be reasonable in that there is not much distinction in performance between higher ranking states than Idaho. The average dislocated worker employment retention rate for the top ten percent of the states is 92 percent; for the top 25 percent of states, 91 percent; and for the top half of the states, 88 percent. In other words, there is a distribution bunching at the high end of the scale.

Idaho considers its proposed rate to be reasonable and should be accepted by ETA.

2) Idaho is in the 50<sup>th</sup> percentile of states for the measures of *earnings replacement in six months for dislocated workers* and for *average earnings change in six months for older youth*

One-half of the states experienced a dislocated workers earnings replacement rate of less than 100 percent. This has been Idaho's experience throughout WIA and is due to the fact that so many of Idaho dislocated workers have lost jobs in declining industries and most of these jobs were high-paying ones in the mining, wood products industries, chemical and other durable goods manufacturing, food processing, railroads, and, more recently, electronics and federal government. Comparable replacement jobs are in short supply in these industries and the *Service-Providing Industries* do not pay as much.

Compounding the lower replacement wage rate is the factor that also is the main reason Idaho's average earnings change in six months for older youth is low: Idaho is a relative low wage state. The state's minimum wage is the federal minimum wage. A high population growth rate does not always translate into higher wage rates even though the number of jobs will increase (the labor supply/demand ratio is not distorted by the growth). Manufacturing is a small percentage of the total number of jobs. Finally, there still is considerable seasonality associated with Idaho's agricultural and natural resources industries.

TABLE X.2

Average Weekly Wage--Covered Employment, All Industries, All Establishments							Idaho as a % of US An Avg	Percent Change
Idaho								
Year	Qtr1	Qtr2	Qtr3	Qtr4	Annual			
2001	526	524	527	558	534	76.6		
2002	534	527	536	569	542	76.7	1.50	
2003	540	538	547	580	551	75.9	1.66	
2004	552(P)	555(P)	569(P)					
United States								
Year	Qtr1	Qtr2	Qtr3	Qtr4	Annual			
2001	716	675	668	727	697			
2002	718	687	683	740	707		1.43	
2003	730	702	705	768	726		2.69	
2004	758(P)	724(P)	733(P)					

Source: US Bureau of Labor Statistics

Table X.2 compares Idaho's average weekly wage to the nation's. Idaho's average weekly wage is barely three-fourths that of the nation. Between 2002 and 2003, the percentage increase in Idaho's annual average weekly wage a full percent less than the nations and the state's dollar increase was \$9 compared to \$19 for the nation.

There are not any existing reasons that would suddenly increase Idaho's average pay status relative to the nation. Therefore, Idaho considers is proposed performance measures to be reasonable and should be accepted by ETA.

The Idaho Workforce Development Council established a performance incentive award system that encourages the area and local program delivery system. Areas meeting the incentive award criteria have received additional program funds from the state set-aside funds. This incentive award system will be reviewed by the State Workforce Development Council during the transition year. It will be recommended that a system be instituted that reflects the new WIA structure.

*E. Administrative Provisions*

- 1. Provide a description of the appeals process referred to in §116(a)(5)(m).*

The State's appeal process may be found in Section VIII.A.3. of this plan.

- 2. Describe the steps taken by the State to ensure compliance with the nondiscrimination requirements outlined in §188.*

State policy requires all one stop partners to make services available in a manner that complies with Section 188. The State provides information and support to local programs to ensure they are familiar with non-discrimination requirements. Details of these requirements can be found in the state's Methods of Administration at <http://cl.idaho.gov/wia1/moa2003.pdf>