



STATE OF IDAHO

STRATEGIC FIVE-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

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Attachments

1	WDC Vision, Mission and Goals
2	Idaho Workforce Development System Organization Chart
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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

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).)

The plan relies extensively on policy and strategic planning decisions made during the past six years which benefited from extensive input and discussion over time. The major policy change and subject of most comments centers on the proposal to restructure the workforce system. Governor Kempthorne was alerted to the substantial loss of funding within days after learning that the funding would drop to the lowest levels in 30 years. Governor Kempthorne requested Idaho Commerce and Labor to develop a proposal for his consideration that would maintain services to the individuals and businesses the WIA was intended to serve. On April 15th, the proposal was introduced when calls were placed to the chairs of existing local elected official organizations, their WIB chairs, and their staff. At the Governor's request, the Chair of the Workforce Development Council provided more detailed information about the proposal in a follow up letter dated April 18th. The following details opportunities to provide input and participate in the development of the plan and timelines related to plan development.

Regional Meetings to Discuss the Proposal

April 21 – WorkSOURCE – attended by approximately 40 board members, elected officials and staff

April 28 – East Central Idaho Works Board – attended by approximately 45 individuals, full board and staff including local elected officials

May 9 – North Idaho and North Central Idaho Works – full board from North Idaho and about 8 from North Central for a total of 65 including local elected officials, board members and legislators

May 10 – Region IV – full board and staff – approximately 45

May 12 – SEICOG – full board and staff – approximately 40

May 19 – WorkSOURCE board meeting- – approximately 15 in attendance

May 24 – Boise Chamber of Commerce, Education and Workforce Committee approximately 35

State Plan Activities

The draft plan was published by posting on the ICL home page on May 5th with notice provided to the Workforce Council, local WIB staff, and interested parties. Legal notices were published in six regional daily papers soliciting comments. A news release was also issued to explain the proposal and invite input. The plan was the nearly exclusive subject of the May 11, 2005 meeting of the Workforce Development Council where all current Workforce Development Areas provided testimony advocating for their redesignation and against a restructuring. The restructuring proposals were thoroughly discussed. It should be noted that the council meeting and regional meetings were attended by the broad spectrum of individuals engaged in workforce, education, economic development, business and labor. Comments on the plan were accepted until May 23rd resulting in more than 80 individual comments.

We believe this demonstrates broad and extensive consultation and participation during an abbreviated planning cycle.

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).))*

a. Approximately 81 comments were received from State Legislators, local elected officials, WIB members and other interested parties regarding Idaho's Two-Year Workforce Investment Plan. The predominant comments voiced opposition to Governor Kempthorne's proposal to restructure the Workforce System into two workforce areas operating under a statewide planning region and lack of local public input into this proposal. Some offered support for the local alternative state plan developed by staff of five workforce areas with a continued focus on supporting the existing structure without addressing other specifics in the alternative plan.

Response: The state plan reflects the Governor's decision to create two workforce areas operating under a statewide planning region. While the state concurs that a compressed timeframe was in place, we do not concur that no consultation or meaningful comments were made. The process used to involve the Governor, Workforce Development Council, public and other interested parties in the development of the State plan is described above and demonstrates substantial opportunity for input in spite of short timelines. Further evidence of this broad input is substantiated by the submission of an alternative draft plan by local workforce area staff, developed and offered as an alternative to the state's plan. This is addressed separately below.

b. Veterans Priority: One comment was received requesting technical changes to language regarding services to Veterans.

Response: These recommendations were adopted in the final plan.

c. Comments via Local Alternative State Plan.

The staff to the Local Workforce Boards wrote an alternative to the State's plan. This was accepted as a comment to the State's plan. Three workforce areas also submitted separate comments, focusing on a perceived lack of opportunity for comment as discussed above and topics listed below in the alternative plan. The primary comments derived from this alternative plan, and status follow:

1. **Local Alternative Plan:** All references to the restructuring were removed in the alternative plan. Local areas commenting separately expressed support for maintaining the status quo for local board participation and the Workforce Development Council. They cited a bill pending in the Senate as requiring mandatory designation of all six areas.

Response: The plan is developed under current law and includes the Governor's decision to create two workforce areas operating under a statewide planning region. No local areas in Idaho qualify for mandatory designation. Local boards may continue without WIA financial support or administrative responsibility for WIA. Additional opportunities will be created through expansion of the Council and an exploration of alternatives to maximize local input.

2. **Local Alternative Plan:** Eliminates the request for a waiver to apply 20 CFR 661.300(f), which permits a state board to carry out the roles of a local board in a single local area to a statewide regional planning area. The local areas also questioned the state's authority to seek this waiver, the legality and the process.

Response: The State believes the waiver request is appropriate and the state plan includes the request for a waiver to apply 20 CFR 661.300(f) to a single statewide planning region. The comments do not appropriately characterize the nature of the waiver. The waiver has been approved before and is consistent with current law. The State believes that substantial consultation occurred.

3. **Local Alternative Plan:** The local alternative would not consider expansion of comprehensive One Stop services beyond the current six centers, but would call for expansion of hours in the one stop centers and renegotiation of MOUs in one region.
Response: The state plan reflects Governor Kempthorne's commitment to bringing services to the rural areas of the state. The plan continues to reflect proposals to explore the one stop policy framework, renegotiation of MOUs statewide and opportunities for expansion of services via the 24 Commerce and Labor offices.
4. **Local Alternative Plan:** Proposes to achieve cost savings by returning approximately \$170,000 in unspent incentive funds made available during PY'04 and by achieving unspecified savings through streamlining service delivery. Local comments question the validity of the \$1.3 million and the opportunity to serve additional customers if this is diverted from local WIB staff.
Response: The state plan continues to reflect the \$1.3 million savings that would be achieved via elimination of support for local staffing organizations. This is simply the amount of funds reported as spent during PY'2003 for board staff less any funds for incentives or NEGs. If WIBs continued to be funded at current levels, the result would be that \$1.3 million less would be available for serving participants.
5. **Local Alternative Plan:** Specific comments were made reflecting that ITAs will be in high growth industries.
Response: These were accepted without limiting the goal for maximizing customer choice.
6. **Local Alternative Plan:** Opposed non-competitive options for selecting service providers.
Response: These remain unchanged to allow state agency participation in the system. This is consistent with WIA policy since inception. It should be noted that local areas have consistently used non-competitive options in selecting adult and dislocated worker providers.
7. **Local Alternative Plan:** Proposes that training and training management systems made available to ICL staff be made available to all providers.
Response: This section has not changed as it was intended to reflect ICL capacity and includes references that ICL routinely offers training to staff of other organizations when it is designed or purchased for the broader audience.
8. **Local Alternative Plan:** Proposes elimination of employer identified education services made available through ICL employer committees.
Response: The state plan remains unchanged. ICL will continue to respond to request for education seminars made by its employer committees using appropriate providers.
9. **Local Alternative Plan:** The local alternative plan proposes changes to the Wagner-Peyser sections of the plan by proposing consideration of locally developed measures and providing services by other than ICL.
Response: This section was not changed. Measures are being considered on a statewide basis. ICL makes many of its WP services available via Internet to the public and other one stop providers but some services will only be performed by ICL merit staff as required by current law.

EXECUTIVE SUMMARY

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

The initial two years of Idaho's WIA Strategic Plan 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 21st 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 Governor Kempthorne's proposal to move toward a single statewide area with the expiration of the designation of the six existing areas on June 30, 2005. With funding at its lowest level in more than three decades, maintenance of this system is no longer a viable option. Until regulatory barriers are removed, the Governor is proposing designation of two areas that will operate cooperatively as a single state planning region. The planned structure will be comprised of five former workforce areas and a special region designated as the east-central Idaho planning region.
- The plan articulates the financial efficiencies of a single statewide planning structure and ensures increased services to business and job seekers in the face of the severe federal budget cuts by establishing a goal of spending 50 percent of WIA Adult and Dislocated Worker local funds for direct training and support of businesses and participants.
- Requests a waiver to apply 20 CFR 661.300(f), which permits a state board to carry out the roles of a local board in a single local area to a statewide regional planning area.
- 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.
- 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 One Stop Centers from six to 24 communities across the state. The council will re-examine the policy framework and negotiate new agreements among one-stop partners during PY'05.
- Provides an opportunity for the Workforce Development Council, working in concert with the Governor's Coordinating Council on Families and Children, to redesign youth programs, taking fuller advantage of opportunities for leveraging funds among organizations serving youth.

- Authorizes the state to rely upon, to the extent possible, approved WIB plans to direct activities during PY'05. The plan ensures seamless service delivery during the transition to a statewide system by stipulating that, where possible, policies and program decisions reflected in local WIA plans will be utilized in PY'05, except where listed in this plan. The Idaho Workforce Development Council will review local policies for modification during PY'05 as it functions as the statewide WIB and assumes responsibilities previously held by WIBs.

- 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 and reviewed by the state council in PY'05 to adapt to a statewide structure include:
 - Transfer authority between Adult and Dislocated Workers.
 - Policies regarding Individual Training Accounts.
 - Administrative policies.
 - Program policies.
 - Monitoring requirements.
 - Participant eligibility.
 - The one-stop policy framework.

- Outlines use of Governor's 15 percent state Funds:
 - Maintains existing strategies for use of funds except that:
 - During transition year PY'05, \$100,000 will be awarded to recognize efficiencies created through participation in the Idaho Workforce Consortium. Incentive funds for performance in PY'04 will 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.
 - Additional assistance to local areas with high concentrations of eligible youth for PY'05 is reduced to \$100,000 pending availability of carry-over.
 - 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.
 - 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. With this plan, the vision will be more fully realized through the designation of the state's 24 Commerce and Labor offices as One Stop Centers bringing the services to locations throughout the state. While this will ensure 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. Eliminate Duplicative Administrative Systems and Maximize Opportunities for Training.** Governor Kempthorne plans to move toward creation of a single workforce area when regulations permit. In the interim, the Governor will name two workforce areas within the state designed to function as a single state area. Throughout this document, the reference to a single state area will be maintained. As the six regional areas are consolidated into a new single statewide area planning structure, the state will reduce overhead costs from 14 percent to less than 3 percent, a reduction of more than \$1.3 million now spent to support the six-region structure. This efficiency maximizes 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.** The new statewide regional planning structure will enhance efforts to transform the system into a demand-driven system by further integrating economic development activities into the one stop system. The 24 Commerce and Labor offices across the state will serve as the state's One Stop Centers and will incorporate the full range of economic and community development services in their offerings. The priority for 2005 will be to ensure that all 24 offices have the training and support necessary to 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 One Stop system will be enhanced by expanding the number of *IdahoWorks* One Stop Centers from six to twenty-four, broadening the reach to Idaho's citizens and business customers in our urban and rural areas. As indicated above, the focus in year one will be on building the capacity of these centers to offer economic and community development

services. During 2005, the Governor's Workforce Development Council 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.** The statewide delivery structure also affords an opportunity for the Workforce Development Council, working in concert with the Governor's Coordinating Council for Families and Children, to redesign youth programs, taking fuller advantage of opportunities for leveraging funds among organizations serving youth. During PY'2005, the State will, to the extent possible, honor the commitments made by the six local boards. 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.
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. Finally, the new statewide structure will strengthen administrative oversight and accountability processes. Administrative deficiencies have resulted in substantial disallowed costs in Idaho's largest Workforce Investment Area. The new strengthened administrative structure will assist Idaho in avoiding future disallowed costs and thus will further enable the redirection of funds from service provider and administration to direct participant training and support.
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.** The state 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.

Idaho Commerce and Labor (ICL) oversees WIA, 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.

With the transition to a single state planning area, the Council will be expanded to incorporate additional private sector members to ensure a business majority and increase the representation of key industries. While this is in keeping with the Governor's Executive Order, it will spread the geographic representation and also increase the representation of labor and education. During the first quarter of PY'05, the Council will develop recommendations for forming a Youth Council, either as an independent arm of the Workforce Development Council or as a committee that functions collaboratively under the joint direction of the Council and the Governor's Coordination Council for Families and Children.

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. The Council will be reviewing its organization during the first quarter to identify committees necessary for effective oversight of the "local" WIA functions.

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. Under this plan,

the twenty-four Commerce and Labor offices will become full service one stop centers with a comprehensive array of workforce, economic development and community development services. 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.

As part of the Policy Academy process, the State initiated a broad survey of all workforce programs and funds available in the state. The purpose of the study was to establish the base for further collaborative efforts. The study is currently being updated and will inform the Council's planning process during PY'05. The study includes a wide range of topics from funding and planning cycles, to performance measures, services and service locations among others. This will help to identify further barriers and opportunities as the state attempts next steps in the planning process. The Policy Academy report identifies a number of action items intended to address issues in the state such as access to educational services, improved labor market information and processes for expanding awareness of system services,

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).)*

The communications between the State and Local level will change with the shift to a single state approach. 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 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 cross-agency 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 local and regional agencies that provide youth services to targeted populations have 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 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 1.4 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 when creating any statewide system. 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
1999-2004

	1999	2000	2001	2002	2003	2004	Percent Change From	
							2003-2004	1999-2004
POPULATION*	1,275,674	1,299,610	1,321,585	1,343,124	1,367,034	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
LABOR FORCE BY PLACE OF RESIDENCE	1999*	2000*	2001	2002	2003	2004*		
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		
NONFARM PAYROLL JOBS								
Idaho Employment	538,148	558,588	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
IDAHO AGRICULTURE EMPLOYMENT	34,496	34,417	34,088	35,331	40,382	41,182	2.0	19.4
UI DATA - All Programs								
Weeks Paid	554,334	536,562	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	46,422	46,601	48,323	43,675	-9.6	-1.4
INCOME*							2003-2004	1999-2004
Total Personal Income (thousands of dollars)	\$29,068,140	\$31,289,782	\$33,053,997	\$34,381,128	\$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
U.S. Consumer Price Index (All Items 1985-1984)								
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 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	PERCENT OF	NUMERIC	PERCENT
	EMPLOYMENT 2005	TOTAL EMPLOYMENT	CHANGE 00 - 04	CHANGE 00 - 04
Nonfarm Payroll Jobs - NAICS	587,081	100.0	28,493	5.1
Goods Producing	105,084	17.9	(6,772)	-6.1
Natural Resources	3,970	0.7	(683)	-14.7
Logging	2,041	0.3	(266)	-11.5
Mining	1,928	0.3	(417)	-17.8
Metal Ore Mining	591	0.1	(526)	-47.1
Construction	39,670	6.8	3,177	8.7
Manufacturing	61,444	10.5	(9,265)	-13.1
Durable Goods	38,488	6.6	(6,592)	-14.6
Wood Product Manufacturing	7,261	1.2	(1,978)	-21.4
Sawmills & Wood Preservation	2,793	0.5	(1,018)	-26.7
Veneer & Engineered Wood Products	1,309	0.2	(481)	-26.9
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	(123)	-1.9
Nondurable Goods	22,956	3.9	(2,673)	-10.4
Food Manufacturing	14,802	2.5	(1,862)	-11.2
Fruit & Vegetable Preserving & Specialty Food	7,223	1.2	(1,832)	-20.2
Paper Manufacturing	1,600	0.3	(146)	-8.3
Printing and Related Support Activities	1,933	0.3	(407)	-17.4
Chemical Manufacturing	1,874	0.3	(463)	-19.8
Other Nondurable Goods	2,747	0.5	204	8.0
Service-Providing	481,997	82.1	35,265	7.9
Trade, Transportation, and Utilities	117,761	20.1	(1,834)	-1.5
Trade	98,834	16.8	(1,355)	-1.4
Wholesale Trade	25,358	4.3	(356)	-1.4
Wholesalers, Durable Goods	11,665	2.0	(30)	-0.3
Wholesalers, Nondurable Goods	11,365	1.9	(931)	-7.6
Retail Trade	73,476	12.5	(999)	-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	15,299	2.6	2,269	17.4
Transportation, Warehousing, & Utilities	18,926	3.2	(480)	-2.5
Utilities	1,868	0.3	(668)	-26.3
Transportation & Warehousing	17,058	2.9	188	1.1
Rail Transportation	1,126	0.2	(327)	-22.5
Truck Transportation	8,527	1.5	(32)	-0.4
Information	9,865	1.7	2	0.0
Telecommunications	3,751	0.6	249	7.1
Financial Activities	27,867	4.7	2,711	10.8
Finance & Insurance	20,431	3.5	1,779	9.5
Real Estate & Rental & Leasing	7,436	1.3	932	14.3
Professional and Business Services	73,228	12.5	12,579	20.7
Professional, Scientific, & Technical	29,435	5.0	2,021	7.4
Scientific Research and Development	7,307	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	35,291	6.0	6,533	22.7
Educational and Health Services	65,115	11.1	12,090	22.8
Educational Services	7,427	1.3	1,948	35.6
Health Care & Social Assistance	57,688	9.8	10,142	21.3
Hospitals	13,168	2.2	1,489	12.8
Leisure and Hospitality	55,566	9.5	2,982	5.7
Arts, Entertainment, & Recreation	7,583	1.3	958	14.5
Accommodation & Food Services	47,984	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	19.5	6,079	5.6
Federal Government	13,277	2.3	(226)	-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	15,186	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
Totals and Subtotals might not add due to averaging and rounding

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.

Table B.1. presents Idaho's long-term projections of employment by industry. A summary of significant factors influencing these projections follows:

Table B.1: EMPLOYMENT BY INDUSTRY, 2002 - 20012

Industry	2002	2012	# Change	% Change
Total*	550,204	701,377	151,173	27.5
21 - Mining	1,717	1,711	(6)	-0.3
22 - Utilities	1,923	1,954	31	1.6
23 - Construction	36,468	52,268	15,800	43.3
31 - Manufacturing	17,399	16,424	(975)	-5.6
32 - Manufacturing	16,152	16,730	578	3.6
33 - Manufacturing	31,284	34,477	3,193	10.2
42 - Wholesale Trade	24,941	26,914	1,973	7.9
44 - Retail Trade	47,488	55,042	7,554	15.9
45 - Retail Trade	24,883	31,332	6,449	25.9
48 - Transportation and Warehousing	13,589	16,310	2,721	20.0
49 - Transportation and Warehousing	3,199	4,703	1,504	47.0
51 - Information	9,162	14,566	5,404	59.0
52 - Finance and Insurance	17,418	20,143	2,725	15.6
53 - Real Estate and Rental and Leasing	6,540	8,512	1,972	30.2
54 - Professional, Scientific, and Technical Services	28,466	38,668	10,202	35.8
55 - Management of Companies and Enterprises	7,476	6,870	(606)	-8.1
56 - Administrative and Support and Waste Management and Remediation Services	32,295	51,435	19,140	59.3
61 - Educational Services	47,370	59,262	11,892	25.1
62 - Health Care and Social Assistance	61,197	100,003	38,806	63.4
71 - Arts, Entertainment, and Recreation	7,239	8,786	1,547	21.4
72 - Accommodation and Food Services	46,020	57,277	11,257	24.5
81 - Other Services (except Public Administration)	14,493	16,851	2,358	16.3
921 - Federal Government	13,358	14,955	1,597	12.0
922 - State Government	14,476	16,184	1,708	11.8
923 - Local Government	25,651	30,000	4,349	17.0

*Does not include self employed or unpaid family

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 lay-offs 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.

Considering both industry and occupational employment growth trends, and with a selective eye on the high skilled jobs, the following general groups emerge.

Health Care: Due to increasing population, medical specialization, an aging population, and an emergence of bio-medical research, this grouping has been designated by the Governor as a priority for education, training, and business expansion.

Construction: Again, increased population is the driving force behind the general construction industry. However, building and repair techniques are becoming more technological even for the "lower skilled" framers, truck drivers, and material handlers just to name a few. For infrastructure projects, Idaho's terrain, temperature extremes, and conservation needs pose special challenges to industry workers. Buildings are being made of new materials that require new techniques and knowledge.

Business Management, Services, and Operations: Idaho is a small business state—very small businesses. Ninety-seven percent (97%) of Idaho businesses in 2004 had an average annual employment of *less than fifty*. It is very obvious that these businesses need business leadership and support staff who can maintain profitability and take advantage of growth potential. Increasingly, computer and telecommunication skills are being demanded by the very small employer. The employers are eager to learn new business techniques and engage third parties to help in this regard. Thus the very high growth in the business administrative and support services.

Science and Technology: Idaho's rapid growth since the 1980s has been spurred by the development of high-tech manufacturing. This brought about, in part, tremendous population growth and expansion of the *Service-Providing Industries*. The Governor has determined this priority on science and technology must continue, but expand into other fields such as basic materials and bio-medical research. This should expand the need for technicians of all kinds, instrument and equipment builders, research assistants, and communications specialists.

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
Total, All Occupations	610,643	755,161	144,518	29,113	23.7
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 For	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
Miscl 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	153	23.1

TABLE C.2

**Declining Occupations in Idaho
2002-2012**

Occupational Title	2002 Employ- ment	2012 Employ- ment	Numeric Change	Percent Change
Total, All Occupations	610,643	755,161	144,518	23.67
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	686	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 Rsting, 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, Oprrs, &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 Oprrs & 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

In almost all instances, Idaho's declining or stagnant industries and occupations are due to the gradual decline of mining and the forest products industries, the elimination of smelting, the introduction of labor saving techniques and automation in agriculture and food processing, business consolidations ala the national trend in banking, large retail, and transportation, and just plain obsolescence. Luckily the numbers are relatively small, but, unfortunately, some of the consequences magnify the decline's impact. The best example of this is the decline of logging, sawmills, and associated trucking and construction. This decline has been concentrated in numerous small towns around the state. Recovery has been slow, population and tax bases have gone down, and chronic high unemployment has set in. The Governor has declared rural recovery as a priority, and many economic development and retraining projects have been carried out.

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
Total, All Occupations	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
Miscl 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
Miscl 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 & Spelts, 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	3,282	4,499	178	22.04	Work exp in related occ
First-Line Supvrs/Mgrs of Mechcs, 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, Prcsrs, & Prcsng 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	92	16.01	Moderate-term OJT
Sbstce 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
Excav & Lding 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 Setters	385	633	31	15.32	Long-term OJT
Licsd Practical & Licsd 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
Mtnc & 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
Insptcs, Tstrs, Sorters, Smplrs, & 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

This value assignment reinforces the priority of the same occupational groups and industries discussed throughout this plan. These are:

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

Science and Technology: In addition to the needs of the state's electronics product manufacturing industries need for engineers and physical scientists, computer and telecommunications applications specialists, technicians, and operators will be needed by many businesses. Idaho has embarked on a mission to enhance its bio-medical, food sciences, nuclear research, and natural resource utilization employment base.

Construction: The population boom will continue to increase the demand for workers in the building construction trades. Increasingly, new materials and building methods are being introduced into the work place. The state has initiated a very large highway construction and improvement program that will demand a steady supply of equipment operators, materials technicians, and environmental specialists to cite a few examples.

Business Management and Support: These jobs cut across all industries. Because most business establishments in Idaho have less than fifty employees, business leaders need to be generalists and develop reliance on outside support resources for financial and planning specialists. Almost all businesses will have personnel who are competent with personal computer applications, customization, and troubleshooting.

Educators: More people in the state mean more children to teach and programs to meet the needs of an increasingly diverse population. Idaho's colleges and universities are experiencing record-high enrollments. Already some needed programs in nursing and medical technical jobs cannot be expanded due to lack of instructors. In-state high-tech employers have invested in in-state electrical engineering and related programs and are increasingly looking at the Idaho higher education system for basic research and testing support.

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

Career Cluster	Pathway	Model of Career Clusters					
		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
Ag., Food & Natural Resource	Total	61,973	1,524,655.84	\$24.60	97,427	16,467	20.3
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	Mntn./Operations	29,880	529,433.50	\$17.72	49,376	13,755	38.6
Architecture & Construction	Total	74,600	1,525,204.50	\$20.45	116,191	30,697	35.9
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
Arts, A/V Tech. & Comm.	Total	11,815	206,130.20	\$17.45	17,723	3,929	22.2
Bus. Mgmt. & Admin.	Managment 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	28.0
Bus. Mgmt. & Admin.	Mktg. & Comm.	65,000	980,360.10	\$15.08	81,919	15,132	22.7
Bus. Mgmt. & Admin.	Administrataive & Info. Svs.	40,400	513,425.40	\$12.71	50,451	9,547	23.3
Bus. Mgmt. & Admin.	Total	171,210	3,206,284.10	\$18.73	220,993	40,681	22.6
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
Education & Training	Total	13,710	263,352.60	\$19.21	54,318	10,741	24.6
Finance	Finance & Investment Planning	3,420	100,283.50	\$29.32	4,336	833	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	Insuance Svs.	3,180	99,851.00	\$31.40	4,119	812	24.6
Finance	Total	45,070	965,099.40	\$21.41	57,356	12,774	28.7
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
Govt. and Public Admin.	Total	32,910	1,093,175.20	\$33.22	47,082	8,027	20.6
Health Science	Therapeutic	35,020	688,181.40	\$19.65	52,684	16,573	45.9
Health Science	Diagnositcs	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
Health Science	Total	64,685	1,231,560.60	\$19.04	95,435	27,784	41.1
Hospitality and Tourism	Rests. & Food & Bevrg. 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
Hospitality and Tourism	Total	122,544	2,060,103.86	\$16.81	155,289	28,514	22.5
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
Human Service	Total	47,410	787,414.05	\$16.61	79,494	18,864	31.1
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
Info. Tech.	Total	27,090	702,333.90	\$25.93	36,067	10,625	41.8
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
Law, Public Safety & Security	Total	17,571	350,186.79	\$19.93	22,928	4,609	25.2
Manufacturing	Precision Metal Production	7,270	130,402.50	\$17.94	9,333	1,646	21.4
Manufacturing	Prod. Dsgn., Oper., & Mntn.	20,370	545,148.60	\$26.76	24,596	3,464	16.4
Manufacturing	Electromech. Instl.& Mntn.	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
Manufacturing	Total	39,101	915,719.68	\$23.42	51,248	7,929	18.3
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
Mktg. Sales and Service	Mktg. Comm. & Promotion	3,870	52,218.40	\$13.49	4,426	650	17.2

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
Mktg. Sales and Service	Total	103,500	1,384,572.90	\$13.38	126,689	20,904	19.8
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
Science, Tech., Engrg. & Math	Total	41,996	1,210,542.00	\$28.83	51,490	10,628	26.0
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
Transp., Dist., and Logistics	Total	87,902	1,590,892.53	\$18.10	117,938	21,515	22.3

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 & TECHNOLOGY INITIATIVE

Occupational Title	2002 Employ- ment	2012 Employ- ment	Total Annual Demand	Average Hourly Wage	Education or 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
Engrng Tchrs, Postsec	28	39	2	52,942	Doctoral
Agricultural Scis 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
Eltrncs 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
Miscl 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
Miscl 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
Miscl Physical Scinsts	126	142	5	28.61	Bachelor's
Comp Support Specialists	1,770	2,440	89	17.92	Associate
Civil Engrng Techs	418	482	15	17.50	Associate
Elecal & Electronic Engrng Techs	1,077	1,325	47	21.23	Associate
Electro-Mechanical Techs	326	400	14	22.13	Associate
Environmental Engrng Techs	229	292	11	23.53	Associate
Inds Engrng Techs	140	154	4	17.00	Associate
Mechanical Engrng Techs	216	249	8	22.03	Associate
Drafter, Engrng, & 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	86	106	4		Associate
Environ Sci & Prot Techs, Inc Health	271	394	19		Associate
Forest & Conservation Techs	1,657	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 Instlrs & Rprs, Ex Line Instlrs	1,248	1,480	49	21.67	Postsec voc trng
Avionics Techs	85	98	3	22.55	Postsec voc trng
Elec Motor, Power Tool, & Rel Rprs	190	188	5	18.29	Postsec voc trng
Elecal & Eltrncs Instlrs & Rprs, Trans Equip	319	389	14		Postsec voc trng
Elecal & Eltrncs Rprs, Comrcl & Inds Equip	88	96	3	17.91	Postsec voc trng
First-Line Supvrs/Mgrs of Mechs, Instlrs, & Rprs	2,106	2,511	93	21.84	Work exp in rel occ
First-Line Supvrs/Mgrs of Prdtn & Oprtng 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	669	714	20	13.47	Long-term OJT
Millwrights	502	537	16	19.38	Long-term OJT
Elecal Power-Line Instlrs & Rprs	668	684	23	26.61	Long-term OJT
Telcom Line Instlrs & 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	168	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 Prctnrs	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	50,388	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 Svcs Managers	1,107	1,598	71	29.73	Work exp + BA/BS or +
Misc Life Scientists	416	520	18	25.88	Bachelor's degree
Medical & Public Health Social Wkrs	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 Spclsts & 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	19.46	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, & Atndts	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 co-workers, 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 non-discriminatory 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

People QuickFacts	Idaho	USA
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	25.5
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%
Business QuickFacts	Idaho	USA
Private nonfarm establishments with paid employees, 2001	37,622	7,095,302
Private nonfarm employment, 2001	467,316	115,061,184
Private nonfarm employment, percent change 2000-2001	3.70%	0.90%
Nonemployer establishments, 2000	84,378	16,529,955
Manufacturers shipments, 1997 (\$1000)	16,952,872	3,842,061,405
Retail sales, 1997 (\$1000)	11,649,609	2,460,886,012
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	1,901,247,889
Geography QuickFacts	Idaho	USA
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 Exc. White	Hispanic Exc. White Any Race
698,411	642,166	44,693	11,552
			47,017

LABOR FORCE BY AGE

Total	16 to 19 Yrs	20 to 21 Yrs			
698,411	53,198	32,073			
	22 to 24 Yrs	25 to 29 Yrs	30 to 34 Yrs	35 to 44 Yrs	45 to 54 Yrs
	46,655	74,205	73,335	176,193	153,139
	55 to 59 Yrs	60 to 61 Yrs	62 to 64 Yrs		
	44,987	12,449	12,275		
	65 to 69 Yrs	70 to 75 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.

One way to identify missing critical skills is to look at what sort of skills (occupational) training the WIA system has provided recently. Table H.1. is a list of enrollments in the adult and dislocated worker programs during PY03. The list is limited to accredited occupational training programs in which 10 or more WIA participants were enrolled.

WIA ADULTS & DISLOCATED WORKER ENROLLMENT IN OCCUPATIONAL TRAINING PROGRAM, PY03		
Occupation Title of Training Activity	SOC of Training	Number Trained
NURSING AIDES, ORDERLIES, & ATTENDANTS	31-1012.00	115
TRUCK DRIVERS, HEAVY & TRACTOR-TRAILER	53-3032.00	92
COMPUTER SUPPORT SPECIALISTS	15-1041.00	83
REGISTERED NURSES	29-1111.00	64
LICENSED PRACTICAL & LICENSED VOC. NURSES	29-2061.00	60
MEDICAL ASSISTANTS	31-9092.00	59
MEDICAL SECRETARIES	43-6013.00	56

EXECUTIVE SECRETARIES & ADMIN. ASSISTANTS	43-6011.00	35
BOOKKEEPING, ACCOUNTING, & AUDITING CLERKS	43-3031.00	31
HEATING, AIR COND. & REFRIG. MECHANICS & REPAIRERS	49-9021.00	26
OFFICE CLERKS, GENERAL	43-9061.00	25
ELEMENTARY SCHOOL TEACHERS, EX. SP. ED.	25-2021.00	22
MEDICAL RECORDS & HEALTH INFO. TECHNICIANS	29-2071.00	22
TRACTOR-TRAILOR TRUCK DRIVERS	53-3032.02	22
DENTAL ASSISTANTS	31-9091.00	19
ACCOUNTANTS & AUDITORS	13-2011.00	15
RADIOLOGIC TECHNOLOGISTS	29-2034.01	15
SURGICAL TECHNOLOGISTS	29-2055.00	15
BUS & TRUCK MECHANICS & DIESEL ENGINE SPEC.	49-3031.00	15
SECRETARIES, EXCEPT LEGAL, MEDICAL, & EXECUTIVE	43-6014.00	14
TRUCK DRIVERS, HEAVY	53-3032.01	14
ELECTRONICS ENGINEERING TECHNICIANS	17-3023.01	13
PHARMACY TECHNICIANS	29-2052.00	13
FIRST-LINE SUPERVISORS/MANAGERS OF OFFICE & ADMIN.	43-1011.00	13
POLICE & SHERIFFS PATROL OFFICERS	33-3051.00	12
RECEPTIONISTS & INFORMATION CLERKS	43-4171.00	12
MEDICAL & HEALTH SERVICES MANAGERS	11-9111.00	11
CHILD, FAMILY, & SCHOOL SOCIAL WORKERS	21-1021.00	11
SOCIAL & HUMAN SERVICE ASSISTANTS	21-1093.00	11
SECONDARY SCH. TEACHERS, EXC SPECIAL & VOC. ED	25-2031.00	11
GRAPHIC DESIGNERS	27-1024.00	11
AUTOMOTIVE SERVICE TECHS. & MECHANICS	49-3023.00	11
COMPUTER HARDWARE ENGINEERS	17-2061.00	10
MACHINISTS	51-4041.00	10

For years Idaho has been recognized as a leader in the development of LMI for career information systems, program planning, and labor demand/supply analyses. Most of this work has been in cooperation with other states, BLS, and ETA via state consortia and workgroups involved in the OES, O*NET, and related programs. A recent and very promising development is using the underlying data constructs and calculations of OES and O*NET to identify skill gaps/needs in area workforces.

The Skills Based Employment Projections System was developed as another tool of the Projections Managing Partnership (PMP). This tool generates information on current supply, projected demand, skills gap and replacements for job requirements (knowledge, skills, and generalized work activities) by integrating occupational projections information with the US Department of Labor's Occupational Information Network (O*NET) data.

The system links projected occupations with O*NET occupations and assigns the base and projected employment levels from the former to specific job requirements in the latter. The tool only assigns employment on job requirements that are at least either moderately important or required for the performance of the O*NET occupation.

The system is still in the developmental stages. Additional refinements and job requirements will be added in the future. Idaho anticipates using this tool to meet vital LMI needs in evaluating current skills levels and determining future skills/training requirements.

Table H.2. is a product of this current effort. It matches occupational employment by essential skills and abilities for that occupation. The same matching is done for projected occupational employment. The result is Table H.2. which ranks the critical job skills that will be needed in 2012. Example: A certain standard or level of reading comprehension is required by 249,480 persons in the baseline workforce. By 2012, an additional 11,790 persons will need that same level of reading comprehension. This data reinforces Idaho's strategy of combining "soft skills" training with technical training, and methods of assessing an individual's abilities vis-à-vis the skills demanded.

Table H.2. SKILLS REQUIREMENTS OF CURRENT AND FUTURE JOBS, IDAHO		
Skills	Current 2002 Supply	New 2012 Demand
READING COMPREHENSION	249,480	11,790
ACTIVE LISTENING	233,850	11,090
SPEAKING	203,860	9,830
WRITING	173,100	8,440
CRITICAL THINKING	167,800	8,160
INSTRUCTING	143,890	7,250
ACTIVE LEARNING	154,760	7,430
SOCIAL PERCEPTIVENESS	141,380	7,070
COORDINATION	141,940	6,980
MONITORING	136,100	6,610
LEARNING STRATEGIES	130,150	6,490
TIME MANAGEMENT	128,450	6,240
JUDGEMENT & DECISION MAKING	101,730	5,040
MATHEMATICS	94,760	4,790
PERSUASION	82,870	3,980
COMPLEX PROBLEM IDENTIFICATION	77,490	3,950
SERVICE ORIENTATION	74,570	4,000
MGMT OF PERSONNEL RESOURCES	67,180	2,910
EQUIPMENT SELECTION	45,310	2,280
TROUBLESHOOTING	42,900	2,100
NEGOTIATION	42,360	1,880
MGMT OF FINANCIAL RESOURCES	37,930	1,730
INSTALLATION	34,040	1,740
SYSTEMS EVALUATION	25,150	1,280
MGMT OF MATERIAL RESOURCES	29,660	1,340
EQUIPMENT MAINTENANCE	24,130	1,170
OPERATION ANALYSIS	23,860	1,100
SYSTEMS ANALYSIS	19,200	900
REPAIRING	21,930	980
SCIENCE	19,850	950
QUALITY CONTROL	17,910	810
OPERATION MONITORING	16,100	780
OPERATION AND CONTROL	11,890	630
TECHNOLOGY DESIGN	11,990	550
PROGRAMMING	2,410	110

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:
<http://cl.idaho.gov/wia1/idaho21st.pdf>.
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 multi-cultural 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, expanding from six to twenty-four One Stop Centers that are well located, modern, and professional ("business quality") in appearance. 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 creation of the Department of Commerce and Labor strengthens the workforce and economic development connection through the combination of federal, state and local investments in workforce and economic development. This tie allows for a comprehensive package of services offered to businesses as they relocate or expand. Staff coordinate with state and local education, workforce and economic development providers to ensure 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 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 savings in overhead costs through the shift to a single statewide system;
2. Expanding access to training and services by expanding from six to twenty-four one stop centers;
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 with 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 e³ system 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. 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 and 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

With the planned consolidation of the six regional areas into a new single statewide regional planning area structure, the state will reduce administrative overhead from 14 percent to less than 3 percent, a reduction of more than \$1.3 million now spent to support the six-region structure. This efficiency maximizes 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. Idaho has set a goal of spending 50% of WIA Title IB local adult and dislocated worker 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. Partnerships will be sought, particularly in connection with the career cluster project, to support these consortia in other targeted industries.

While the state will honor individual choice in the ITA process, we will also routinely monitor the use of ITAs in selected occupations to determine whether additional efforts should be directed to critical areas experiencing worker shortages.

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

Idaho Commerce and Labor offices in two areas of the state are currently piloting 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 in the Idaho Workforce Consortium.

- 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. Local efforts also 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 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.

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 organizations. Representatives from most of these agencies and organizations serve on 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 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.
2. Statewide Regional Planning Area—Single Statewide Council

- a. With this plan, the State of Idaho is formally seeking a waiver to apply 20 CFR 661.300(f) which permits a state board to carry-out the roles of a local board in a single local area to a statewide regional planning area. Idaho has experienced a 37 percent drop in funding – more than \$5.6 million – in the last four years. The allocation for the program year beginning in July was cut \$1.8 million. This bleak financial outlook makes change imperative. The shift from six regional areas to a single statewide planning area allows the Governor to address the Administration's strategic priorities and to further reforms envisioned in the Workforce Investment Act. No areas in Idaho qualify for mandatory designation; with the continuing loss of funds, maintenance of this system is no longer a viable option. The Governor has announced his desire to move toward a single state area and will do so through designation of two areas which will enter into a cooperative arrangement to function as a single state area. As described in section VIII.E.1, Governor Kempthorne will require development of a single regional plan for the state. To maximize resources available for service delivery, the state also wishes to use the Workforce Development Council as the local workforce board for this area. This will foster sharing of data and information across regions and ease movement of customers from region to region.
- b. No state or local policies would limit the Governor's authority to require a regional plan or utilize the Workforce Development Council as the local workforce board for the Idaho Workforce Consortium.
- c. The State will achieve the following goals if the waiver is granted:
 - 1) The new single statewide planning structure will reduce overhead from 14 percent to less than 3 percent, a reduction of more than \$1.3 million now spent to support the six-region structure. This efficiency maximizes 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 local Adult and Dislocated Worker funds for direct training and support of businesses and participants, positively impacting achievement of performance goals.
 - 2) The new statewide structure will enhance efforts to transform the system into a demand driven system by further integrating economic development activities into the one stop system. The 24 Commerce and Labor offices across the state will serve as the state's one stop centers and will incorporate the full range of economic and community development services in their offerings. The priority for 2005 will be to ensure that all 24 offices have the training and support to become full service business centers. This recognizes the importance of sharing data and information about new and expanding businesses to build the economy across regions.
 - 3) The One Stop system will be enhanced by expanding the number of IdahoWorks One Stop Centers from six to twenty-four, broadening the reach to Idaho's citizens and business customers in our urban and rural areas. As indicated above, the focus in year one will be on building the capacity of these centers to offer economic and community development services. During 2005, the Governor's Workforce Development Council 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 wider range of services available at the centers.
 - 4) The statewide delivery structure also affords an opportunity for the Workforce Development Council, working in concert with the Governor's Coordinating Council for Families and Children, to redesign youth programs, taking fuller advantage of opportunities for leveraging funds

among organizations serving youth. During PY'2005, the State will, to the extent possible, honor the commitments made by the six local boards. 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.

- 5) The new statewide structure will strengthen administrative oversight and accountability processes. Administrative deficiencies have resulted in substantial disallowed costs in Idaho's largest Workforce Investment Area. The new strengthened administrative structure will assist Idaho in avoiding future disallowed costs and thus will further enable the redirection of funds from service provider and administration to direct participant training and support.
- d. With the change to a statewide regional planning structure and this waiver, we expect to increase training opportunities for an additional 500 or more adults, dislocated workers and at-risk youth as we add services for the business community.
- e. The waiver was announced to the general public as part of the plan review process which included a process for soliciting review and comment during a three-week period and review by the Governor's Workforce Development Council. The Chairs of the Local Elected Official organizations and the Local Workforce Investment Boards and their executive staff received letters announcing this proposal. 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 State maintains a sophisticated management information and oversight system that tracks progress of financial and participant goals. Progress will be reviewed on a quarterly basis to ensure that goals are achieved. The Workforce Development Council will advise the Governor on specific policy changes needed to achieve the priority areas identified above. Additional communication strategies will be devised to ensure that citizens throughout the state are informed of progress and provided an opportunity for input into the states workforce development system.

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 available ~ 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).)*

The decision of Governor Kempthorne to move toward statewide regional planning, his designation of Idaho Commerce & Labor as the single administrative entity, grant recipient and fiscal agent, and the State's continued support of a single statewide MIS and financial system for WIA eliminate duplicative administrative costs in Idaho and promote efficient use of administrative resources within the workforce system. The One Stop system will be enhanced by expanding the number of IdahoWorks One Stop Centers are proposed to expand from six to twenty-four, 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 community development services providing an opportunity to expand access and lower the relative cost of doing business for each program. 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, dropouts, people with limited English proficiency, economically disadvantaged individuals, as well as the employer 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.

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*.

Comprehensiveness of Services

Idaho's One Stop system will include all mandatory partners along with some voluntary agencies and organizations identified locally by the One Stop Operators. The minimum menu of core services required by the Act 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.

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, although the Governor's goal is to expand to all 24 Commerce and Labor offices during PY'05. 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 substate area is required to have at least one physical comprehensive One Stop Center with a goal of delivering comprehensive services in all twenty-four centers. 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. With the shift to a statewide planning system, new MOUs will be developed with a goal of expanding the array and reach of all services. With the change to a statewide system, this responsibility will move to the Workforce Development Council and the Governor.

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 as an opportunity to improve customer choice in selecting training providers. 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.*

- *Transitional Policies*

Except where listed in this plan as a state policy, policies listed in approved local WIA plans will be utilized in PY'05 for the transition year. This will allow continuity of services as the state prepares for further efficiencies. The Idaho Workforce Development Council will review policy changes during PY'05 with an eye towards providing consistency in treatment of system customers and efficiency in operations. The Idaho Workforce Development Council will function as the statewide WIB and will assume responsibilities held by WIBs prior to PY'05

- *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 area 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 substate 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 have been 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. These policies will continue to be in place during PY'05 until the Council has an opportunity to review them. In PY'-05, the Workforce Development Council will review these policies to adapt them to the modified statewide structure. 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 in each of the 24 offices.

- C. *What actions has the State take 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 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 core business 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. No areas qualify for mandatory designation at this time allowing the Governor the opportunity to create efficiencies needed to accommodate the significant and continuing decline in funding. Governor Kempthorne announced his intent to allow the designations of all areas to expire with the expiration of the Five-Year plan and his desire to form a single statewide area. To accommodate regulatory barriers to his plan, the Governor has designated two areas which will form a consortium and function as a single statewide area under a plan for a regional statewide planning area until regulatory barriers can be removed.

The planned structure will be comprised of five former workforce areas and a special region designated as the east-central Idaho planning region. 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 substate planning areas for state programs and post-secondary 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, but adequate funds are not available in the six regions to independently and "effectively administer the activities carried out" under WIA Title IB.

The State announced Governor Kempthorne's intent to form a single state area on April 15th via conference calls to the Chair of the Local Elected Officials' organization in the current workforce areas and their WIB Chairs, Executive Director and WIB Director. On April 18th, a letter providing more information was sent to the same group of individuals. The Workforce Development Council (Council) was advised of the Governor's proposal at that time. The Council considered testimony and applications from the six workforce areas together with comments from the general public at their meeting on May 11th. The Council also considered the Governor's proposal for restructuring. At their meeting, the Council heard testimony that the local boards were valued in their communities and that funds could be raised to support them. After considerable discussion, the Council remained split but voted to move the recommendation for the Governor's proposal forward for the Governor's

consideration along with all other proposals and an evaluation of those proposals. The Council also voted to recommend to Governor Kempthorne that, if local funds were made available to fully support the cost of the WIB's and their staff, local elected officials be allowed to retain their local boards under the new structure.

After careful consideration of the issues presented, Governor Kempthorne designated two regions, the special eastern Idaho district known as region VI and the Balance of the State, for the life of the five-year plan. At the same time, the State will recognize the existing local WIBs in the substate regions and solicit their advice if local elected officials choose to maintain them using other state or local funds.

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).*

Denial of Automatic or Temporary and Subsequent Designation

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

All such appeals shall be in writing and be filed within twenty (20) calendar days of the date the denial letter was mailed by the Governor or the Governor's designee. The appeal must include all factual and legal arguments as to why the appeal should be granted. The appeal shall be filed with the Chair of the State Council, Idaho Department of Commerce and Labor, Workforce Systems Bureau, 317 West Main Street, Boise, Idaho 83735. The Chair of the State Council, or the Chair's designee, shall promptly acknowledge receipt of the appeal.

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

(a) Appeal to the State Council

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

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

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

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

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

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

In its deliberations, the Council shall consider only the evidence presented to the hearing officer. The Council shall not receive or consider any evidence not presented to the hearing officer. The decision of the Council shall be reduced to writing and be mailed to the Governor and the appealing party. The decision must set out in summary fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations, and rationale of the hearing officer.

(b) Appeal to USDOL

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

- 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, to the extent possible, to direct activities during PY'2005. Because local boards will no longer "administer" WIA funds, the Council will consider alternative structures proposed by local elected officials in those areas. A map of the two areas and the substate regions may be found in Attachment 7.

- 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).)*

With the shift to a statewide structure, this will not be applicable effective July 1, 2005.

- 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. Because Idaho is moving towards a single state area approach, 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. Policies approved in this plan will take precedence over those in the local plans.

E. Regional Planning (§§112(b)(2) and 116(c).)

1. *Describe any intra-State or inter-State regions and their corresponding performance measures.*

Beginning with the planning cycle for PY'06, a single plan will be developed for the entire state covered by the Idaho Workforce Consortium in the statewide regional planning area. The purpose of this regional plan is to create efficiency and to allow for sharing of information and data across all substate regions, increasing the amount of funding available for services to customers and creating better alignment of workforce and economic development services. Because this is statewide, performance measures will be those negotiated with USDOL and reflected in Attachment 11.

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.*

The designation is for the purpose of creating efficiency and is done pending regulatory relief for the designation of a single state area. With limited funding, it is essential that the state identify every opportunity for eliminating duplication to maximize opportunities for our citizens and businesses. This also ensures better alignment of workforce services with economic development, community development and education services and will facilitate improved coordination of state funds to serve high priority groups of at-risk youth.

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 substate planning regions. 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:

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

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. With a change in structure, the Workforce Development Council will function as a local board for purposes of approving providers to be included on the list.

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 State Workforce Development Council in encouraging training providers throughout the state to apply for initial eligibility. The Department and the Council 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 Idaho Department of Commerce and Labor, the Council's designee, for tentative approval. Those tentatively approved will be submitted to the State Workforce Development Council 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 state Workforce Development Council will determine initial eligibility based on such factors as training content and costs. The Council, through its designee, 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, the Council will accept applications on an ongoing basis. The State believes that 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 Idaho Works 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 state Workforce Development Council's designee, the Idaho Department of Commerce and Labor. To maximize opportunities for training provider participation, the Department will accept and review applications on an ongoing basis. The approved programs that have been reviewed by the Department 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 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.

As the State's Workforce Development Council's WIA designee, 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 Department of Commerce and Labor for tentative approval, with formal review and approval at the next Council meeting. The Department, as the Council's designee, 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).)*

With the functioning of the state as a single statewide planning 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. This is not intended to diminish competition; rather it is intended to allow the state to continue offering services as a primary provider of WIA Adult, Youth and Dislocated Worker services.

In addition, competitive and noncompetitive processes used at the state level 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).)*

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. This is not intended to limit opportunities for competition, only to accommodate the move towards a statewide regional planning structure. The criteria used to evaluate proposals for needed youth services vary according to the type of services and outcomes being procured. The 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-IWB 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 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.

- With the move towards a statewide planning region, 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 frontline and administrative staff.
- 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 participate in this training program.
 - Management development has also been a focus for delivering quality customer service over the long term. Similar to many other organizations, Commerce and Labor is faced with the prospect of large numbers of senior manager retirements over the next few years. As a proactive measure, departmental representatives participated in a state team that developed a

program for Certified Public Managers. The program is operated by the Division of Human Resources but is used extensively by the Department to support its development of a cadre of trained managers.

- 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.
 - 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.
 - 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.

1. *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 Workforce Development Council maintains a standing Performance Committee to oversee the workforce development system and assess progress towards its goals. As part of this process, the Council has directed staff to develop a system of integrated measures to test performance on a regular basis. Staff of the workforce agencies collaborate to implement Council goals and routinely report on progress.

At the operational level, the state utilizes monitoring to identify issues needing attention and to provide technical assistance. A quarterly continuous improvement process measures achievement of goals, identifies issues that require attention from the service

provider or the state and provides the foundation for our routine monitoring and technical assistance activities.

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, performance under the One Stop MOU, 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).*

To ensure a continuum of service delivery during the PY05 transition year, the Workforce Development Council will recognize the participant eligibility definitions and the One Stop Operators designated by local boards under the policies reflected in this section. As the Workforce Development Council moves toward a single state system and a broader One Stop vision, these policies will be reviewed and possibly modified for PY06. The State Agency will make every reasonable effort to honor program decisions made by local workforce boards for PY'05. Contracts for services of the Regional One Stop Operator will be negotiated by state staff.

1. *State guidelines for the selection of One-Stop providers by local boards;*

The following criteria were used by local 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 six former IdahoWorks Boards and their staff were prohibited from serving as one stop operators and from delivering core, intensive and training services.

Local Idaho Works 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;*

Idaho's service delivery model is one which identifies individuals in core services who possess barriers to employment, including those with multiple barriers, and requires referral to appropriate programs for further assessment and service as appropriate. As indicated below, special consideration is given to a number of groups identified as possessing special barriers.

While no additional barrier groups have been identified at the state level for WIA services, all applicants for WIA services are required to receive an appropriate service or a value added referral to an appropriate service provider in the community. WIA continues the practice of providing service to those most in need who can benefit, which will give priority to those qualified individuals with multiple barriers.

Since the implementation of WIA, Idaho's Workforce Development Council has included "displaced homemakers" as an eligibility group qualified to receive dislocated worker core, intensive and training services on a statewide basis.

The Council has earmarked State 15% funds for the State's Area Agency on Aging to assist adult providers with intake and case management processes as well as coordination of services with other older worker programs, to ensure meaningful and successful delivery of services to older workers.

Persons with disabilities are given special consideration for labor exchange services and are treated as a family of one in determining income for WIA, giving them an additional opportunity for participation in intensive and training services. State policy requires that all partner programs provide services in the one stop centers in a manner that meets requirements of section 188 affording programmatic and physical access to services. Incentive grant funds were used to provide special disability workstations in all Commerce and Labor one stop and affiliate locations, ensuring that those with multiple disabilities could access the wide range of on-line services. The WIA portal on the Commerce and Labor Home Page provides technical assistance resources to assist our workforce professionals in providing services to persons with disabilities.

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.

All local plans identify demographic groups' incidence of the population in their labor markets and delineate specific activities to ensure access to all services. Unique service levels and activities are reflected in service provider agreements. Idaho's workforce system, its advances in automation and plans to increase the partners and locations of One Stops, brings greater accessibility to all potential customers particularly those with multiple barriers.

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". The local definitions will be used for PY'05 and will be re-examined by the Workforce Development Council for PY'06.

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 IdahoWork 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 IWBs 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. During PY’05, the state will explore options for renegotiating MOUs with these partner groups.

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 and 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, Jobs for Veterans (formerly LVER/DVOP) 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 Idaho Commerce and Labor and the local offices are recipients of WIA funds in the local area. The Idaho Commerce and Labor 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 and 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 Idaho Commerce and Labor 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 States 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 – The Division has been a long time partner with Department of Commerce and Labor 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, the Division 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 the campus. Naturally, we expect the public education system to remain a primary provider of education services in the state.
- Division of Vocational Rehabilitation – The Division 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 Division also has Idaho Works computers available for customers who will access services at its primary location. State and local staffs have participated in One Stop system design efforts and will continue to do so under the WIA. The Division 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 customers 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 IWBs 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 IWB/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 the array of assessment instruments recommended by Idaho Commerce and Labor 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 employer identified education services and advice on service offerings within the center.

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 and 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*:

<i>iLMI USE - PY03</i>		
Month	Visits	Hits
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, 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 customers of LMI.

Idaho Commerce and 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, then-existing, 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 collaborate with colleges/universities and other partners across the state in the process.

LABOR ASSESSMENT SURVEY TEMPLATE	
LABOR FORCE DEMOGRAPHICS	<ul style="list-style-type: none"> Growth or decline Unemployment rate Ability to recruit Not in the labor force Underemployment Multiple job holders Retired Demand
LABOR FORCE QUALITY	<ul style="list-style-type: none"> Age Educational attainment Skills <ul style="list-style-type: none"> Basic Computer/technological Work ethic/productivity Absenteeism Turnover
LABOR FORCE TRAINING	<ul style="list-style-type: none"> Quality of schools <ul style="list-style-type: none"> High schools Prof/tech programs Technical/short term skills training availability Colleges and universities
LABOR FORCE COST	<ul style="list-style-type: none"> Average earnings Average wages by occupation Average wage by industry Benefits
LABOR FORCE ASSESSMENT	<ul style="list-style-type: none"> 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 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 via the customer satisfaction and evaluation component of the Workforce Information Plan and continually refine the data scope and style of presentation accordingly. The Communications and Research Division will continue to immediately respond to these requests in order to disseminate timely and accurate research to customers and stakeholders.

The Communications and Research Division will continue to complete all core deliverables while also fulfilling the typical ad-hoc demands that occur in our growing and dynamic economy.

- ❖ Idaho's America's Labor Market Information System (ALMIS) database (v2.2) is accessed via Idaho's LMI internet delivery system (iLMI). Idaho's ALMIS database is populated with tables required by the ALMIS workgroup, and is updated throughout the year with weekly, monthly, and quarterly data as it becomes available. All core tables are uploaded and continue to be current. The Department will develop short-term substate projections, economic indicator series, and a myriad of ancillary data sources currently not populated. The recent Commerce and Labor merger will allow workforce information professionals to incorporate commerce and business related data within the ALMIS infrastructure creating powerful data leveraging opportunities.
- ❖ Using methodology, software, and guidelines from Projections Workgroup & Projections Managing Partnership, Idaho will develop Industry and Occupational Projections defined below:
 - ~ Idaho state long-term 2004-2014 (biannual) industry and occupational employment projections
 - ~ Substate long-term 2004-2014 (biannual) industry and occupational employment projections
 - ~ Idaho state short-term 2005-2007 (annual) industry and occupational employment projections
 - ~ Substate short-term 2005-2007 (annual) occupational employment projections

~ Data for public dissemination pursuant to Projections Workgroup & Projections Managing Partnership procedures and associated applications will be submitted to federal partners and published and disseminated to Idaho's customers and stakeholders

- ❖ Idaho will also produce various occupational and career information products for public use.

~ Occupation and Employment Statistics wage publication at the state and substate level, and Standard Occupational Classification glossary publications

~ Fringe Benefit survey, data, and publication

~ *Education and Training Pay!* poster and suite that incorporates projections, wage and skills data

~ Occupational and Industry Projections publication to disseminate a wide array of state and substate projections and wage data in various formats such as fastest growing and highest demand occupations

~ Provide employer databases, Idaho's own employer database and the licensed *InfoUSA* employer database.

- ❖ Idaho will also coalesce wage, projections, and cluster data with the new skills based employment system in order to quantify skills gaps. Also, partnerships via the Policy Academy are being built with legislators, educators, business, government officials and other stakeholders to better quantify the supply side when determining and evaluating potential skills gaps. Most notably a recent collaboration with professional-technical officials has allowed the Department to fully integrate projections data by occupation to professional-technical institutions throughout the state to identify existing programs that fulfill the educational requirements for growing critical occupations. The first effort to develop partnerships has been successful in providing cluster data via wage, projections, and skills data. We are now using this valuable collaboration to use the improved supply side information to better identify and quantify skills gaps.

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 and 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.

The Department will also conduct a statewide LMI Economic Symposium in 2005 to further highlight and disseminate core LMI products. This effort will improve outreach to those customers and stakeholders on the periphery. Also, this effort will partner with the Director's Forum to attract business and legislative stakeholders that have extensive leverage in Idaho's economy. It is vital that LMI is diffused throughout our economic landscape.

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 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, Commerce and Labor and Partner 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.*

As the state moves toward a single area system the state is proposing that all Commerce and Labor offices become full service one stop centers offering a full range of WIA Title IB and Wagner-Peyser services. During PY'05, the State will renegotiate MOUs with the Workforce Development Council. This will provide an opportunity to re-examine the existing system to determine whether further integration is appropriate. In PY'05, 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. All Wagner-Peyser services will be provided by public merit staff employees of the Idaho Department of Commerce and Labor.

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.*

The three-tiered approach service design, which ensures delivery of intensive services when needed, is reinforced with Idaho's collaborative workforce and education partnerships at the state and local level. Idaho's WIA career counseling staff training is built upon the individual's natural progression through core, intensive and training. The statewide WIA MIS and assessment forms which require documentation of work history, skill sets, barriers to work, training and work goals, also require the case manager to specifically identify the intensive services delivered or coordinated via partners to meet barriers/needs of the client identified at intake or at any time while in the program. As frontline staff complete the process of one-on-one career guidance, applying labor market information with the individual's skill sets, and identifying possible options for self-sustaining employment, the forms and the MIS, as well as the case manager's knowledge of intensive service offerings, ensures delivery of appropriate intensive services and the documentation is a natural progression.

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 5 reflects the state's 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:

- a) 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;
- b) 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;
- c) 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;

- d) 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
- e) 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:

- a) Customized screening and referral of qualified participants in training services to employment;
 - b) 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.*

As the six regional areas are consolidated into a new single statewide area structure, the state will reduce overhead from 14 percent to less than 3 percent, a reduction of more than \$1.3 million now spent to support the six-region structure. This efficiency maximizes 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 Title I B adult and dislocated worker local funds for direct training and support of businesses and participants.

- b. *Individual Training Accounts:*
- i. *What policy direction has the State provided for ITAs?*

The Individual Training Account (ITA) is established on behalf of a participant. All ITAs must be selected by the participant and approved by their WIA case manager. ITAs will focus on training in high growth industries while maximizing customer choice. 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 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 following a review of labor market information. 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.

- 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 state Workforce Development Council, or its designee, 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.

- *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.

- *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..

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 non-traditional 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. Statewide procedures have been developed to offer interpretive services for other non-English speaking customers, including a Language Line Service for use by staff to connect minority customers with staff who are able to speak a customer’s primary language. During the last decade, Idaho Commerce and Labor has doubled its minority workforce to help improve services to minorities. As a result, more than 130 employees are fluent in a language other than English (18, including American Sign Language) and are able to provide assistance to customers in need in their primary language.

As noted in sections IX.C.4.h & i, the state conducts extensive outreach activities, in coordination with other public and private community organizations, targeting migrant and seasonal farmworker and Hispanic customers. Work continues with the state’s Native American populations throughout the state, including regular staff visits to tribal locations to provide workforce development system information to its members. Although the state does not have a large minority population outside these two major groups, efforts are still made to reach out to groups with significantly smaller populations, most of which are situated in the population bases with universities or other higher educational institutions. As a result, local offices in those areas make an extended effort to keep in contact with university student employment offices as well as any job fairs that may take place in the area in order to help meet minority students’ needs.

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.

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.

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 non-discrimination 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.

Because Idaho's *IdahoWorks* system houses both the UI and ES data in a single database, UI claimants who are required to look for work are obligated to register with ES (Wagner-Peyser services) when they file their Unemployment Insurance claims. Additionally, most Commerce and Labor local offices have "blended" staff where the same person provides both ES and UI services to claimants; true "one-stop" service. Even when the staff is not "blended", personnel sit side-by-side and easily refer customers between programs.

All claimants who are registered for work in *IdahoWorks*, are entitled to all services that are available in all of our 24 local offices and on the internet. As a result, the service that each claimant receives is “tailored” to their needs. i.e. those folks that need one-on-one services can request them from their local office while those that can best be served by self-service can accomplish that at home via the internet.

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. Because Idaho's *IdahoWorks* system houses both the UI and ES data in a single database, UI claimants who are required to look for work register with ES (Wagner-Peyser services) when they file their Unemployment Insurance claims, whether in person or online via the Internet. Claimants who obtain a referral to a job opening from the ES system have that referral logged on the *IdahoWorks* list of services. Both ES and UI staff members have access to the data and are able to see if a claimant refused or did not follow through on a job referral. All staff members are trained to recognize and follow-up on referrals when a claimant does not follow through on a referral or job test. The state is currently participating in a pilot to verify that a claimant is seeking suitable work. It is anticipated that this pilot will enhance opportunities for a quality feedback loop.

- 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. In Idaho, the State-level rapid response team includes staff from the dislocated worker, UI and TAA units. When notified of any closure or mass layoff, the team quickly broadens to include local delivery staff with expertise in provision of rapid response, dislocated worker, UI, TAA, and Wagner-Peyser services. This state-local team communicates with the employer and employee representatives, assesses initial community impact, identifies and includes other partners for rapid response assistance, and develops integrated service delivery schedules to meet the needs of each individual employer and the impacted workers. Team members work closely with service provider management staff to develop a service delivery plan that coordinates resources and ensures one-stop access to information and enrollment in UI, TAA, WIA, and Wagner-Peyser, many times at the job site prior to dislocation. Idaho's rapid response delivery system provides the impacted worker with coordinated application and enrollment for WIA, TAA, and Wagner-Peyser services. Forms used for WIA career assessment and retraining plans are accepted for the TAA program, eliminating client redundancies and streamlining co-enrollment processes. Although co-enrollment is not mandated, rapid response service delivery planning has ensured the majority of TAA recipients in Idaho are also being served with WIA funds. The state requires co-enrollment of TAA recipients whenever they receive WIA staff or other supportive services.

- 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, and Jobs for (LVER/DVOP) 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 24 One Stop 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

Allocated 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.

Anticipated MSFW Outreach Service Goals

Commerce & Labor Local Office	FTEs PY 05/06	Outreach Days	MSFW Contacts
Bonnors Ferry	.12	3	81
Payette	.34	6	162
Emmett	.01	1	30
Canyon County	.39	9	243
Magic Valley	.32	9	243
Mini-Cassia	.40	9	243
Mountain Home	.24	4	108
Rexburg	.17	5	135
Pocatello	.05	3	81
Blackfoot	.27	5	135
Idaho Falls	.19	3	81
Total	2.49	57	1542

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 24 Commerce and Labor 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 other than public assistance recipients 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: 1) Special Disabled Veterans 2) other disabled veterans 3) other eligible veterans and eligible persons in accordance with priorities set by the Secretary, which may include veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal has been authorized, recently separated veterans (those within 36 months of separation from the military at the time of application), other eligible veterans, eligible spouses, non-veterans.

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 non-covered person, assessing the person's status in light of both the veterans' priority and the program's eligibility criteria.

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

For programs that do not target specific groups, such as the WIA Dislocated Worker program, the veterans' priority is given to those that first meet the program's existing eligibility requirements. This means a covered person would receive priority for services over a non-covered individual, only after satisfying the Dislocated Worker program's eligibility requirements. In cases where targeting of a particular group is discretionary and not required by law, 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 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 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 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 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 One Stop staff 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 One Stop staff 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 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 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 and Labor has 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. True connection with economic development activities through the merger of Commerce and Labor

Idaho Commerce and Labor uses 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 Department 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 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 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 options to assure appropriate access to youth activities for Job Corps participants. Contractors for Job Corps regularly schedule visits to One Stop Centers and affiliate locations to recruit new participants. Youth service providers also routinely make referrals to the Job Corps. Federal contracts also avail themselves of the placement opportunities available in the One Stop system as participants are transitioned to their home communities.

As mentioned earlier in the plan, 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, including Job Corps. With its staff participating in one of the regional forums rolling out the shared federal vision for youth, Job Corps is expected to play a significant role in this process within the state.

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 council will examine the use of the youth in need funds to determine if further direction is required to drive resources to those identified as most in need. In the interim, the state 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 work-based 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 a 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 on-going communication; this is a practice that will be continued as business members are added to the Council. The Council 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.

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 Idaho Department of Commerce and 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, Jobs for Veterans (LVER/DVOP) 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 the 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 self-registration 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 Idaho Commerce and Labor. Program information is made available to employers and the public through direct marketing, brochures, and electronically through the Idaho Commerce and Labor 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. Idaho Commerce and Labor 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 Idaho Commerce and Labor 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:

- Eliminate duplicative administrative systems 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 customers 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 workforce investment 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. These are dependent upon creation of a single statewide area and reflect the benefits gained from integration of administrative and planning functions into single entities.

- 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 of 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.

Single State Board:

The State is proposing designation of two workforce areas, development of a single regional plan for the single statewide regional planning area, and establishing a consortium of the two areas to conduct business using a single administrative agency. As part of this plan, Idaho is requesting a waiver to apply 20 CFR 661.300(f) which permits the state board to carryout the roles of a local board in a single area state, to a single statewide planning area. The waiver will allow functioning of the state as a single workforce planning area governed by a single board. This will allow the state to meet many of the goals outlined in section II of this plan including:

- The redirection of funding from planning and duplicative administrative systems to training;
- Expanded opportunities to align and integrate workforce development, economic development and education policy and services;
- Expansion of service access through development of a more comprehensive one stop system; and
- Increased efficiency in administration and operation of the system.

- 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. The State has also committed to working closely with the local providers in identifying significant changes in the factors used to develop performance levels and negotiating the appropriate revisions at both the federal and local levels.

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.

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 Department of Commerce and Labor obtains 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 questions 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 Workforce Development Council 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 WDC reviews performance on at least a quarterly basis. State staff is involved in the technical assistance efforts to improve service delivery. State 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, no performance incentives will be awarded for performance during PY'04. Rather, an incentive award will be made to recognize efficiencies created by streamlining of the system into a single workforce planning region.

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. 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 under-performance. 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 1st quarter after exit wages for the Placement in Employment or Education common measure, as well as 2nd 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. 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. The planned performance levels will be negotiated with the US Dept. of Labor, Employment and Training Administration (ETA). ETA prepared an analysis of states' performance outcomes and compiled various comparative tables and rankings. Using those tables, Idaho's planned performance measures and rationale are as follows.

Adult

Entered Employment Rate; proposed goal – 87%

The State of Idaho's proposed goal is equivalent to program year 2003 performance for the top 10% of the States. Program Year 2004 ytd entered employment rate is currently at 86.4%.

Employment Retention Rate @ Six Months; proposed goal – 84%

The proposed goal is 84%, which is equivalent to the median value of the States performance over the past three program years and is in the 85th national percentile. Considering the potential for large layoffs in high-tech industries and general economic disruptions caused by the expected drought (now 6 to 7 years in duration), we believe that the proposed goal is a reasonable goal for this measure.

Average Earnings Change in Six Months; proposed goal - \$3900

The proposed goal exceeds the 75th percentile for all States in this category as indicated in the program year 2003 national distribution of performance outcomes (\$3,820). Idaho is a relatively low-wage state. Currently, Idaho ranks 39th in average wages among the 50 states. Idaho's average weekly wage for 2003 (latest annual data available) was \$551 as compared to the national average of \$726. Therefore, earning capacity greater than the proposed goal for our WIA Adult exiters are limited.

Idaho's average wage rates do not increase as fast as the nation's. Between 2002 and 2003, the national average wage rate increased by 2.69 percent while Idaho's increased by only 1.66 percent. This difference is further magnified by the fact the national average wage base is significantly higher than Idaho's. There are other economic factors affecting the Average Earnings Change. 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 as Idaho's labor supply/demand ratio has not been distorted by the growth. Manufacturing is a small percentage of the total number of jobs and Manufacturing jobs are generally higher paying than services jobs. Finally, there

still is considerable seasonality associated with Idaho's agricultural and natural resources industries.

Employment and Credential Rate; proposed goal – 70% (PY '05) and 73% (PY '06)

Idaho proposes this goal to be at a rate that is in the 80th percentile for program year 2005 and to raise it to 73% the following program year, which is in the 85th percentile. The proposed goal for PY '05 is equivalent to the median value of Idaho's performance over the past three program years. Because it is too late to influence this measure due to the reporting period (10/04 – 9/05) for this measure for program year 2005, we propose to raise it to 73% the following program year by focusing attention to record keeping. We currently are in the process of implementing a data quality report as a reminder for case managers to collect and report credentials. Additionally, as indicated in this Plan, Idaho's goal is to increase the number of participants in training which should have a positive effect on the outcomes for this measure.

Dislocated Worker

Entered Employment Rate; proposed goal – 90%

The State of Idaho's proposed goal is in the top 10% of the States.

Employment Retention Rate @ Six Months; proposed goal – 91%

The State of Idaho's proposed goal is in the top 10% of the States.

Average Earnings Change in Six Months; proposed goal – -\$1500 / 88%

The discussion about the Average Earnings Change for adult programs also applies to this measure. There are some additional economic factors that apply to this measure for dislocated workers.

Idaho proposal puts us in the 50th percentile of states for this measure. 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 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.

Employment and Credential Rate; proposed goal – 72% (PY '05) and 74% (PY '06)

Idaho proposes this goal to be at a rate that is between the 65th and 70th percentile for program year 2005 and to raise it to 74% the following program year, which is in the 80th percentile. The proposed goal for PY '05 is equivalent to the median value of the Idaho's performance over the past three program years. Outcomes for this particular measure have experienced pretty drastic swings. Though the current median between program years '01 – '03 is 72, the gaps in these figures between program years are quite wide. For example, program year 01's outcome was 62; PY '02 was 69.7, and PY '03 was 73.2. Because it is too late to influence this measure due to the reporting period (10/04 – 9/05) for this measure for program year 2005, we propose to raise it to 74% the following program year by focusing on improving training opportunities and better record keeping. As indicated in this Plan, Idaho's goal is to increase the number of participants in training which should have a positive effect on the outcomes for

this measure. We also are in the process of implementing a data quality report as a reminder for case managers to collect and report credentials.

Older Youth

Entered Employment Rate; proposed goal – 83%

The State of Idaho's proposed goal is within the top 10% of the States for PY '03.

Employment Retention Rate @ Six Months; proposed goal – 89%

The proposed goal is only one percentage point under the program year 2003 90th percentile for all states. and falls between the 85th and 90th percentile.

Average Earnings Change in Six Months; proposed goal - \$3094

The proposed goal for this measure is equivalent to the median value of the States performance over the past three program years. Outcomes for this particular measure have experienced drastic swings between program years '02 and '03 and between '03 and ytd '04. Program year 02's outcome was \$4,020; PY '03 was \$2881, and ytd PY '04 is \$4500. Idaho proposal puts us in the 50th percentile of states for this measure.

The same factors that affect earnings change for adults and dislocated workers also contribute to this factor. However, the minimum wage aspect affects youth more than adults. Outside the urbanized areas of the state, the minimum wage is the norm as the starting wage for youth with little work experience. And, there is little economic or labor market pressure in these rural areas to change this condition as job opportunities are limited.

Credential Rate; proposed goal – 58% (PY '05) and 59% (PY '06)

The proposed goal for PY '05 is equivalent to the median value of the State's performance over the past three program years. This goal puts us between the 75th and 80th percentile for program year 2005 and we propose to raise it to 59% the following program year, which again is between the 75th and 80th percentile. Outcomes for this measure for program years '02 and '03 have been 56% and ytd PY '04 indicates we are at 52%. Because it is too late to influence this measure due to the reporting period (10/04 – 9/05) for this measure for program year 2005, we propose to raise it to 59% the following program year by focusing on increasing training and improvements to record keeping. We currently are in the process of implementing a data quality report as a reminder for case managers to collect and report credentials. As indicated in this Plan, Idaho's goal is to increase the number of participants in training which should have a positive effect on the outcomes for this measure.

Younger Youth

Skill Attainment Rate; proposed goal – 92%

The proposed goal is only one percentage point under the program year 2003 national performance for this measure for the top 10% of states. This goal falls between the 85th and 90th percentile. Idaho's median value for performance over the past three program years is 91%.

Diploma or Equivalent Attainment; proposed goal – 77%

The proposed goal is only one percentage point under the program year 2003 national performance for this measure for the top 10% of states. It is .6 of a percentage point below the 85th percentile. Additionally, it is equivalent to the median value of the States performance over the past three program years. The most recent federal Quarterly Report indicates the outcome for this measure to be 77%. Past performance indicates outcomes for this measure to vary by 3 and 4 percentage points between program years.

Retention Rate; proposed goal – 78%

The State of Idaho's proposed goal for this measure is equivalent to that of the program year 2003 national performance for the top 10% of the states.

Customer Satisfaction

Participant customer satisfaction; proposed goal – 85%

The State of Idaho's proposed goal for this measure is equivalent to that of the program year 2003 national performance for the top 10% of the states.

Employer customer satisfaction; proposed goal – 85%

The State of Idaho's proposed goal for this measure is above that of the program year 2003 national performance for the top 10% of the states.

TABLE X.1

Average Weekly Wage--Covered Employment, All Industries, All Establishments									
Idaho						Idaho as a % of US An Avg	Percent Change		
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.1 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 non-discrimination 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>

XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.)
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
 - Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. 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.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.
17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.

Name of WIA Title I Grant Recipient Agency:

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Address: Idaho Department of Commerce and Labor
317 W. Main Street
Boise, ID 83735-0790
Telephone Number: (208) 332-3570, ext. 3313
Facsimile Number: (208) 332-7417
E-mail Address: cheryl.brush@cl.idaho.gov

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

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

Name of WIA Title I Signatory Official:

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

Name of WIA Title I Liaison:

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

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

Address: Roger B. Madsen, Director
Idaho Department of Commerce and Labor
317 W. Main Street
Boise, ID 83735-0500

Telephone Number: (208) 334-6110
Facsimile Number: (208) 334-6430
E-mail Address: roger.madsen@cl.idaho.gov

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

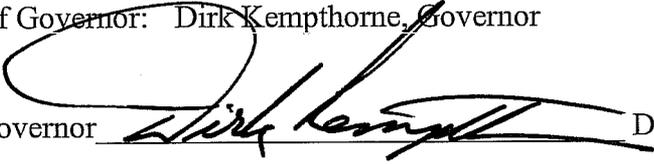
Address: Roger B. Madsen, Director
Idaho Department of Commerce and Labor
317 W. Main Street
Boise, ID 83735-0500

Telephone Number: (208) 334-6110
Facsimile Number: (208) 334-6430
E-mail Address: roger.madsen@cl.idaho.gov

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

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

Typed Name of Governor: Dirk Kempthorne, Governor

Signature of Governor  Date: May 31, 2005



WORKFORCE DEVELOPMENT COUNCIL

317 W. Main Street
Boise, ID 83735-0790

VISION

Idaho will deliver a highly trained, diverse work force through partnerships among business, labor, education, and government. This integrated workforce development system will meet the productivity needs of a market-driven economy -- improving profitability, increasing global competitiveness, and enhancing Idaho's quality of life.

MISSION

The Governor's *Workforce Development Council*, understanding the unique needs of business, education, and labor, will develop policy and provide oversight for an integrated Idaho workforce development system, promoted and implemented within established constraints.

GOALS

GOAL I Assess the needs of business and industry to enhance economic development, based on market sensitivity.

1. Develop and conduct a statewide assessment of training and employment needs of business and industry.
2. Develop a system for ongoing assessment and evaluation.

GOAL II Establish a comprehensive workforce development delivery system.

1. Establish partnerships with business, agencies, and education in the development of a workforce system.
2. Promote a system with a comprehensive menu of quality information services.
 - Develop policy recommendations for a One-Stop Career system.
 - Oversee implementation of the One-Stop Career system.
3. Develop, recommend and support a substate governance structure.
 - Integrate planning, oversight and delivery systems at the state and local levels.
 - Approve initiatives, program plans and grant applications to ensure coordination and minimize duplication.

4. Develop and recommend performance and evaluation methods.
 - Support a system that regularly measures progress toward goals and determines customer satisfaction.
5. Support a coordinated marketing campaign for all users.
 - Develop and implement a statewide marketing/public awareness program.

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

1. Promote access for all students to accurate and current information about careers, occupations, and available education and training programs.
 - Promote career information systems for common use throughout the state.
2. Expand opportunities and increase student participation in work-based learning.
 - Promote the development of a wide variety of work-based learning opportunities.
 - Encourage the educational system to recognize and support work-based learning.
 - Broaden the numbers of businesses providing work-based learning opportunities.

GOAL IV Provide opportunities for and encourage life-long skill development for Idaho's current and transitional workers.

1. Ensure access to employment and training services for diverse population groups.
 - Identify and eliminate barriers in the workforce development system.
 - Coordinate with representatives of minority populations to identify their needs.
 - Promote English language training to better prepare limited English speaking Idahoans for the workplace.
2. Facilitate transitions to or within the workforce.
 - Encourage businesses to partner with local instructional providers to offer training for current employees.
 - Support welfare reform efforts.
 - Encourage Idahoans in their efforts to attain economic independence and self-sufficiency.
3. Promote and recognize the interdependence of and need for balance between work and family life.
 - Support community services and employment practices that enable applicants to enter the workforce and continue providing quality family life.
4. Promote use of the Workforce Development Training Fund to deliver customized training for new employees, and upgrade training for current workers who are at risk of being permanently laid off.

GOAL V To advance issues related to Idaho's Workforce Development system by providing recommendations and progress reports to the Governor, State Board of Education and policy makers.

Reaffirmed July 26, 1999

EXECUTIVE DEPARTMENT
STATE OF IDAHO
BOISE

EXECUTIVE ORDER NO. 2004-08

**CONTINUING THE WORKFORCE DEVELOPMENT COUNCIL FOR PLANNING
AND OVERSIGHT OF THE STATE'S WORKFORCE DEVELOPMENT SYSTEM,
REPLACING EXECUTIVE ORDER NO. 2000-14**

WHEREAS, the economic future of Idaho and the prosperity of its residents depends upon the ability of businesses in Idaho to compete in the world economy; and

WHEREAS, a well-educated and highly skilled workforce provides businesses in Idaho with a competitive edge critical for their success; and

WHEREAS, Idaho is committed to preparing its current and future workforce with the skills necessary for the 21st Century; and

WHEREAS, empowering business, labor and community leaders to take a more active and strategic role in developing the state's economic and workforce development policy will enhance the quality and responsiveness of these programs; and

WHEREAS, the development of a comprehensive workforce development strategy for Idaho will improve planning and oversight functions; improve the effectiveness, quality and coordination of services designed to maintain a highly skilled workforce; and help provide for the most efficient use of federal, state and local workforce development resources;

NOW, THEREFORE, I, DIRK KEMPTHORNE, Governor of the State of Idaho, by virtue of the authority vested in me by the Constitution and laws of this state, do hereby order that:

- 1. The Idaho Workforce Development Council (the "Council") is established in accordance with section 111(e) of the Workforce Investment Act (WIA) of 1998, as amended.*
- 2. The Council shall consist of not more than 33 members appointed by the Governor, consistent with federal requirements for the nomination and composition requirements set forth in section 702 of the Job Training Partnership Act as amended. The Council's membership, shall be as follows:*
 - a. Representatives of business and industry shall comprise at least 40% of the members;*
 - b. At least 15% of the members shall be representatives of local public education, postsecondary institutions, and secondary or postsecondary vocational educational institutions;*
 - c. At least 15% of the members shall be representatives of organized labor based on nominations from recognized state labor federations;*
 - d. Representatives from the Department of Commerce and Labor, the Department of Health & Welfare, the Division of Vocational Rehabilitation, the Division of Vocational Education, the Commission on Aging and the Superintendent of Public Instruction;*
 - e. A representative of a Community-Based Organization; and*
 - f. May include 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.*

3. *The Council will be responsible for advising the Governor and the State Board of Education, as appropriate and at regular intervals, on the following:*
 - a. *Development of a statewide strategy for workforce development programs which encompasses all workforce programs;*
 - b. *Development of the WIA State plan;*
 - c. *Development and continuous improvement of services offered under the statewide workforce investment system;*
 - d. *Development of comments at least once annually on the Carl D. Perkins Vocational and Applied Technology Education Act;*
 - e. *Development and continuous improvement of comprehensive State performance measures;*
 - f. *Preparation of the annual report to the United States Secretary of Labor as required under section 136 of the WIA;*
 - g. *Development of a statewide employment statistic program;*
 - h. *Development of a plan for comprehensive labor market information; and*
 - i. *Development of applications for an incentive grant under section 503 of the WIA.*
4. *The Council shall also be responsible for:*
 - a. *Approval and oversight of the expenditures from the Employment Security Reserve Fund as set forth in Section 72-1347A, Idaho Code;*
 - b. *Development and oversight of procedures, criteria and performance measures for the Workforce Development Training fund established under Section 72-1347B, Idaho Code; and*
 - c. *Such other duties as the Governor assigns the Council.*
5. *The Governor shall name the chair and vice-chair from among the private sector members of the Council;*
6. *The Council shall be jointly staffed by a management team of directors of state agencies that administer workforce development programs, as designated by the Governor. Funding for the Council shall be provided by the agencies staffing the Council, which shall agree upon appropriate ratios for the allocation of administrative funding. The Idaho Department of Commerce and Labor shall have responsibility for providing secretarial and logistical support to the Council;*
7. *The Council's members shall serve at the pleasure of the Governor, and appointments shall be for three-year terms.*



IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Idaho at the Capitol in Boise on this 30th day of November in the year of our Lord two thousand and four, and of the Independence of the United States of America the two hundred twenty-ninth and of the Statehood of Idaho the one hundred fiftenth.

DIRK KEMPTHORNE
GOVERNOR

BEN YSURSA
SECRETARY OF STATE

WIA CODE OF CONDUCT

In order to ensure that the citizens of Idaho have complete confidence in individuals appointed by the Governor to serve on the Idaho Workforce Development Council (Council), in members appointed to serve on local Idaho Works Boards and local Youth Councils (local boards), and in other public servants administering Workforce Investment Act (WIA) funds, the following Code of Conduct is adopted:

A. DEFINITIONS

1. “Immediate Family” shall refer to persons related by blood, marriage or decree of court, within the second degree, to a voting member of the Council or local boards; or to the employees, officers and agents of grantees and subgrantees. This includes the spouse, child, parent, sibling, grandparent, aunt, uncle, niece, nephew, cousin, stepparent, stepchild, grandchild, son-in-law, daughter-in-law, mother-in-law, father-in-law, brother-in-law, sister-in-law, or any other persons related by decree of court within the second degree.

2. “Financial benefit” shall refer to any economic gain or entitlement that results from any relationship with any organization or individual participating in a workforce investment activity.

3. “Entity” shall refer to any association, organization, business, government entity or other legal entity, whether operated for profit or not, in which the voting member or immediate family of a voting member has a private financial relationship, employment relationship or ownership interest.

B. CONFLICT OF INTEREST RESTRICTIONS FOR COUNCIL AND LOCAL BOARD MEMBERS

1. Members of the Council or any local board shall not:

A) Vote on any matter under consideration;

- 1) regarding the provision of WIA Title I funded services by such member, or by an entity that such member represents; or
- 2) that would provide direct financial benefit to such member or the immediate family of such member.

B) Engage in any business transaction or private arrangement that could reasonably be expected to result in a conflict between the private interest of a member and his or her official Council or board responsibility.

C) Participate in:

- 1) the designation of any local workforce investment areas;
- 2) the negotiation of or decision to award contracts or grants;
- 3) the settlement of any claims or charges in any contracts or grants;
- 4) the certification of any eligible providers; or
- 5) the selection of One-Stop Operators;

for any entity in which they have a financial or personal interest.

D) Engage in any other activity determined by the Governor or by state law to constitute a conflict of interest.

2. Misuse of Information. Members of the Council or local boards shall not use, for their own private gain, for the gain of others, or for other than officially designated purposes, any information obtained as a result of their council or board membership and not available to the public at large, or divulge such information in advance of the time prescribed for its authorized release.

3. Misuse of Board Facilities and Equipment. Members of the Council or local boards shall not use any council or board equipment, supplies, or property for their own private gain, for the gain of others, or for other than officially designated purposes.

4. Duties of Council and Local Board Members. It shall be the duty of all Council and local board members to:

A) Seek legal advice from the Attorney General or from independent counsel if they have any doubts that a specific situation involves a real or potential conflict of interest.

B) If the legal advice is that a conflict may exist, they shall prepare a written statement describing the potential conflict of interest and the matter to be acted upon, and shall deliver the statement to their appointing authority.

C) Recuse themselves from their duties if it is determined that there is a conflict of interest.

5. Violations of the Conflict of Interest Policy. If the Council or a local board believes that this policy has been violated, a recommendation may be made to the Governor or to the chief elected officials of the local workforce investment area that the individual who has violated the policy be removed as a member. Even if no recommendation is made for removal, the Governor or the chief elected officials of the local workforce investment area may remove a member of the Council or a local board for a violation of this policy.

C. CONFLICT OF INTEREST RESTRICTIONS FOR GRANTEES AND SUBGRANTEES

No employee, officer or agent of the grantee or subgrantee shall participate in the selection, award or administration of a contract supported by WIA funds if a conflict of interest, real or apparent, would occur. Such a conflict would occur when the employee, officer or agent; any member of his immediate family; his or her partner; or an organization which employs, or is about to employ, any of the above; has a financial or other interest in the firm selected for award.

D. NEPOTISM

No individual may be placed in a WIA employment activity if a member of that individual's immediate family is directly supervised by or directly supervises that individual.

E. KICKBACKS, GIFTS, FAVORS, AND GRATUITIES

No member of any Council or local board, or employee, officer or agent of any grantee or subgrantee under WIA shall solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors or parties to subagreements. This prohibition shall not apply to unsolicited trivial benefits, not to exceed a value of fifty dollars (\$50.00), that are incidental to personal, professional, or business contacts and that do not involve a substantial risk of undermining official impartiality.

CORE, INTENSIVE AND TRAINING SERVICES

Core Services

Determinations of eligibility - initial registration may occur electronically, by personal interview, or an individual application with verifying information obtained prior to determination;

Outreach, intake and orientation to the information and services available through the One Stop system including services targeted to special populations including migrant and seasonal farmworkers, veterans, older workers, Native Americans, minorities groups, and persons with disabilities;

Initial assessment - the process of gathering information about an individual's skill levels, aptitudes, abilities and supportive service needs to make an initial assessment of services or programs most appropriate for an individual;

Job search and placement assistance – activities to provide job seekers with specific and general information that are designed to help them carry out a successful job hunting strategy. Subjects may include labor market information, application/resume writing, interviewing techniques, skills identification, why you're hired, and other work search strategies;

Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including

1. job vacancy listings in the local labor market area;
2. information on job skills necessary to obtain the jobs listed; and
3. information relating to local occupations in demand and the earnings and skill requirements for such occupations;

Provision of performance information and program cost information on eligible providers of training services;

Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One Stop delivery system in the local area;

Provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;

Provision of information regarding filing claims for unemployment compensation;

Assistance in establishing eligibility for welfare-to-work activities (not currently available in Idaho), programs of financial aid assistance for training and education programs (Pell grants) and other Federal, state or local resources that are not funded under WIA and are available in the local area. This assistance may include referrals to specific agencies; information relating to, or provision of, required applications or other forms; or specific on-site assistance; and

Follow-up services - the process of maintaining contact with participants in-person, by telephone or other procedures, to determine if additional services are required to maintain or obtain employment. Follow-up, for a minimum of 12 months after the first day of the employment, is required for participants who are placed in unsubsidized employment.

Intensive Services

Intensive Services are intended to identify obstacles and provide a higher degree of intervention to assist eligible unemployed adults and dislocated workers who are determined unable to obtain or retain employment through core services. Intensive services may also be provided to employed workers to obtain or retain employment that will lead to self-sufficiency as defined by State policy.

Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include

1. diagnostic testing and use of other assessment tools; and
2. in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

Development of a written individual employment plan, to identify the employment goals, steps and timetables, and combination of services needed for the participant to achieve a specific occupational goal;

Group or individual career counseling: ongoing or one-time assistance from a qualified staff person to aid the participant in gaining a better understanding of themselves so that they can more realistically choose or change an occupation, or make a suitable job adjustment. Career counseling can be provided directly to an individual or through group services;

Case management for participants seeking training services; the provision of ongoing one-on-one personal assistance including, but not limited to, providing information and guidance pertaining to vocational choice, assistance in obtaining training and services to reach employability, and follow-up services over a period of time required to obtain employment;

Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance

skills, and professional conduct, to prepare individuals for unsubsidized employment or training;

Out-of-area job search assistance; financial assistance for travel expenses when traveling outside the normal commuting distance for job interviews or to make direct employer contacts where there is a strong potential for employment;

Literacy activities related to basic workforce readiness; includes training which will enhance the employability of the participant by upgrading basic skills. Participants may be enrolled in remedial education to enhance basic reading and math skills, English as a second language (ESL), GED preparation to obtain a high school equivalency diploma or basic computer skills commonly used in a variety of occupations and industries;

Relocation assistance - financial assistance for moving and relocation expenses when the participant receives a definite, permanent job offer which is contingent upon moving to within commuting distance of the job. Relocation assistance is prohibited to encourage or induce business relocation that would result in a loss of employment at the original site or 120 days after relocation and commencement of business if a loss of employment was encountered at the original site;

Internships - a short-term or part-time work assignment with a private for-profit employer for a participant who needs assistance in becoming accustomed to basic work requirements;

Work experience - a short-term or part-time work assignment with a public, private nonprofit or private-for-profit worksite for a participant who needs assistance in becoming accustomed to basic work requirements; it should promote the development of good work habits and basic work skills.

Training Services

Training Services includes classroom and other occupational training services designed to equip eligible adults and dislocated workers to enter the workforce and/or retain employment. Training services may be made available to employed and unemployed adults and dislocated workers who:

1. Have met the eligibility requirements for intensive services, have received at least one intensive service, and have been determined to be unable to obtain or retain employment through such services;
2. After an interview, evaluation, or assessment, and case management, have been determined by a One Stop operator or One Stop partner, to be in need of training services and to have the skills and qualifications to successfully complete the selected training program;

3. Select a program of training services that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate;
4. Are unable to obtain grant assistance from other sources to pay the costs of such training, including Federal Pell Grants established under title IV of the Higher Education Act of 1965, or require WIA assistance in addition to other sources of grant assistance, including Federal Pell Grants; and
5. For individuals whose services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system;

Occupational skills training - training conducted in a classroom setting and is designed to provide individuals with the technical skills necessary to perform a specific job or group of jobs. Participants may be enrolled in vocational technical skills training or academic skills training;

On-the-job training - training conducted by a private or public sector employer, that occurs while the participant is engaged in productive work, learning the skills and information necessary for full and adequate performance on the job;

Programs that combine workplace training with related instruction, which may include cooperative education programs;

Training programs operated by the private sector;

Skill upgrading and retraining - training provided to an individual already in the workforce, who is in need of additional training to advance in their current employment and attain self-sufficiency;

Entrepreneurial training - training provided to an individual for the purpose of providing the management skills required to start up and operate a business;

Job readiness training - defined as pre-employment/work maturity skills;

Adult education and literacy activities provided in combination with other training services;

Customized training – designed to train individuals for specific occupations in a new or expanding business or industry conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training;

Permissible Local Employment and Training Activities: Adult and dislocated worker funds provided to local areas may also be used to deliver the discretionary activities identified below and authorized in the Act:

1. Customized screening and referral of qualified participants in training services to employment;
2. Customized employment-related services to employers on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act.



DIRK KEMPTHORNE, GOVERNOR
Roger B. Madsen, Director

WIAP # 5-99

SUBJECT: One Stop Policies

Statutory Reference: WIA§121,134,188

WDC Review Date: 9/21/99

Effective Date: 11/1/99

BACKGROUND

Under the WIA, responsibility for program design and oversight is split between the state and local levels. Although extensive autonomy exists at the local level for the Workforce Investment Board and the One Stop Partners to design the One Stop system, the system must adhere to the policy direction set by the state and a very extensive legislative and regulatory framework.

ISSUES

SYSTEM PARTNERS

BACKGROUND

WIA section 121(b)(1) identifies the entities that are required partners in the One Stop system. Additional partners may participate in the One Stop system if the Local Workforce Investment Board and the Local Elected Officials approve. The “partners” are the entities that carry out the programs as the administering agency at the local level, not the subcontractor to that entity. If there is no local administering agency, the state agency serves as the “entity”. The state has the option to require the participation of additional partners or to defer the decision to the local level.

POLICY

The LEO-WIB partnership, is encouraged but not mandated, to seek out the participation of voluntary partners in the local One Stop system.

PARTNER RESPONSIBILITIES

BACKGROUND

The Regulations at sections 662.230 and 662.260 list the responsibilities of the mandatory partners. All required partners must make their applicable core services available in the One Stop Center and provide

access to their other activities and programs. They must use a portion of their funds to create, maintain and participate in the One Stop delivery system, and provide their core services. They are required to enter into a Memorandum of Understanding (MOU) with the local Workforce Investment Board relating to the operation of the One Stop system, and to serve as a representative on the board

POLICY

When applying the terms “One Stop partner” and “Required One Stop partner” to the various opportunities and requirements listed in the Act, Regulations and state policy, the following definitions will be used.

That a One Stop Partner is defined as the entity that serves as the administrative entity for one or more of the partner programs listed at WIA section 121(b)(1). It excludes subrecipients of these entities.

That required One Stop Partners shall be defined as only those One Stop Partner entities which operate programs listed as required at 121(b)(1). All other partners are considered voluntary and are not subject to the requirements or opportunities afforded “required partners” unless agreed to by the partner, the Workforce Investment Board and the Chief local elected official.

APPLICABLE CORE SERVICES

BACKGROUND

Required One Stop Partners must make their applicable core services for a program available in at least one One Stop Center in the Workforce Investment Area. The State has the option to require additional core services or otherwise add to the definitions.

POLICY

The One Stop Partners, in accordance with agreements established with the Local Workforce Investment Boards, shall make available the applicable core services listed at Section 134(d)(2) of the WIA and are encouraged, but not mandated, to provide additional service elements in the local One Stop system.

LOCATION AND STRATEGY FOR PROVIDING SERVICES

BACKGROUND

The regulation at section 662.250 describes where and to what extent the One Stop partners must make available the applicable core services. Section 134(c) of WIA requires that the applicable core services be made available to individuals attributable to the partner program at the comprehensive One Stop Center.

The regulation at section 662.260 provides that, in addition to the provision of core services, the One Stop partners must use the One Stop system to provide access to the partners' other activities and programs. This access must be described in the MOU. This is intended to ensure a seamless, comprehensive workforce

development system that identifies the service options available to individuals and helps to facilitate access to these services.

The partner may provide core services at the center:

- Through the use of appropriate technology at the center;
- By co-locating personnel at the center;
- Cross-training of staff; or
- Through a cost-reimbursement or other agreement between center partners as agreed to in the MOU.

POLICY

The minimum service standards that will apply to the delivery of services is as follows:

1. Required One Stop Partners will make applicable core services available and provide access to other services in at least one physical One Stop Center within each workforce region.
2. Partners may utilize any authorized methodology to deliver core services provided the methodology
 - is consistent with the Partner's authorizing legislation and the WIA;
 - does not require the customer to travel to another location to obtain the core service; and
 - meets minimum standards of accessibility set forth in section 188(a)(1) of the WIA.
3. Access to other partner activities and programs will be described in the local MOU.

ADDITIONAL SITES

BACKGROUND

In addition to the comprehensive centers, the regulation notes that WIA allows for three other arrangements to supplement the comprehensive center. These supplemental arrangements include:

- (1) a network of affiliated sites that can provide one or more of the programs, services and activities of the partners;
- (2) a network of One Stop partners through which each partner provides services that are linked, physically or technologically, to an affiliated site and through which all individuals are provided information on the availability of core services in the local area; and
- (3) specialized centers that address specific needs.

The particular design, including the number of centers and other supplemental arrangements will be identified as a process of negotiation of the MOU with the Local Workforce Investment Board.

One Stop partners have an obligation to ensure that core services that are appropriate for their particular populations are made available at one comprehensive center. It is not required that partners provide applicable core services exclusively at a One Stop Center. Further, a partner is not required to route all of its participants through the comprehensive One Stop Center. If an individual enters the system through one of the network sites rather than the comprehensive One Stop Center, the individual may still obtain certain services at the network site and information about how and where all the other services provided through the One Stop system may be obtained.

Participation in the One Stop system, either at the center, or an affiliate location, will ultimately be decided as a product of the MOU between the partners and the local Workforce Investment Board. The following policy is intended to ensure continuation of maximum access and consistent quality of that access.

POLICY

All required partners and voluntary partners are encouraged to offer access to the services through the One Stop system by assuring an awareness of system services at any point of entry.

Those partners wishing to be identified as “affiliate” partner sites will

- enter into an MOU with the local WIB 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.

ONE STOP OPERATORS – ELIGIBILITY TO BE DESIGNATED

BACKGROUND

The WIA introduces the concept of the One Stop Operator. The role of the One Stop Operator or Operators is to administer the One Stop Center or centers. Their responsibility may range from simply coordinating service providers within the center to being the primary provider of services at the center. In areas where there is more than one comprehensive One Stop Center, there may be separate Operators for each center or one Operator for multiple centers. The Local Workforce Investment Board determines the number and role of One Stop Operators within each region.

The law specifies a number of entities which may serve as the One Stop Operator. The Act, at section 121(d)(2) identifies entities, including consortia, which can serve as the One Stop Operator. With the exception of secondary and elementary schools, any entity of demonstrated effectiveness is eligible to serve in this role.

POLICY

Entities wishing to serve as a One Stop Operator must be eligible to apply as specified at section 121(d)(2) of the Act.

SELECTION OF OPERATOR

The WIA gives the responsibility for selecting the One Stop Operator to the Local Workforce Investment Board.

The Local Workforce Investment Board may select the Operator through a competitive process, or the Local Workforce Investment Board may designate a consortium that includes three or more required One Stop Partners as an Operator. The law also addresses the “grandfathering” of existing One Stop Operators.

The conditions proposed for conduct of a competitive process are described in a separate WIAP. This section is intended to articulate policies when non-competitive processes are used under the consortium or grandfathering options.

Consortium Option

BACKGROUND

Section 121(d)(2)(A)(ii) specifies that the Local Workforce Investment Board may designate a consortium of three or more “required one stop partners” to serve as the One Stop Operator without the requirement to utilize a competitive process. While three or more required partners must be part of the agreement between the local workforce board and the consortium, any number of additional partners may join this consortium arrangement. Section 117(e) which includes the Sunshine Provisions for Local Workforce Investment Boards, requires that the board notify the public about the certification or designation of the One Stop Operator.

POLICY

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 an MOU with all required One Stop Partners and the entity(ies) being designated to provide services consistent with the scope and intent of section 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.

“Grandfathering” of an existing One Stop system

BACKGROUND

The WIA law and regulations provide for continuity for areas that have already established a One Stop system while ensuring that the “reform” provisions of the Act are put into place. For the “Operators” of these systems to be certified, the law requires compliance with the following conditions:

1. The One Stop delivery system, consistent with the scope and meaning of the term in section 134(c), existed prior to the enactment of the WIA on August 7, 1998;
2. The designation or certification must be approved by the Governor, the local Workforce Investment Board and the Chief elected official;
3. The certification must be consistent with the requirements of:
 - a. WIA section 121(b) which lists the requirements for participation of all required partners;
 - b. The Memorandum of Understanding negotiated with all required and any optional partners; and
 - c. The designation is made consistent with the Sunshine provisions appearing at section 117(e).

In Idaho, a One Stop system had been established prior to the enactment of the WIA as indicated by the submission of local One Stop plans by the Regional Collaborative Teams and the “initial certification” of the Idaho Works Career Centers (One Stop Centers) in January of 1998.

POLICY

The following policy outlines the criteria under which the Governor would approve the certification of these existing systems.

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 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 section 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
5. 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.

MEMORANDUM OF UNDERSTANDING (MOU)

BACKGROUND

The Memorandum of Understanding (MOU) is an agreement developed and executed between the Local Workforce Investment Board, with the agreement of the local elected officials, and the One Stop partners relating to the operation of the One Stop delivery system. The WIA at section 121(c)(2) requires each MOU to contain provisions describing:

1. The services to be provided through the one stop delivery system;
2. How the costs of such services and the operating costs of the system will be funded, including the process for paying a proportional share of the costs of the one stop operating system;
3. Methods for referral of individuals between the one stop operator and the one stop partners, for appropriate services and activities;
4. The duration of the MOU and the procedures for amending the MOU; and
5. Other provisions as the parties determine to be appropriate.

WIA emphasizes the full and effective partnerships between Local Workforce Investment Boards and One Stop partners and requires these entities to enter into good faith negotiations. The WIA recognizes, however, that the process of negotiation will not always be successful. The regulations at section 662.310 set forth informal procedures and options to employ in the event an impasse is reached in the negotiations. In the event all negotiations fail, the regulations at section 662.310 require notification of the federal partners, the removal of the partner from the local Workforce Investment Board and exclusion of the local Workforce Investment Board from any incentives awarded for coordination.

POLICY

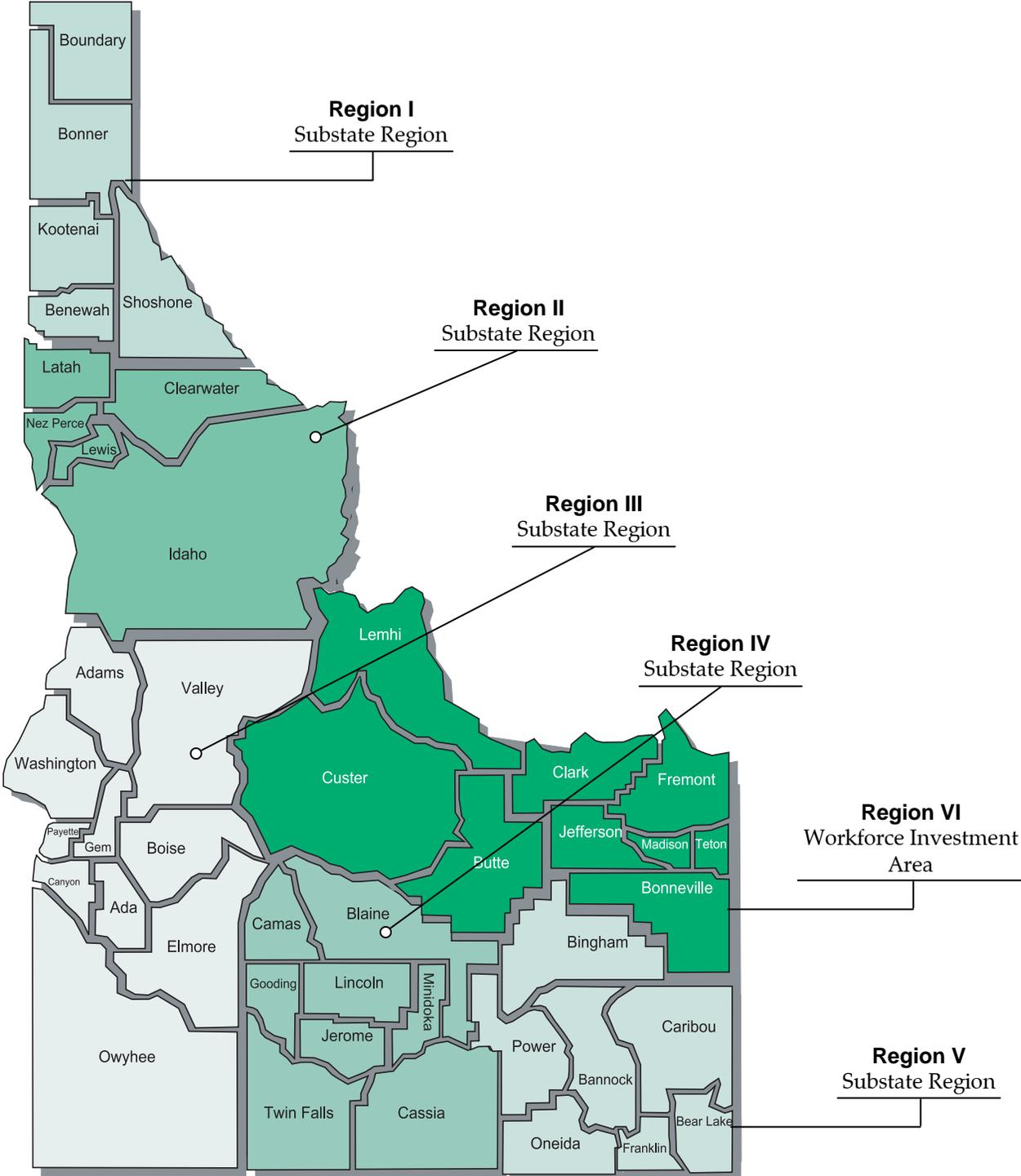
The following procedures for resolving an impasse between a local Workforce Investment Board and the local One Stop Partner shall be employed:

1. 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;

2. 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.
3. 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);
4. 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;
5. 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, and
6. Sanctions will be imposed on the board and/or the partner program as specified in section 662.310 of the regulations.

Primary Contact: Cheryl Brush (208) 334-6303
Secondary Contact: Pat Debban (208) 334-6399

Workforce Investment Areas



*Guidelines
for
Recertification
of
Idaho Works Boards
under the
Workforce Investment Act
of 1998*

April 2004

Guidelines for Recertification of Local Idaho Works Boards

Introduction

Section 117 of the Workforce Investment Act (WIA) requires that local Idaho Works Boards be recertified every two years by the Governor of each state in accordance with criteria established in that section of the Act and with state policy. The material that follows describes recertification requirements and is divided into the following sections:

- I. RECERTIFICATION CRITERIA**
- II. RECERTIFICATION PROCESS**
- III. RECERTIFICATION TIMELINES**
- IV. DECERTIFICATION**

I. RECERTIFICATION CRITERIA

A local Idaho Works Board will be recertified when it is determined that: (A) the board meets composition requirements, as set forth in the Act and state policy; (B) appointments to the board made since the board was originally certified were based on proper nominations and meet other statutory requirements; and, (C) the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to meet local performance measures.

A. Composition

1. Each local Idaho Works Board must consist of the following, at a minimum:
 - a. Representatives of business in the local area;*
 - b. Representatives of local educational entities;*
 - c. Representatives of labor organizations;*
 - d. Representatives of community-based organizations;*
 - e. Representatives of economic development agencies;*
 - f. Representatives of each of the required One Stop partners; and*
 - g. Representatives of minority populations and people with disabilities*

a. Representatives of business in the local area

Individuals appointed to represent the business sector must:

- ❑ be owners of businesses, chief executives or operating officers of businesses, and other business executives with optimum policy-making or hiring authority; (A representative with “optimal policy-making authority” within a business is an individual who can reasonably be expected to speak affirmatively on behalf of the business he or she represents and to commit that business to a chosen course of action.)
- ❑ represent businesses with employment opportunities that reflect the employment trends in the area;
- ❑ be nominated by local business organizations and business trade associations; and,
- ❑ constitute at least 51% of the local board membership.

The Chair of the local Idaho Works Board must be elected from among the business sector representatives.

b. Representatives of local educational entities

Special consideration must be given to representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist).

Appointments in this category must be made from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.

c. Representatives of labor organizations

In areas in which employees are represented by labor organizations, individuals appointed in this category must be selected from among those nominated by local labor federations. In an area in which no employees are represented by such organizations, employees may be represented by other organizations.

d. Representatives of community-based organizations

Special consideration in appointing members in this category must be given to organizations representing individuals with disabilities and veterans, in local areas in which such organizations are present.

e. Representatives of economic development agencies

In the appointment of individuals in this category, special consideration must be given to private sector economic development entities.

AT LEAST TWO INDIVIDUALS ARE REQUIRED FOR EACH OF CATEGORIES (a) THROUGH (e) ABOVE.

f. Representatives of each of the required One Stop partners

Required One Stop partners are identified in Section 121 of the Act as the entities that carry out the following:

- Programs authorized under Title I of WIA, serving:
 - Adults
 - Dislocated Workers
 - Youth
 - Job Corps
 - Native American programs
 - Migrant and seasonal farmworker programs
 - Veterans' workforce programs (not applicable in Idaho at this time)
- Wagner-Peyser programs
- Trade Adjustment Act
- Veterans' Employment Services
- Unemployment Insurance programs
- Adult Education and Literacy programs
- Programs authorized under Title I of the Rehabilitation Act of 1973 – Vocational Rehabilitation, Commission for the Blind and Visually Impaired, and the client assistance program
- Senior community service employment activities authorized under Title V of the Older Americans Act
- Professional-Technical education programs
- Community Services Block Grant employment & training programs
- Housing and Urban Development employment & training programs
- Welfare To Work programs (not applicable in Idaho at this time)

An "entity", as used here, is the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in the local area, not the service providers under contract with the local administrative entity. For programs that do not include local administrative entities (i.e., programs operated by the Idaho Department of Labor and Idaho Division of Vocational Rehabilitation, Adult Education programs, and

programs funded through Title V of the Older Americans Act), the responsible state agency should be the partner. The eligible state entity may then designate an eligible local provider as the "entity" for this purpose. Local elected officials will need to contact appropriate state agency partners for designation of local representatives on local boards.

In those areas with both national and state programs funded through Title V of the Older Americans Act, local elected officials will need to consult with the Idaho Commission on Aging regarding selection of the most appropriate representative(s) to serve on the local board.

A single agency or organization that administers multiple required programs may represent more than one One Stop partner, as appropriate. One Stop partners should include, but are not limited to, the Idaho Department of Labor, Adult Basic Education, the Idaho Division of Vocational Rehabilitation, the Area Agency on Aging, and Professional-Technical Education.

If a required program is operational at more than one site (e.g., Community Services Block Grant activities), only one representative is required on the local board.

Local boards must also include national programs funded under Title I of WIA (Job Corps, Native American and Migrant Seasonal Farm Worker programs, and the Veterans Workforce Investment program), if they are present in the local area. In local areas where the national programs are not present, local boards should take steps to ensure that customer groups served by these programs have access to services through the One Stop delivery system.

One Stop partners not mandated for representation on local boards may be appointed to such boards at the discretion of the local elected officials.

g. Representatives of people with disabilities and minorities

In making appointments to local boards, local elected officials must include individuals who represent minority populations and people with disabilities.

2. Local elected officials may appoint other individuals or representatives of other appropriate entities, including entities representing individuals with multiple barriers to employment and other special populations, as deemed appropriate, as long as statutory compositional requirements are met.
3. Members that represent organizations, agencies or other entities shall be individuals with optimum policy-making authority within the entities they represent. A representative with "optimal policy-making authority" within an entity is an individual who can reasonably be expected to speak affirmatively on

behalf of the entity he or she represents and to commit that entity to a chosen course of action.

4. Statutorily-required Idaho Works Board members (Categories (a)-(f)) must be appointed as full voting members.
5. "Double-counting" - Under limited circumstances, individuals may be appointed to represent more than one membership category. Such individuals must have optimal policy-making authority within both entities, must meet nomination requirements for each category and nominating authorities in both categories must agree to such a dual role. In these situations, board bylaws must prohibit individuals in dual roles from voting on any issue that would involve a conflict of interest for either role.
6. "Special Consideration" – “Giving special consideration” to organizations specified in membership categories (a), (d), and (e) above requires that local elected officials take affirmative steps to identify any such organizations present in the local area and ensure that they are afforded an opportunity to submit nominations for appointments to local boards.
7. In order to ensure that policies for local workforce investment activities reflect the collaborative decision-making envisioned in the Act, each local board should have a mechanism to ensure that board members actively participate in board activities, attending meetings in accordance with requirements stipulated in board bylaws.

B. Board Appointments

Appointments made to local Idaho Works Boards subsequent to the last recertification of the board by the Governor must be based on nominations as prescribed above; individuals so appointed must meet other statutory requirements described above as well. Reappointments of existing members need not complete the nomination process again.

C. Ability to meet performance measures

Local boards will need to demonstrate that adequate oversight of local workforce investment activities is taking place and that local strategies have enabled the local area to meet local performance measures.

II. RECERTIFICATION PROCESS

A. Application Contents

Applications for recertification of Idaho Works Boards must contain the following information:

- (1) A current list of IWB members, including name, address, title, organizational affiliation/place of business, membership category, and term of appointment of local Idaho Works Board appointees.
- (2) A copy of current bylaws.
- (3) A description of the local board's mechanism for ensuring that attendance by board members complies with board bylaws and that inactive members are replaced in accordance with these bylaws. Please provide documentation of the ongoing utilization of the local processes to ensure attendance/replacement.
- (4) For all appointments made since the board was last recertified, the following information must be provided:
 - a) Name, address, title, organizational affiliation/place of business, membership category, term of appointment, and appointment expiration dates of local Idaho Works Board appointees. For those business sector representatives that are not chief executive officers or chief operating officers, the application must describe the "optimum policy-making or hiring authority" of the appointee(s).
 - b) Documentation that all nomination requirements have been met; nomination letters should be provided on the letterhead of the nominating authority or a form designed for this purpose.
 - c) Justification for any instances in which an individual will be appointed to represent more than one category; that is, a description of the circumstances which render the "dual role" appropriate. (When an individual is appointed to represent more than one category, the individual must have optimal policy-making authority in each category, nominations are required in each category, and documentation is required that the dual role is acceptable to both nominating authorities.)
 - d) Documentation that organizations specified in Section (I)(A)(1), (a),(d)&(e) have been identified for the local area and afforded special consideration in appointing new members to local boards.

- e) Documentation of appointments by local elected officials made since the board was last recertified, including documentation of reappointments made as a result of term expirations.
- (5) Documentation that local board activities have ensured the area's ability to meet regional performance measures, including a description of how the board has carried out the planned activities described in Chapter Four, Sections I(C) & II, of the local WIA plan.
- (6) The signature of the Chief Elected Official(s) authorized to act on behalf of the local elected officials requesting recertification.

B. Submission of Applications

Submit applications to:

*Laura Gleason
Idaho Department of Labor
317 W. Main
Boise, Idaho 83735*

PLEASE SUBMIT ONE COPY IN DRAFT FORM AND AN ORIGINAL AND ONE COPY OF THE FINAL APPLICATION.

III. Recertification Timelines

Local elected officials may submit draft recertification applications any time after receipt of this application package but no later than June 11, 2004. State staff will review draft recertification applications, recommend recertification to the Governor, or notify local staff of any concerns regarding the application by July 1. Local staff will then have until July 16 to resolve identified concerns; once all issues have been resolved, we request that you submit an original and one copy of the final application. Final action regarding recertification will take place by August 2, 2004.

IV. Decertification

Failure of a local board to meet recertification requirements will result in decertification of the local board.

Local boards may also be decertified by the Governor at any time (after notice has been provided, along with an opportunity for comment) for fraud or abuse, failure to carry out the roles and responsibilities described in the Act, or for failure to meet local performance measures for two consecutive program years (in accordance with WIA Section 136).

If a local board is decertified for any of these reasons, the Governor may require that a new local board be appointed and certified for the local area pursuant to a reorganization plan developed by the Governor, in consultation with local elected officials in the local area.

Any questions about this material or other information regarding the process for recertifying local Idaho Works Boards should be directed to Laura Gleason, lgleason@jobservice.us, 332-3570, ext. 3319.



DIRK KEMPTHORNE, GOVERNOR
ROGER B. MADSEN, DIRECTOR

WIAB 08-04

DATE: March 3, 2005
TO: All Local Workforce Investment Areas
FROM: Cheryl A. Brush, Chief, Workforce Systems Bureau
SUBJECT: **PY05 Planning Guidance**

The dates for submittal of your Workforce Investment Board's PY2005 modification to its WIA Five-Year Plan are approaching. This is our guidance for the preparation and submittal of the modification as well as other information that is related to PY05 planning.

National Developments

Legislation to reauthorize or replace the Workforce Investment Act has been introduced in both houses of Congress. WIBs and staff are encouraged to follow this legislation as it appears Congress will take some action this session.

The Administration has released its FY06 budget and appropriation requests. This legislation contains some initiatives that could change workforce development activities in Idaho. For example, funding for WIA Adult and Youth, Dislocated Worker, LMI, and Wagner-Peyser activities are merged into one block grant to the Governor. These proposals are not yet part of WIA reauthorization but reflect what the Administration seeks in the reauthorization legislation.

Both WIA reauthorization and the appropriation requests are works in progress but staff has determined it is prudent to anticipate changes will be made to the current system.

The recent issuance of ETA *Training and Employment Guidance Letter (TEGL) No.14-04* announces proposed revisions to the planning guidelines for WIA Title I Strategic Five-Year Plans. The revisions are significant and incorporate policies and initiatives found in the President's budget, WIA reauthorization proposals, and ETA's priorities. The new planning guidelines may be obtained at: http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=1673.

Finally, the Employment and Training Administration (ETA) is going forward with its requirements that (1) WIA and related agencies report outcomes against a set of common measures; (2) states negotiate "performance standards or targets" for the common and perhaps other outcome measures; and (3) the state's targets reflect the sum of those negotiated by WIBs with service providers while taking into account the state's targets. ETA has not released its final guidelines on these matters but they are expected to be announced in March.

PY05 Allocations and Substate Distribution

The state should receive its funding levels by April 1. When the state's allocations are received, the substate distribution will be made as soon as possible. No changes have been made to the basic WIA distribution formula although the policy for distributing incentive funds was changed at the last Workforce Development Council meeting.

PY05 Modification to Five-Year Plan

Following a brief discussion at the January 28, 2005 Council meeting, the decision was made to have each workforce investment area proceed with a modification to the existing five-year plan instead of waiting for the new planning guidelines.

It was concluded that a plan modification would be considered major for those areas who change service providers or add/delete a programmatic strategy, i.e., drop an in-school youth program in favor of serving out-of-school youth only; otherwise the plan would be considered minor.

New participant service levels, outcomes, measurable targets etc., and new budgets need to be submitted with both types of modifications. Changes only to participant schedules and budgets will be considered a minor modification.

Calendar/Due Dates

Major modifications are due to the State in final form by May 15, 2005 (45 days prior to the effective date of July 1, 2005). Each area's draft needs to be done so that the 30-day public review period can begin no later than 45 days prior to that, which would be April 1, 2005; each area would then have 15 days after the public review period for their Workforce Investment Board to consider public comments and finalize the plan and get LEO concurrence prior to the May 15 deadline. If more than 15 days are required for the Board to consider public comments and get LEO concurrence, the draft document and public review period would need to start earlier.

Staff is requesting a copy of the draft major modification on April 1, as part of the public review.

If your area's modification does not meet the requirements for a major modification, the due date is June 1 (30 days prior to the effective date) with the Department of Commerce and Labor.

Major and Minor Modification Criteria

As a reminder, a plan modification is considered **major** if it reflects:

- Increase or decrease of 20% in number of participants served in a program year; or
- Changes of greater than 20% in the financing available to support WIA Title I and partner-provided WIA services (other than the incorporation of funds carried forward from the prior year into the current budget); or
- Redesignation of a workforce investment area, grantee, or administrative entity; or
- Changes to the local board structure; or

- Any other substantial deviation from the existing plan (i.e., redesignation of One Stop Centers, change in service providers, major program design changes).

Minor modifications reflect:

- An increase or decrease of less than 20% of the number of participants served in a program year; or
- To incorporate previous year carry-in funds into the current program year budget; or
- To reflect other increases or decreases of less than 20% in the financing available to support WIA Title I and partner-provided WIA services; or
- A need to revise strategies to meet performance goals; or
- Other programmatic changes that do not meet major modification criteria (e.g., the addition of or modification to local skill attainment systems, addition of needs-based payments, changes in barrier groups).

Attached are the Workforce Development Council-approved plan modification criteria, as there are some procedural guidelines that need to be followed when each area submits their plan modifications. The items that need to be submitted for each type of modification should be noted.

The workforce development system might be changing, but the more immediate task is for each area to plan their PY05 activities in the current system context. As time proceeds and changes become clearer, there will opportunities for much discussion and collaboration.

Please contact Jim Adams at 332-3570, ext. 3219, if you have questions or require additional information.

Attachment:

*MODIFICATIONS TO LOCAL WIA PLANS
(Adopted by the Workforce Development Council
at their March 19, 2001 meeting—Attachment
to Transmittal #1.)*

Attachment

MODIFICATIONS TO LOCAL WIA PLANS

Local WIA plans may be modified through (A) major modifications or (B) minor modifications.

MAJOR MODIFICATIONS

Situations in which **major modifications** are required by the Governor include:

- ❑ Increase or decrease of 20% in number of participants served in a program year; or
- ❑ Changes of greater than 20% in the financing available to support WIA Title I and partner-provided WIA services (other than the incorporation of funds carried forward from the prior year into the current budget); or
- ❑ Redesignation of a workforce investment area, grantee, or administrative entity; or
- ❑ Changes to the local board structure; or
- ❑ Any other substantial deviation from the existing plan (i.e., redesignation of One Stop Centers, change in service providers, major program design changes).

Two copies of major modifications will be submitted to the Workforce Systems Bureau at the Idaho Department of Labor. The submission must include:

1. A cover letter outlining:
 - a) The reason for the modification.
 - b) The effective date.
 - c) A brief description of the modified sections.
2. Any affected pages from the original plan.
3. A dated and signed signature page indicating joint submission and approval by the WIB Chair and the Local Elected Officials.

Proposed major modifications to local WIA plans must be available for public review for at least 30 days, beginning 45 days prior to submission to the State. Availability of the modification shall be announced through a public notice in a prominent newspaper in the Workforce Investment Area and comments received during this review process shall be considered prior to submission of the modification to the State.

The modification shall be forwarded to the State for review and approval no later than 45 days prior to the proposed effective date. State staff will review these modifications for compliance with federal law and regulations and state policy and act upon them within 30 days of receipt.

MINOR MODIFICATIONS

A **minor modification** shall be made for the following reasons:

- ❑ An increase or decrease of less than 20% of the number of participants served in a program year; or
- ❑ To incorporate previous year carry-in funds into the current program year budget; or
- ❑ To reflect other increases or decreases of less than 20% in the financing available to support WIA Title I and partner-provided WIA services; or
- ❑ A need to revise strategies to meet performance goals; or
- ❑ Other programmatic changes that do not meet major modification criteria (e.g., the addition of or modification to local skill attainment systems, addition of needs-based payments, changes in barrier groups).

Two copies of the minor modification will be submitted to the Workforce Systems Bureau. Modifications will be submitted no later than 30 days prior to the effective date, unless the local area can demonstrate a participant-related need to implement the modification prior to the 30 days.

Minor modifications must contain:

1. A cover letter, signed by the individual authorized by local policy, identifying:
 - a) The effective date.
 - b) A brief description of the change.
2. Revised pages of the original plan.

Minor modifications will be reviewed by state WIA staff for compliance with federal law and regulations and state policy. Minor modifications will be acted upon by state staff within 15 days of receipt.

A complete copy of the plan, incorporating all minor modifications, will be made available to the Workforce Systems Bureau on an annual basis in accordance with timelines established by the State.

Workforce Investment Act of 1998

PY2000-2004 Planning Guidelines

September 1999

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WIA LOCAL PLANNING GUIDELINES

CHAPTER 1

LOCAL CONDITIONS

I. Local Governance

- A. Provide a current membership list for the local Idaho Works Board and Youth Council and a copy of the bylaws of each, as attachments to the local plan. [WIA§117(b)(2)&(h), CFR§667.200(a)(4)(i), state policy]
- B. Describe how the local elected officials, the Idaho Works Board and the Youth Council will interact and coordinate activities and decision making, particularly as it relates to developing the local WIA plan. [WIA§117(d)&(h)(4)]
- C. Identify the organization that will serve as the local Grant Recipient. Identify the organization that will be responsible for proper disbursement of WIA funds at the direction of the local board and for administration of the program. Describe the local arrangement for providing staff to the local board. [WIA§117(d)(3)(B) & §118(b)(8)]
- D. Provide a copy of the agreement among local elected officials that demonstrates acceptance of the joint liability of individual jurisdictions for misuse of any WIA funds allocated to the local area under WIA§128 & §133, unless the local area has reached an agreement with the Governor to bear such liability. [CFR§667.705]

II. Local Workforce Investment Needs

- A. Describe the key trends that are expected to shape the economic environment of the local area during the next five years. Include a discussion of local industries that are expanding and those that are declining. Identify area and/or community economic development needs. (See Appendix A) [State Planning Guidelines]
- B. Identify the current and projected employment opportunities in the local area. [WIA§118(b)(1)(B)]
- C. Identify the job skills necessary to obtain such employment opportunities. [WIA§118(b)(1)(C)]
- D. What is the makeup of the local labor force in terms of age, sex, ethnic grouping, education levels, and persons with disabilities? Discuss the socioeconomic conditions of the population in the local area to help identify those most in need of service. Describe any special needs of such groups as females, veterans, persons with disabilities, displaced homemakers, older workers, out-of-school youth, high school dropouts, migrant and seasonal farmworkers, and Native Americans. Identify sources for data analysis. [WIA§118(b)(1)(A)]

E. Existing Programs and Services

1. Describe the type and availability of adult and dislocated worker employment and training activities in the local area. Assess the degree to which these services meet the needs of local business and industry. [WIA§118(b)(4)]
2. Describe and assess the type and availability of youth activities in the local area, including an identification of successful providers of such activities, consistent with state policy. [WIA§118(b)(6), state policy]

III. Local Vision and Goals

- A. Describe the local area's broad strategic economic and workforce development goals within the framework of the vision and goals established by the Workforce Development Council and the State's vision for the One Stop system. (See Appendix B) [State Planning Guidance]
- B. Describe the local area's vision of how the WIA local workforce investment system will help attain these strategic goals. [State Planning Guidance]
- C. Describe any challenges to achieving the local vision.

CHAPTER 2

ONE STOP SYSTEM

- I. Identify the One Stop Operator(s) and describe the role of the Operator(s) within the local area. If there is more than one Operator, specify the site or sites for which each will be responsible. [WIA§121(d) & §134(c), CFR§662.400]
- II. Identify the process and any locally developed criteria used to select the Operator, consistent with state policy. If a consortium was selected as the Operator, attach a copy of the consortium agreement. [WIA§121(d), CFR§662.410-430, state policy]
- III. Identify the specific location of each Idaho Works Career Center in the local area. (At least one physical comprehensive Career Center must be located in each local area.) [WIA§134(c)(2), CFR§662.100(e)]
- IV. Identify the process for ensuring that each Career Center offers the minimum mix of programs and services required in the WIA and that affiliates offer services as specified in state policy. [WIA§121 & §134, state policy]
- V. Identify the organizations, and their locations, serving as local affiliate sites as defined in state policy. [WIA§134(c)(2), CFR§662.100(d-e), state policy]
- VI. Describe how the services provided by the federally mandated partners identified in WIA§ 121(b)(1) and any optional partners will be integrated into a seamless delivery system that moves customers through a continuum of services in the local One Stop delivery system. Describe how these programs will be coordinated to avoid duplication of labor exchange services. [WIA§112(b)(8)(A) & §121(b)(1-2) & 134(c), State Planning Guidelines]
- VII. Describe the process for negotiating Memoranda of Understanding (MOUs) with required and optional One Stop Partners. This may be a single or multiple agreements that describes participation in the comprehensive center and/or affiliate locations. Each MOU must comply with WIA§121(c)(2) and state policy and be included with the plan. If, at the time of plan submission, the local board and a One Stop partner have been unable to negotiate an agreement due to an impasse, include a description of the process that has been followed to resolve the impasse utilizing procedures contained in state One Stop policy guidance. [CFR§662.310, state policy]
- VIII. Describe how funds available under this grant will be used to leverage other federal, state and local resources to support the One Stop system. [WIA§112(b)(10)]

CHAPTER 3

TITLE I PROGRAM DESIGN

I. Adult and Dislocated Worker Services

A. Population to be served

1. Describe local strategies for meeting the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities, individuals training for nontraditional employment, veterans, and individuals with multiple barriers to employment (including older workers, people with limited English speaking ability, and people with disabilities). [WIA§112(b)(17)(A)(iv)]
2. Describe the criteria that will be used to determine eligibility for intensive and training services, consistent with state policy. [CFR§663.220, state policy]
3. Priority for Low-Income Adults [WIA§134(d)(4)(E), CFR§663.600, state policy]
 - a. If the local area intends to waive the requirement to give priority to low-income adults because sufficient funds are available to serve all adults who can benefit from intensive and training services, please provide the local analysis, comparing customer need and resource availability, which demonstrates this.
 - b. Unless information is being provided that demonstrates that adult funds are not limited, describe the procedures that will be used to ensure that priority is given to low-income adults, in accordance with state policy.
4. Describe other policies, if any, regarding priority of service to other targeted groups, such as single parents, persons with disabilities, veterans, minorities, older workers, and local area residents.

B. Services and Activities

1. Identify local strategies for providing Title I core, intensive, and training services, including providers of these services.
2. Describe local policies for:
 - a. customized training. [CFR§663.715-720]

- b. needs-based payments, including amounts available and whether such payments will be allowed prior to the start of training. [WIA§134(e)(3), CFR§663.815-840]
 - c. financial assistance to participants for out-of-area job search and relocation services. [CFR§663.200]
 - d. follow-up services including the local definition for what constitutes a follow-up contact, required frequency, and length, if more than the 12-month minimum. [CFR§663.150(b)]
 - e. discretionary activities identified in WIA§134(e)(1).
3. Describe planned employer outreach and job development activities. [WIA§181(e), CFR§667.262(a)]

PLEASE NOTE THAT THE STATE IS CURRENTLY IN THE PROCESS OF DEVELOPING STATE-LEVEL POLICIES FOR ELIGIBLE TRAINING PROVIDERS (SECTION (C) BELOW) AND INDIVIDUAL TRAINING ACCOUNTS (SECTION (D) BELOW). THE STATE WILL WORK CLOSELY WITH LOCAL BOARD STAFF THROUGHOUT THIS PROCESS.

- C. Local List of Eligible Training Providers [WIA§122, CFR§663.510(d)&(e), state policy]
 1. Describe the process for:
 - a. accepting applications for initial and subsequent eligibility from training and apprenticeship providers;
 - b. carrying out the procedures prescribed by the State for determining initial eligibility;
 - c. carrying out the procedures prescribed by the State for determining subsequent eligibility;
 - d. compiling a local list of eligible providers, collecting the performance and cost information and any other required information relating to providers;
 - e. submitting the local list of approved training providers to the Idaho Department of Labor;
 - f. disseminating the State list through the local One Stop system; and,
 - g. consulting with the Idaho Department of Labor where the termination of an eligible provider is contemplated.
 2. Describe any additional performance and reporting requirements established by the local board.

- D. System for use of Individual Training Accounts [WIA§134(d)(4)(G)]
1. Describe local policies for the use of ITAs, including restrictions on amounts and duration. [CFR§663.420]
 2. Identify any exceptions or proposed waivers to the use of ITAs that will be used in the local area. Provide the appropriate justification for these exceptions in accordance with state policy. [WIA§134(d)(4)(G)(ii), CFR§663.430, state policy]
 3. Describe procedures for identifying occupations in economic sectors with high potential for sustained growth. [WIA§134(d)(4)(G)(iii)]
 4. Describe allowable ITA training costs. Identify whether ITAs will cover tuition, educational fees, books and other educational expenses. [CFR§663.420]
 5. Describe arrangements for ensuring non-duplication with Pell grants. [WIA§134(d)(4)(B), CFR§663.320(c)]
 6. Describe the ITA payment procedures including the process of disbursing and tracking WIA funds. [CFR§663.410]
- E. Identify planned transfers of funds, up to the 20% maximum, between the adult and dislocated worker funding streams. [WIA§133(b)(4)]
- F. Coordination with state-level rapid response activity

Describe how the local board will:

1. coordinate local workforce investment activities with the State's rapid response efforts including making WIA Title I resources available to support services for dislocated workers targeted by rapid response efforts. [WIA§118(b)(5)]
2. assist the State in promoting rapid response, early intervention services and Labor/Management Committees. [state policy]
3. assist in coordinating services with local economic development efforts and with appropriate local elected officials. [state policy]

II. Youth Services

- A. Describe the local area's strategy for providing comprehensive services to youth, including any coordination with foster care, education, welfare, and other relevant resources. Explain how this strategy will prepare youth for post-secondary educational opportunities and transition to employment. [State Planning Guidelines, WIA§129(c)(1)(C), CFR§664.400(a)(3)&(b)]

B. Population To Be Served

1. Provide the local definition and documentation requirements for:
 - a. “an individual who requires additional assistance to complete an educational program or to secure and hold employment” [WIA§101(13), CFR§664.210]
 - b. “deficient in basic literacy skills” [WIA§101(13), CFR§664.205]
 - c. “other eligible youth who face serious barriers to employment”, as part of the 5% window [WIA§129(c)(5), CFR§664.220(h)]
2. Describe the local strategy for meeting the requirement to spend at least 30% of local WIA youth funds on out-of-school youth. What percentage of local youth funds will be targeted to out-of-school youth? [WIA§129(c)(4)(A)]

C. Services & Activities

1. Describe the local area’s process for providing income-eligible applicants with information on the full array of services available through the local board, providers found eligible by the board, or One Stop partners and for referral to appropriate education and training programs. [WIA§129(c)(3)(A), CFR§664.400(d)(1)]
2. Describe the local area’s mechanism to ensure that eligible applicants who cannot be served by a particular program will be referred for further assessment and to appropriate training and educational programs that have the capacity to serve them. [WIA§129(c)(3)(B), CFR§664.400(d)(2)]
3. Describe the local area’s assessment process that meets the requirements of WIA§129(c)(1)(A), and includes a review of the academic and occupational skill levels, as well as the service needs, of each youth. [WIA§129(c)(1)(A), CFR§664.400(a)(1)]
4. How will the ten required program elements identified in WIA§129(c)(2) be provided throughout the local area? Address each separately. [WIA§129(c)(2), CFR§664.400(b)&410]

D. Linkages

Describe the local area’s mechanism for complying with linkage requirements established in the State’s youth policy framework and with any other entities that foster the participation of eligible local area youth. [WIA§129(c)(7), CFR§664.400(c), state policy]

- E. What arrangements will the local board make to provide opportunities to individuals who have successfully participated in the program to volunteer assistance to participants in the form of mentoring, tutoring, and other activities? [WIA§129(c)(8)]

III. General Program Requirements (Issues common to all Title IB programs.)

- A. Describe plans made to ensure an orderly transition from JTPA to WIA, including arrangements made to ensure that participants enrolled on June 30, 2000 are allowed to complete their participation. [USDOL TEGL No.1-99]
- B. Describe local policies, including any locally established time limits, for delivery of work experience and/or internships in WIA Title IB programs. [CFR§663.200(b) & §664.460]
- C. On-the-Job Training [CFR§663.700-710 & §664.460]
 - 1. How will the length of OJT contracts be established?
 - 2. Describe the local policy for reimbursement of OJT wages (up to 50%).
 - 3. Describe the local policy stipulating the circumstances under which OJTs may be used for eligible employed workers.
 - 4. Describe the local policy for restricting the use of OJTs with employers who have received payments under previous contracts and who exhibit a pattern of failing to retain participants. [WIA§195(4)]
- D. Supportive services
 - 1. Describe how the provision of supportive services will be coordinated with other local resources provided by community organizations and One Stop system partners, including procedures for cross referral and how such services will be limited to circumstances in which other resources are not available. [WIA§134(e)(2), CFR§663.800-805 & §664.440]
 - 2. Describe any limits established by the local board regarding the provision of supportive services or policies to provide authority to the One Stop Operator or to youth providers to establish such limits, including maximum amount, maximum length of time, and procedures to grant exceptions. [CFR§663.810 & §664.440]
- E. For concurrently enrolled individuals, how will the local area ensure that services provided through the adult program are not duplicated with those provided under the youth program? [CFR§664.500]
- F. Describe local policy for making opportunities available to participants to participate in nontraditional training. [WIA§195(1), State Planning Guidelines]
- G. Describe any agreements with other areas to pay or share the cost of educating, training, or placing individuals participating in WIA programs. [WIA§195(3)]

CHAPTER 4

PERFORMANCE MANAGEMENT

- I. Performance Accountability
 - A. Identify the area's performance goals for the 17 WIA core measures for Program Years 2000, 2001, and 2002. More detailed definitions of performance measures are listed in Appendix C. [WIA§136 & §118(b)(3), 8/24/99 USDOL paper on Core Indicators of Performance, 8/16/99 Update on Performance Accountability]
 - B. Describe the local area's benchmarks for attainment of basic skills, work readiness skills and occupational skills in the youth program and identify the instruments to be used for these measures. [WIA§136(b)(2)(A)(ii), 8/24/99 USDOL paper on Core Indicators of Performance]
 - C. Describe how the local board will evaluate performance. What corrective action will the local board take if performance falls short of expectations? How will the local board use the review process to reinforce the strategic direction of the system? [WIA§117(d)(4), State Planning Guidelines]
- II. Continuous Improvement [WIA§118(b)(2)(A) & §136(a)&(e)(1), 8/8/99 USDOL Consultation Paper]
 - A. Describe how the local board will ensure continuous improvement of services through the One Stop system. How will the local board provide leadership for the continuous improvement effort?
 - B. What procedures, in addition to the WIA customer satisfaction core measures, will be used to obtain employer and participant feedback on services? What processes are in place to ensure customer feedback is utilized to improve service delivery?
 - C. Describe capacity building efforts designed to enhance the continuous improvement effort.
 - D. Describe how the local board will recognize and reward exemplary performance.

TABLE 1			
LOCAL PERFORMANCE GOALS			
Performance Measurement	PY2000	PY2001	PY2002
<u>Adult Programs</u>			
1. Entry into unsubsidized employment;	—	—	—
2. Retention in unsubsidized employment @ six months	—	—	—
3. Earnings @ six months	—	—	—
4. Attainment of a recognized credential relating to achievement of educational skills by participants who enter unsubsidized employment.	—	—	—
<u>Dislocated Worker Program</u>			
5. Entry into unsubsidized employment;	—	—	—
6. Retention @ six months	—	—	—
7. Earnings @ six months	—	—	—
8. Attainment of a recognized credential relating to achievement of educational skills or occupational skills by participants who enter unsubsidized employment.	—	—	—
<u>Older Youth (aged 19-21)</u>			
9. Entry into unsubsidized employment;	—	—	—
10. Retention @ six months	—	—	—
11. Earnings @ six months	—	—	—
12. Attainment of a recognized credential relating to achievement of educational skills by participants who enter unsubsidized employment or who enter postsecondary education, advanced training or unsubsidized employment.	—	—	—
<u>Younger Youth (aged 14-18)</u>			
13. Attainment of basic skills and, as appropriate, work readiness or occupational skills;	—	—	—
14. Attainment of secondary school diplomas and their recognized equivalents; and	—	—	—
15. Placement and retention in postsecondary education, advanced training, military service, employment, or qualified apprenticeships.	—	—	—
<u>Customer Satisfaction</u>			
16. Participant customer satisfaction	—	—	—
17. Employer customer satisfaction	—	—	—

CHAPTER 5

ADMINISTRATION

I. Procurement Process

- A. Provide a copy of the local area's procurement policy. [WIA§184(a)(2-3), CFR§667.200, 29CFR Parts 95 & 97]
- B. Describe any competitive process, consistent with state policy, used to select the entities below. Include a description of how potential bidders are made aware of the availability of funds. [WIA§118(b)(9)]
 1. One Stop Operators
 2. Providers of core and intensive services, if not the One Stop Operator
 3. Organizations selected as exceptions to ITA requirements, consistent with state policy
 4. Providers of youth services
- C. Identify criteria used to evaluate youth proposals, consistent with state policy. [WIA§112(b)(18)(B), state policy]

II. Administrative Systems

- A. Identify the OMB Circulars governing cost principles and uniform administrative requirements that will apply to the local board-staffing organization and to the fiscal agent (if different), pursuant to a determination by the organization's cognizant agency. [WIA§184(a)(2-3), CFR§667.200]
- B. Describe the local structure and procedures in place to administer the local workforce investment system, including the following: [WIA§181-195, CFR§667]
 1. Describe local administrative controls (including monitoring and management information system requirements), accounting, audit, and debt collection procedures, consistent with WIA§184, to ensure proper disbursement of, and accounting for, funds allocated to the local area under Title IB. [WIA§184]
 2. Describe the local system/procedures for grievances or complaints alleging violations of the requirements of this title from participants and other interested or affected parties. [WIA§181, CFR§667.600]

III. Equal Opportunity (EO) Requirements

Describe systems and processes established to ensure compliance with primary federal laws governing equal opportunity and nondiscrimination for staff and for program participants. [WIA§188]

IV. Public Review/Involvement Process

- A. Describe the local process for ensuring ongoing compliance with the Sunshine provisions described in WIA§117(e).
- B. Provide documentation that the public review requirements identified below and detailed in Appendix D have been met:
 - 1. Waiver of prohibition against local boards providing training services [WIA§117(f)(1)(B)(ii)]
 - 2. Designation of One Stop Operators through grandfathering and/or consortia [WIA§117(e), state policy]
 - 3. Exceptions to ITA requirements [WIA§134(d)(4)(G)(ii)]
 - 4. Local Workforce Investment Plan [WIA§118(c), CFR§661.345(b)]
- C. Include with your plan any comments received as a result of the public reviews described above and the local board's response to these comments. [WIA§117(f)(1)(b)(iii) & §118(c)(3), CFR§661.345(c)]

V. Waivers

If the local area is requesting waivers of any federal requirements, provide the information requested in WIA§189(I).

VI. Budget

Budget format is being developed and will be transmitted at a later date.

Appendices

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Appendix A

Labor Market Information Publications

Publication	Description	Frequency of Release
● <u>Affirmative Action Statistics</u>	The data in this publication represent the latest statistics for use in the development of employer affirmative action plans. Population, labor force estimates, and a summary of occupations are presented for each county and on a statewide basis by race and gender.	Annually
● <u>Basic Economic Data</u>	This publication presents monthly nonfarm wage & salary employment by industry. The data are tabulated on statewide, county, and Labor Market Area levels.	Annually
● <u>Covered Employment & Wages in Idaho (250/251)</u>	This report provides the number of people employed that are covered by Unemployment Insurance law and the total wages for those workers. Employment and wages are tabulated at a one-digit SIC level by county.	Quarterly & Annual Summary
● <u>Distribution of Covered Workers in Idaho by Industry</u>	This report provides the number of workers covered by Unemployment Insurance law, tabulated by industry and summarized at a two-digit SIC level on a statewide basis only.	Annually
● <u>Distribution of Wages Paid to Covered Workers in Idaho by Industry</u>	This report provides the total wages of workers covered by Unemployment Insurance law in Idaho. The data are tabulated by industry and summarized at a two-digit SIC level on a statewide basis only.	Annually
● Economic Profiles	This consists of 24 separate publications. Each publication includes a geographic overview, population, an economic overview, labor force, nonfarm wage & salary employment, wages, major employers, per capita income, Job Service activity, and basic Unemployment Insurance information for the 24 Idaho Job Service areas. (Last updated October 1999) These profiles can currently be obtained by calling 1-800-772-2553.	Annually (Updated October 1999)
● Idaho Demographic Profile	Information contained in this publication includes population and labor force projections, occupational data, and socioeconomic characteristics of Idaho residents.	Annually
● <u>Idaho Employment</u>	This newsletter contains monthly nonfarm wage & salary employment, labor force data, unemployment rates, economic indicators, economic trends, business	Monthly

developments, and more for the state and Labor Market Areas. Sections include: State Overview, Panhandle, Seaport, Treasure Valley, Magic Valley, Southeast, Northeast, and FYI (For Your Information).

- Occupational Employment & Wages in Idaho**

This publication provides the results of the annual Occupational Employment and Wage Survey, showing the number of employees in and wage ranges for over 800 occupations throughout the state.

Annually
- Labor Force in Idaho**

Seasonally Adjusted and unadjusted civilian labor force, employment, unemployment, and unemployment rates for the state, Labor Market Areas, and all counties are included in this publication.

Annually
- Labor Force by County**

This report presents seasonally adjusted and unadjusted civilian labor force, employment, unemployment, and unemployment rates for the state and all counties.

Monthly
- Occupational Employment Statistics**

Occupational employment statistics, occupational projections, and industry projections are available upon request.

Available Upon Request
- Unemployment Insurance Financing and Benefit Costs**

This publication details the structure, development, history, and current status of Idaho's unemployment insurance program for use in decision-making regarding benefit costs and benefit financing.

Annually

Appendix B

WORKFORCE DEVELOPMENT COUNCIL Vision, Mission & Goals

VISION

Idaho will deliver a highly trained, diverse workforce through partnerships among business, labor, education, and government. This integrated workforce development system will meet the productivity needs of a market-driven economy -- improving profitability, increasing global competitiveness, and enhancing Idaho's quality of life.

MISSION

The Governor's Workforce Development Council, understanding the unique needs of business, education, and labor, will develop policy and provide oversight for an integrated Idaho workforce development system, promoted and implemented within established constraints.

GOALS

GOAL I Assess the needs of business and industry to enhance economic development, based on market sensitivity.

1. Develop and conduct a statewide assessment of training and employment needs of business and industry.
2. Develop a system for ongoing assessment and evaluation.

GOAL II Establish a comprehensive workforce development delivery system.

1. Establish partnerships with business, agencies, and education in the development of a workforce system.
2. Promote a system with a comprehensive menu of quality information services.
 - Develop policy recommendations for a One Stop Career system.
 - Oversee implementation of the One Stop Career system.
3. Develop, recommend and support a substate governance structure.
 - Integrate planning, oversight and delivery systems at the state and local levels.
 - Approve initiatives, program plans and grant applications to ensure coordination and minimize duplication.
4. Develop and recommend performance and evaluation methods.
 - Support a system that regularly measures progress toward goals and determines customer satisfaction.

5. Support a coordinated marketing campaign for all users.
 - Develop and implement a statewide marketing/public awareness program.

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

1. Promote access for all students to accurate and current information about careers, occupations, and available education and training programs.
 - Promote career information systems for common use throughout the state.
2. Expand opportunities and increase student participation in work-based learning.
 - Promote the development of a wide variety of work-based learning opportunities.
 - Encourage the educational system to recognize and support work-based learning.
 - Broaden the numbers of businesses providing work-based learning opportunities.

GOAL IV Provide opportunities for and encourage life-long skill development for Idaho's current and transitional workers.

1. Ensure access to employment and training services for diverse population groups.
 - Identify and eliminate barriers in the workforce development system.
 - Coordinate with representatives of minority populations to identify their needs.
 - Promote English language training to better prepare limited English speaking Idahoans for the workplace.
2. Facilitate transitions to or within the workforce.
 - Encourage businesses to partner with local instructional providers to offer training for current employees.
 - Support welfare reform efforts.
 - Encourage Idahoans in their efforts to attain economic independence and self-sufficiency.
3. Promote and recognize the interdependence of and need for balance between work and family life.
 - Support community services and employment practices that enable applicants to enter the workforce and continue providing quality family life.
4. Promote use of the Workforce Development Training Fund to deliver customized training for new employees, and upgrade training for current workers who are at risk of being permanently laid off.

GOAL V To advance issues related to Idaho's Workforce Development system by providing recommendations and progress reports to the Governor, State Board of Education and policy makers.

ONE STOP CAREER CENTER SYSTEM

VISION

The One Stop Career Center network will revolutionize the systems that support the American labor market. All customers – employers, job seekers and students – will have access to streamlined, state-of-the-art, user-friendly employment, education, and training information and services. The One Stop system will be customer driven, highly integrated, offer superior customer service and result in exceptional customer satisfaction and return on investment of public funds.

One Stop Career Center - Guiding Principles

Customers, whether students, job seekers or employers, will be regarded as capable and motivated to achieve success in the labor market.

We will put our customers first, measuring our success by satisfaction of the customer and value added for the customer.

Collaboration and consensus among partners will guide the truly successful One Stop system.

Partners are committed to the concepts of universal access, customer choice, program quality and accountability, and integration of services to meet customer demands.

Multiple federal, state and local programs will be integrated to create a seamless system for the customers.

Our efforts are guided by full participation of stakeholders and customers, fact-based decision-making, customer satisfaction as a key measure of accountability and delivering what we promise.

One Stop Career Center System - Goals

All customers, including those with special needs and barriers to employment, will have access to a core set of services designed to assist in managing career and labor market decisions.

Customer choice will be increased via:

- access to information and services in at least one full-service One Stop Career Center in each region, at multiple off-site locations including kiosks, service provider, education provider, and access points that are convenient to the customer;
- access to information on quality of education, training and One Stop performance;
- access to customer-friendly career information and new local labor market information;
- access to registration, referral and job order filing;
- access to regional service directories with information on education, training and support services, including child care; and,
- development of automated systems designed to perform eligibility screens for a wide variety of employment, training and financial aid services.

Customer satisfaction will be increased by:

- collecting and including customer preference in program design and measuring their satisfaction;
- expanding access to staff knowledgeable about the labor market and a range of service options;
- increasing access to a broader range of job openings, a larger pool of job applicants and an improved system for matching the two;
- eliminating duplicate collection of information among multiple service providers and providing access to a seamless service system; and,
- increasing staff time available for intensive services for those who need them through the use of automation and self-access for those who prefer this option.

Program quality will be improved through:

- greater availability and use of labor market information;
- greater availability and wider distribution of program outcome information; and,
- expanded use of quality and program improvement processes throughout the system.

Programs will be integrated through:

- greater integration of program planning processes at the state and local levels for School-to-Work, Work-to-Work and Welfare-to-Work programs;
- integration of data and information systems; and,
- expanded colocation of partners.

Appendix C

WIA Performance Measures

Adult Program

1. Entry into unsubsidized employment
2. Retention in unsubsidized employment six months after entry into employment
3. Earnings received in unsubsidized employment six months after entry into employment
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment

Dislocated Worker Program

5. Entry into unsubsidized employment
6. Retention in unsubsidized employment six months after entry into employment
7. Earnings received in unsubsidized employment six months after entry into employment
8. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment

Youth Program

Older Youth (aged 19-21)

9. Entry into unsubsidized employment
10. Retention in unsubsidized employment six months after entry into employment
11. Earnings received in unsubsidized employment six months after entry into employment
12. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment or who enter postsecondary education, advanced training or unsubsidized employment

Younger Youth (aged 14-18)

13. Attainment of basic skills and, as appropriate, work readiness or occupational skills
14. Attainment of secondary school diplomas and their recognized equivalents
15. Placement and retention in postsecondary education, advanced training, military service, employment, or qualified apprenticeships

Customer Satisfaction

16. Participant customer satisfaction
17. Employer customer satisfaction

Appendix E

Required Attachments to local WIA Plans

1. Signature Page
2. Current membership lists for local Idaho Works Board and Youth Council
3. Idaho Works Board and Youth Council Bylaws
4. Agreement among local elected officials demonstrating acceptance of the joint liability of individual jurisdictions for repayment of disallowed costs identified in audits or other reviews
5. Consortia agreements used in the designation of One Stop Operators
6. Memoranda of Understanding between local board and One Stop partners
7. Analysis demonstrating that sufficient funds exist to serve all adults if the local area is proposing to waive the requirement to give priority to low-income adults
8. Procurement policy
9. Documentation of public review processes

IDAHO WORKFORCE INVESTMENT ACT PERFORMANCE MEASURES
PERFORMANCE GOALS FOR PY 2005 AND PY 2006

	PY 05	PY 06
Adult Programs		
1. Entered Employment Rate	87%	87%
2. Employment Retention Rate @ Six Months	84%	84%
3. Average Earnings Change in Six Months	\$3,900	\$3,900
4. Employment and Credential Rate	70%	73%
Dislocated Worker Program		
5. Entered Employment Rate	90%	90%
6. Employment Retention Rate @ Six Months	91%	91%
7. Earnings Replacement Rate in Six Months	-\$1,500 / 88%	-\$1,500 / 88%
8. Employment and Credential Rate	72%	74%
Older Youth (aged 19-21)		
9. Entered Employment Rate	83%	83%
10. Employment Retention Rate @ Six Months	89%	89%
11. Average Earnings Change in Six Months	\$3,094	\$3,094
12. Credential Rate	58%	59%
Younger Youth (aged 14-18)		
13. Skill Attainment Rate	92%	92%
14. Diploma or Equivalent Attainment	77%	77%
15. Retention Rate	78%	78%
Customer Satisfaction		
16. Participant customer satisfaction	85	85
17. Employer customer satisfaction	85	85

Memorandum of Understanding

Purchase of goods and services under the Workforce Investment Act (WIA) will comply with Uniform Administrative Requirements applicable the nature of the organization expending WIA funds. Units of state and local government will comply with OMB Circular A102, codified at 29CFR Part 97.

In order to meet these requirements, and in accordance with the general WIA procurement policies approved by the Governor (Attachment A), IDOL, as the State WIA Administrative Entity, proposes the following:

- . State agencies expending WIA funds will follow policies and procedures established by the Department of Administration for all purchase of professional services and all other administrative purchases.
- . When purchasing program services, state agencies expending WIA funds will be exempt from the specific procedural requirements of the Department of Administration, but will ensure compliance with all requirements contained in A102 as reflected in Attachment B and summarized below:
 - formal bidding for purchase of program services exceeding \$25,000;
 - maximum open and free competition;
 - maintenance of a bidders' list;
 - public notification of fund availability;
 - minimum of 30 days between issuance of RFP and submission deadline;
 - procedures that afford all applicants equal opportunity to be considered for funding;
 - objective selection of successful bidder, according to predetermined criteria and process, to be included in Requests-For-Proposals;
 - appeal procedures regarding selection of successful bidders, to be included in Requests-for-Proposals;
 - avoidance of any conflict of interest in selecting providers;
 - inclusion in RFP of applicable laws and regulations, and State policies or provision of these to potential applicants at a bidder's conference or upon request.

Noncompetitive practices

Use of noncompetitive practices will follow requirements established in OMB Circular A-102, except as follows.

- () State agencies will be allowed to purchase goods and services from other state agencies without competition.
- () Funds may be passed through from the State to local Idaho Works Boards without competition in accordance with established formulae to meet purposes specified in the Workforce Investment Act.
- () Funds may be passed through from the State to local Idaho Works Boards without competition to provide additional assistance for dislocated workers to local areas that experience disasters, mass layoffs or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals.

A Procurement Guide reflecting these requirements will be developed and maintained by IDOL and provided to other state agencies purchasing WIA program services

Signed:

Director, Idaho Department of Labor

DATE

Director, Idaho Department of Administration
(or Administrator, Division of Purchasing

DATE

Attachments (2)

Attachment A

TRANSMITTAL

MEMORANDUM

September 21, 1999

TO: Workforce Development Council

FROM: Roger B. Madsen, Director

SUBJECT: Procurement Issues under WIA

ACTION REQUESTED: Approval of proposed procurement policies for purchase of goods and services under the Workforce Investment Act

BACKGROUND:

WIA federal regulations require that state and local governments and other entities comply with federal Uniform Administrative Requirements applicable to their organizations in administration of WIA activities. For state and local government, this is OMB Circular A102; for private nonprofits, hospitals, educational institutions, commercial organizations and others, OMB Circular A110 applies. Among the required administrative systems is procurement of goods and services under WIA.

Overall, both sets of regulations provide for full and open competition for purchase of WIA goods and services, with limited opportunities for making purchases through noncompetitive mechanisms. They require written procurement procedures that include identification of all technical requirements and factors that will be used to evaluate bids. They also require contract awards to be made on the basis of a bidder's demonstrated ability to perform activities and results specified by the funding organization. Both sets of regulations recognize the four standard purchasing methods---small purchases, sealed bids, competitive proposals, and noncompetitive (or sole source) procedures.

States are generally bound to the State's procedures used for purchases made with non-federal funds. Other governmental entities are directed to use their own procurement policies as long as they reflect applicable State and local laws and regulations and those contained in WIA. While procurement procedures for nonprofit and commercial organizations are established in regulations specific to their organizations, these entities are also subject to State requirements if they are operating a federal program for the State.

One of the procurement options --- procurement by small purchase methods---warrants special attention. "Small purchases" are those relatively simple and informal procurement methods used for securing goods and services that do not cost more than the "simplified acquisition threshold" established in U.S. Code. Although this threshold is set in U.S. Code at \$100,000, this amount is set in the context of much larger funding scenarios than is the case in Idaho. The Idaho Division of Purchasing limits this level to \$25,000 for state agencies; for purchases over that amount one of the more formal methods of procurement must be used. Staff believe that limiting informal purchasing to \$25,000 reflects sound and prudent business practice, given the WIA funding levels within the State, and should be a common threshold for all entities expending WIA funds.

Further research reveals that a number of other provisions that reflecting sound business practice are not addressed in detail in the regulations governing nonprofit and commercial organizations.

- Governmental entities are required to obtain price or rate quotations from "an adequate number of qualified sources" for purchases under the simplified acquisition threshold; nonprofit and commercial organizations are not.
- While regulations governing governmental entities require that all procurement files document the basis for selecting procurement method, successful bidder(s), and price, regulations for nonprofit and commercial organizations only require this for purchases over the simplified acquisition threshold.
- Nonprofit and commercial organizations are only required to authorize access to contract documents for appropriate governmental officials for purchases over the simplified acquisition threshold.
- Regulations specify the terms under which noncompetitive practices may be used for governmental entities but these are not addressed for nonprofit and commercial organizations.

Staff believe that these requirements are fundamental to sound accountability principles for expenditure of public monies in general and should be requirements for purchases by all entities under WIA. It would, however, be appropriate to exempt "very small" purchases, such as office supplies and materials from these requirements.

Staff Recommendation:

That the Council recommend the following procurement policy for purchases of goods and services under WIA:

In addition to the requirements established in the Uniform Administrative Requirements applicable to the organizations purchasing goods and services under WIA, found in OMB Circulars A102, A110, and WIA regulations, the following will apply:

1. The “simplified acquisition threshold”, over which formal bidding is required, will be \$25,000 for all entities utilizing WIA funds.
2. When small purchase procedures are used by an entity purchasing WIA goods and services over \$1500, price or rate quotations shall be obtained from an adequate number of qualified sources.
3. Procurement records for purchases of WIA goods and services over \$1500 shall include, at a minimum:
 - (a) the rationale for the method of procurement (including justification for any noncompetitive practices) and contract type;
 - (b) basis for contractor selection; and,
 - (c) basis for contract price.
1. All negotiated contracts awarded by recipients and subrecipients shall provide that the funding organization, USDOL, the U.S. Comptroller General of the United States, or any of their duly authorized representatives shall have access to any books, documents, papers, and records of the contractor which are directly pertinent to the program for purpose of making audits, examinations, excerpts, and transcriptions.
2. Procurement by noncompetitive methods may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids, or competitive proposals and one or more of the following circumstances applies:
 - (d) The item is available only from a single source;
 - (e) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
 - (f) The awarding agency authorizes noncompetitive proposals;
or
 - (g) After solicitation of a number of sources, competition is determined inadequate.

Attachment B

<p>PROCUREMENT REQUIREMENTS FOR STATE AND LOCAL GOVERNMENT</p>	<p>REQUIREMENTS FOR EDUCATIONAL INSTITUTIONS, HOSPITALS AND OTHER PRIVATE NONPROFITS (PNPs)</p>
<p>(a) State must use same policies and procedures it uses for procurements from its non-federal funds; every contract/purchase order must contain all federally-required clauses. Other grantees and subgrantees use (b) through (i)</p> <p>(b) Procurement Standards</p> <ul style="list-style-type: none"> 0. Grantees and subgrantees are to use their own procurement procedures which reflect applicable State and local laws, provided they comply with federal requirements: 0. Requires Contract Administration system that ensures that contractors perform in accordance with contractual terms 0. Requires Code of Conduct 0. Consolidation of procurements to avoid duplication or purchase of unnecessary items; Analysis of lease vs. purchase alternatives req. 0. Intergovernmental agreements to procure common goods 0. Use surplus property first 	<p>Section 95.1 states that no additional procurement standards or requirements shall be imposed by USDOL unless required by federal statute, but that PNPs that implement federal programs for states are subject to State requirements in addition to the requirements in these regulations.</p> <p>Requires contract administration system to ensure contractor conformance with terms of contracts and to ensure adequate and timely followup on all purchases. Recipients shall followup on all contracts and document contractor performance</p> <p>Requires code of conduct</p> <p>Recipients shall avoid purchasing unnecessary items.</p> <p>Requires analysis of lease vs. purchase options</p>

<p>8. Use value engineering on construction projects</p> <p>9. Awards to be made to responsible bidder who can demonstrate ability to do the work, taking into account contractor integrity, compliance with public policy, record of past performance, and financial and technical resources</p> <p>10. Maintain sufficient records to detail history of a procurement: rationale for procurement method, selection of contract type, contractor selection and basis for price</p> <p>11. Limited use of “time and materials” contracts</p> <p>12. Grantees and subgrantees are responsible for resolving contractual and administrative issues arising out procurements -- -proposal evaluations, protests, disputes, and claims</p> <p>13. Must have protest/appeal procedures; establishes limits of federal involvement in disputes to violation of federal law/procurement requirements, violation of the grantee/subgrantees</p> <p>(c) Competition –</p> <p>2. Must ensure full and open competition. Examples of restriction of competition – placing unreasonable requirements on bidders, requiring unnecessary experience, noncompetitive pricing practices, noncompetitive awards to individuals on retainer contracts, organizational conflicts of interests,</p>	<p>Contracts shall be made with responsible contractors who possess ability to perform successfully under the terms of the contract, giving consideration to contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources</p> <p>Procurement records and files for purchases <u>in excess of small purchase thresholds</u> shall include, at a minimum</p> <ul style="list-style-type: none"> Basis for selection Justification for sole source Basis for award price or cost <p>Recipients are responsible for disputes, claims, protests, source evaluation problems; matters concerning violations of statute are to be referred to federal state or local authorities that have jurisdiction.</p> <p>Matters concerning violation of statute are to be referred to such federal, state, or local authority as may have proper jurisdiction.</p> <p>Competition-</p> <p>Requires full and open competition, to the extent practicable. Requires recipients to be alert to organizational conflicts of interest and noncompetitive practices that restrict trade. Contractors that develop or draft specifications, requirements, statements of work, IFBs, & RFPs shall be excluded from competing for such</p>
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<p>specifying brand names, any arbitrary actions</p> <ol style="list-style-type: none">1. No administratively imposed local geographic preferences 1. Must have written selection procedures for procurement transactions, ensuring:<ol style="list-style-type: none">(iii) incorporation of all technical requirements for item being procured, including any applicable standards(iii) identification of all evaluation factors and other requirements that bidders must fulfill 7. Requires use of bidders' lists	<p>procurements.</p> <p>Recipients must establish written procurement procedures.</p> <p>Solicitations must provide for the following</p> <ul style="list-style-type: none">Clear and accurate description of technical requirements for material, product or service to be procured. Shall not contain features that unduly restrict competition. All Requirements that the bidder must fulfill and all other factors to be used in evaluating bids Description of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or acceptable standards The specific features of "brand name or equal" descriptions that bidders are required to meet, if such items are used Acceptance of products dimensioned in the metric system. Preference for products that conserve energy
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<p>(d)Methods of procurement</p> <p>3. <i>Small purchase methods</i> – up to \$100,000; Requires quotes from “an adequate number of qualified sources”</p> <p>3. <i>Sealed bids</i> (formal advertising)– usually used when selection will be based principally on low bid; requires public advertisement, use of IFB public opening; firm fixed price contract award; any or all bids may be rejected with a sound documented reason</p> <p>3. <i>Competitive proposals</i> – solicitation when specification are not as specific as in sealed bids, requires:</p> <ul style="list-style-type: none"> (i) public advertising of RFPs, identification of all evaluative criteria and their relative importance (ii) solicitation from an adequate of sources (iii) established method for evaluating proposals and selecting awardees (iv) awards to be made to the bidder whose proposal is most advantageous to the program <p>3. <i>sole source contracting</i> (noncompetitive proposals) – to be used only when the award of a contract is infeasible under #1-3 above and one of the following apply:</p> <ul style="list-style-type: none"> () item only available from one source () public emergency exists () awarding agency authorizes sole source contracting () after solicitation, competition is determined inadequate <p>requires cost analysis and may require pre-approval from awarding agency</p>	<p>There is no requirement that PNPs obtain bids from qualified sources for amounts below the small purchase threshold.</p> <p>Type of procuring instrument – fixed price contracts, cost reimbursable contracts, purchase orders, and incentive contracts – shall be determined by recipient, but shall be appropriate for the particular procurement and in the best interests of the recipient.</p> <p>(No specific discussion of these procurement methods in 29CFR95, although reference is made to the small purchase threshold set in 41USC, which is \$100,000 – though 29CFR95 identifies the 41USC limit as \$25,000. Reference is also made in 29CFR95 to “sealed bids”, also not defined; in looking at this in 41USC, it appears that sealed bids and competitive proposals are all substantially similar in most contexts.)</p> <p>Awards shall be made to the responsible bidder whose bid is most advantageous to the recipient, based on price, quality and other factors set forth.</p>
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<p>41USC allows grantees to reject any and all offers if it is in the best interest of the grantee to do so, although this language is not in 29CFR97.</p> <p>(d) Requires that grantees and subgrantees take affirmative steps to ensure that small, women- and minority owned businesses and “large surplus area firms” have an opportunity to submit proposals, including:</p> <ul style="list-style-type: none"> () Inclusion on bidders’ lists () Ensuring these firms are solicited whenever they are potential sources () Dividing total requirements into smaller tasks to maximize participation by these firms () Establishing delivery schedules that encourage participation by these firms () Using SBA & Minority Business Dev. Agency of Dept. of Commerce () Requiring prime contractor to take affirmative steps to use these firms for subcontracts <p>(d) Cost and price analyses are required – independent cost estimates are required before receiving bids; cost analyses are required when price competition is lacking and for sole source procurements, unless price can be established based on published catalog price; profit is negotiated separately, “cost plus a %age of cost” is not allowable</p>	<p>Any or all bids may be rejected when it is in the recipient’s interest to do so.</p> <p>Requires that recipients make positive efforts to use small businesses, minority-owned firms, and women’s business</p> <ul style="list-style-type: none"> Must ensure that these firms are used to the fullest extent practicable Make information on forthcoming opportunities available and arrange timeframes for purchases to encourage participation by these firms Consider in the contracting process whether contractors intend to subcontract using these firms Encouraging contracting with consortia of these firms Use SBA and the Minority Business Dev. Agency of the Dept. of Commerce and USDOL’s Small Bs. and Minority Affairs in the solicitation and utilization of these firms <p>Some form of cost or price analysis shall be made and documented in procurement files in connection with every procurement action</p>
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<p>(d) Awarding agency review –</p> <ol style="list-style-type: none"> 1. must make technical specs available to awarding agency under certain conditions 2. must make procurement documents available for review by awarding agency <ol style="list-style-type: none"> (ii) if grantee’s procurement requirements are not certifiable, (iii) the procurement is expected to exceed the small purchase threshold and is to be awarded without competition or after only one bid is received; (iv) the procurement exceeds small purchase threshold and uses a brand name requirement, (v) the procurement exceeds the small purchase threshold and is awarded to other than low bidder under a sealed bid procurement; (vi) a contract mod increases a contract amount by more than the small purchase threshold 3. Grantee or subgrant is exempt from pre-award review if the awarding agency determines that its procurement systems comply with federal requirements. <ol style="list-style-type: none"> (ii) Grantee or subgrantee may request that its procurement system be reviewed by the awarding agency (iii) Grantee or subgrantee can self-certify its system; subject to later review, through written assurances <p>(e) Bonding requirements – there are a series of these (constr/)</p>	<p>USDOL (or awarding agency?) review –</p> <p>Must make procurements documents available for review by (USDOL/awarding agency?) when</p> <p>Recipients procurements or operation fails to comply with procurements standards in regulations</p> <p><u>Procurement will exceed small purchase threshold</u> and is to be awarded without competition or after only one bid is received</p> <p><u>Procurement will exceed small purchase threshold</u> and specified brand name</p> <p>Award is <u>over small purchase threshold</u> and is to be awarded to other than low bidder under a sealed bid</p> <p>A proposed contract modification changes the scope of a contract or increases the contract amount by <u>more than small purchase threshold amount</u></p> <p>Bonding requirements – there are a series of these</p>
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	<p>\$100,000. Each tier must certify to the tier above that it has not and will not use any federally appropriated funds to pay any person or organization for influencing officers or employees of any agency, members of Congress, employees of Congress in connection with the obtaining of any federal contract, grant or any other award and must disclose any non-federally funded lobbying that takes place in connection with obtaining any federal award.</p> <p>Debarment and Suspension requirements</p>
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WIA COMPLAINT PROCEDURES TECHNICAL ASSISTANCE GUIDE

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WIA COMPLAINT PROCEDURES

Introduction

The appropriate complaint resolution process to be followed depends on the nature of the complaint. Complaints fall into three categories: 1) program complaints involving the proper application of the Workforce Investment Act (WIA) and its regulations and policies on the local level, 2) program complaints involving statewide WIA policies, and 3) discrimination complaints.

A complaint may be amended prior to a scheduled hearing or withdrawn at any time. To the extent practical, information that could lead to the identification of the person filing the complaint must be kept confidential. The identity of any person who furnishes information relating to, or assisting in, an investigation shall be kept confidential to the extent possible. No entity receiving financial assistance under the Act may discharge, intimidate, retaliate, threaten, coerce, or discriminate against any person because such person has filed a complaint, opposed a prohibited practice, furnished information, assisted or participated in any manner in an investigation or hearing.

A. PROGRAM COMPLAINTS AGAINST LOCAL WIA PROGRAMS

Who may file: Applicants, participants, service providers, recipients and other interested parties, may file a complaint alleging a non-criminal violation of local WIA programs, agreements or the Local Workforce Investment Board's policies and activities.

Time and place for filing: Local program complaints must be in writing and be filed with the Service Provider or Local Administrative Entity within 180 days from the date of the event or condition that is alleged to be a violation of WIA.

Procedure To Be Followed

Step 1 - Initial Review. Written complaints will be taken by the Service Provider or Local Administrative Entity from the complainant or the complainant's designated representative. All complaints will be logged.

If the complaint alleges a violation of any statute, regulation, policy, or program that is not governed by WIA, the complaint will be referred to the appropriate organization for resolution. Notice of the referral will be sent to the complainant.

If the complaint is retained, a complaint file should be established that contains: 1) all application and enrollment forms, if appropriate, 2) the complaint statement and form, 3) a chronological log of events, 4) all relevant correspondence, and 5) a record of any attempted resolution.

Step 2 - Informal Resolution. An attempt should be made to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed

within 10 days from the date the complaint was filed. If all parties are satisfied, the complaint is considered resolved and the terms and conditions of the resolution must be documented in the complaint file.

Step 3 - Formal Resolution. When no informal resolution is possible, the Service Provider will forward the complaint and a copy of the file to the Local Administrative Entity who will review the complaint file, conduct a further investigation if necessary, and issue a Determination within 20 days from the date the complaint was filed. If further review of the Determination is not requested, the complaint is considered resolved and the complaint file should be documented accordingly.

Any party dissatisfied with the Determination may request a hearing within 10 days of the date of the Determination. The request must be in writing and be timely filed with the Local Administrative Entity. The Local Administrative Entity will schedule the hearing and forward the program complaint to the hearing officer for resolution. The Local Administrative Entity will monitor the processing of the complaint.

Step 4 - Hearing. The hearing officer will schedule a formal hearing by written notice, mailed to all interested parties at least 7 days prior to the hearing. The notice will include the date, time, and place of the hearing. The hearing must be conducted within 45 days from the date the complaint was filed. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. Parties may be represented by an attorney or another designated representative, and may request that records and documents be produced. All testimony will be taken under oath or affirmation. The hearing will be recorded. The hearing officer's recommended resolution will include a summary of factual evidence given during the hearing and the conclusions upon which the recommendation is based.

Step 5 - Final Decision. The Local Administrative Entity will review the recommendation of the hearing officer and will issue a Final Decision within 60 days from the date the complaint was filed.

Step 6 - Appeal. Any party dissatisfied with the Final Decision, or any party who has not received a decision or a final resolution within 60 days from the date the complaint was filed, may file a request for review. A request for review must be filed with the State Administrative Entity within 90 days from the date the complaint was originally filed.

The State Administrative Entity will review the record and issue a Final Decision on Appeal within 30 days from the date the appeal was received by the State Administrative Entity.

B. PROGRAM COMPLAINTS AGAINST STATEWIDE WIA PROGRAMS AND POLICIES

Who may file: Applicants, participants, service providers, recipients and other interested parties, may file a complaint alleging a non-criminal violation of statewide WIA policies, activities or agreements.

Time and place for filing: Statewide program complaints must be in writing and be filed with the Statewide Service Provider or Idaho Department of Commerce and Labor, the State Administrative Entity, within 180 days from the date of the event or condition that is alleged to be a violation of WIA.

Procedure To Be Followed:

Step 1 - Initial Review. Written complaints will be taken from the complainant or the complainant's designated representative. All complaints will be logged.

If the complaint alleges a violation of local WIA programs, policies or agreements, the complaint will be referred to the Local Administrative Entity for processing under the complaint procedures for program complaints against local WIA programs. If the complaint alleges a violation of any statute, regulation, policy, or program that is not part of WIA, the complaint will be referred to the appropriate organization. Notice of the referral will be sent to the complainant.

If the complaint is retained, a complaint file should be established that contains: 1) the complaint statement and form, 2) a chronological log of events, 3) all relevant correspondence, and 4) a record of any attempted resolution.

Step 2 - Informal Resolution. An attempt should be made to informally resolve the complaint to the satisfaction of all parties. This informal resolution process must be completed within 10 days from the date the complaint was filed. If all parties are satisfied, the complaint is considered resolved and the terms and conditions of the resolution must be documented in the complaint file.

Step 3 - Formal Resolution. When no informal resolution is possible, the Statewide Service Provider will forward the complaint together with a copy of the complaint file to the State Administrative Entity who will review the complaint file, conduct a further investigation if necessary, and issue a Determination within 20 days from the date the complaint was filed. If further review of the Determination is not requested, the complaint is considered resolved and the complaint file should be documented accordingly.

Any party dissatisfied with the Determination may request a hearing within 10 days of the date of the Determination. The request must be in writing and be timely filed with the State Administrative Entity. The State Administrative Entity will schedule the hearing and forward the program complaint to the hearing officer for resolution. The State Administrative Entity will monitor the processing of the complaint.

Step 4 - Hearing. The hearing officer will schedule a formal hearing by written notice, mailed to all interested parties at least 7 days prior to the hearing. The notice will include the date,

time, and place of the hearing. The hearing must be conducted within 45 days from the date the complaint was filed. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. Parties may be represented by an attorney or another designated representative, and may request that records and documents be produced. All testimony will be taken under oath or affirmation. The hearing will be recorded. The hearing officer's recommended resolution will include a summary of factual evidence given during the hearing and the conclusions upon which the recommendation is based.

Step 5 - Final Decision. The State Administrative Entity will review the recommendation of the hearing officer and will issue a Final Decision within 60 days from the date the complaint was filed.

C. DISCRIMINATION COMPLAINTS

Who may file: Any person who believes that either he or she, or any specific class of individuals, has been or is being subjected to discrimination prohibited by WIA or its implementing regulations may file a written complaint, either by him/herself or through an authorized representative.

Discrimination prohibited by WIA includes discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, discrimination on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Time and place for filing: Discrimination complaints must be filed within 180 days of the alleged discrimination. However, a complainant may petition the Director of the Civil Rights Center for an extension of the filing time.

Discrimination complaints shall be filed with the State or Local Administrative Entity, Service Provider, One-Stop Operator, directly with the Equal Opportunity Officer, Idaho Department of Commerce and Labor, 317 W. Main Street, Boise, Idaho 83735 or with the Director of the Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Ave. NW, Room N-4123, Washington D.C. 20210. All complaints shall be promptly forwarded to the State Equal Opportunity Officer.

Time limit for completing complaint processing procedures: The discrimination complaint processing procedures must be completed and a written Notice of Final Action issued within 90 days from the date the complaint was filed.

Procedure To Be Followed:

Step 1: Initial Review of Written Complaints. Written complaints will be taken by the State or Local Administrative Entity, Service Provider, or One-Stop Operator from the complainant or the complainant's designated representative. A written complaint must include: 1) the complainant's name and address; 2) the identity of the individual or entity that the complainant alleges is responsible for the discrimination; 3) a description of the complainant's allegations in enough detail to allow an initial determination of jurisdiction, timeliness and the apparent merit of the complaint; and 4) the complainant's signature or the signature of the complainant's authorized representative.

Record keeping. All complaints must be logged. The log must include: 1) the name and address of the complainant, 2) the basis for the complaint, 3) a description of the complaint, 4) the disposition and date of disposition of the complaint, and any other pertinent information. Information that could lead to the identification of the person filing the complaint must be kept confidential.

Jurisdiction of the discrimination complaint must be determined. In order to have jurisdiction to process the discrimination complaint: 1) the respondent against whom the complaint was filed must be a WIA recipient, 2) the complaint must allege a basis for discrimination that is prohibited by WIA, and 3) the complaint must be filed within 180 days of the alleged discrimination.

Notice of Lack of Jurisdiction. If a determination is made that there is no jurisdiction to process the complaint, a Notice of Lack of Jurisdiction must be sent to the claimant that includes the reason for the determination and notice that the complainant has the right to file a complaint directly with the Civil Rights Center within 30 days from receipt of the Notice of Lack of Jurisdiction.

Joint Jurisdiction. Where the complaint alleges discrimination by a WIA Recipient, or Service Provider on a basis that is prohibited by both WIA and by a civil rights law independently enforced by that WIA Recipient or Service Provider, the complaint must be referred to that WIA Recipient or Service Provider for processing under their procedures. For example, WIA prohibits discrimination on the basis of national origin. If a discrimination complaint on the basis of national origin is made against a WIA Recipient or Service Provider and they are also prohibited under their own regulations from discriminating on the basis of national origin, then the complaint will be referred to them for processing according to their own regulations. Notice must be sent to the complainant about the referral.

Sole Jurisdiction. Where the complaint alleges discrimination by a WIA Recipient or Service Provider on a basis that is prohibited by WIA and is not covered by a civil rights law independently enforced by that WIA Recipient or Service Provider (e.g. religion, political affiliation or belief, citizenship or participation in WIA Title I), the complaint must be processed by that WIA recipient or Service Provider under these procedures.

When it is determined that WIA has sole jurisdiction over the discrimination complaint, the complaint will be referred to the Equal Opportunity (EO) Officer of the Idaho Department of Commerce and Labor

Step 2: Formal Resolution. The EO Officer must send written notice to the complainant stating that the complaint has been received. The notice must list the issues raised in the complaint and state for each issue whether it has been accepted for investigation or rejected and the reason for its rejection. The Notice must advise that the complainant has the right to be represented by an attorney or another person of the complainant's choice. The Notice must also give the complainant the right to choose between (A) an alternative dispute resolution (ADR) process or (B) a hearing.

A. The ADR Process. If the party filing the complaint requests to use the ADR process for resolving the complaint, the EO Officer will request a mediator and monitor the processing of the complaint. The mediator will schedule mediation by written notice, mailed to all interested parties at least 7 days prior to the first mediation session. The notice will include the date, time, and place of the mediation. The mediation process must be concluded within 45 days from the date the complaint was filed.

The complaint is considered resolved when all parties to the complaint enter into a written agreement resolving the issues raised in the complaint. The written agreement must give notice that if the terms of the agreement are breached, the non-breaching party may file a complaint with CRC within 30 days of the date the non-breaching party learns of the breach.

If the parties do not reach an agreement, the EO Officer will forward the complaint to a hearing officer for a hearing.

B. The Hearing Process. If the party filing the complaint requests a hearing to resolve the complaint, or if the ADR process fails to result in an agreement, the EO Officer will forward the complaint to the hearing officer and monitor the processing of the complaint. The hearing officer will schedule a formal hearing by written notice, mailed to all interested parties at least 7 days prior to the hearing. The notice will include the date, time, and place of the hearing. The hearing must be conducted within 60 days from the date the complaint was filed. Parties may present witnesses and documentary evidence, and question others who present evidence and witnesses. Parties may be represented by an attorney or other designated representative, and may request that records and documents be produced. All testimony will be taken under oath or affirmation. The hearing will be recorded. The hearing officer's recommended resolution will include a summary of factual evidence given during the hearing and the conclusions upon which the recommendation is based. The hearing officer's recommended resolution must be completed and sent to the State EO Officer within 75 days from the date the discrimination complaint was filed.

Step 3: Notice of Final Action. Idaho Department of Commerce and Labor will review the recommendation of the hearing officer and will issue a Notice of Final Action within 90 days from the date the discrimination complaint was filed.

The Notice of Final Action must contain: 1) Idaho Department of Commerce and Labor's decision on each issue and the reasons for the decision, 2) a description of the way the parties resolved the

issue, and 3) notice that the complainant has the right to file an appeal with CRC within 30 days from the date the Notice Final Action is issued if dissatisfied with Idaho Department of Commerce and Labor's final action on the complaint.

D. WIA COMPLAINT FORM INSTRUCTIONS (WIA-43):

The WIA Complaint Form (WIA-43) is used at the Local Administrative Entity or Service Provider level as a complaint intake tool.

Informal resolution prior to the taking of a written complaint is encouraged, but the potential complainant should be encouraged to complete a WIA Form 43 if he or she is not satisfied with attempts at resolution.

At the time a written complaint is taken, the complainant should be allowed sufficient time and technical assistance by the staff member to allow for a complete and clear written explanation to occur. In the event a complainant is unable to write, the WIA representative may transcribe his or her words onto the form. Care must be taken not to alter the language of the complainant.

Instructions for Completing the Complaint Form:

1. Completion of the WIA-43 begins with the complainant listing his/her name, address, city, state, zip code, and telephone number in the upper left block of the form. To the immediate right of this first block the complainant should list the name, address, city, state, zip code, and telephone number of the person/entity against whom the complaint is being lodged. Immediately to the right of this block the complainant should select the category that best describes the nature of the complaint.
2. The next portion of the WIA-43 to be completed is the complaint itself, which is written as a statement of events by the complainant. He or she should be as specific as possible in terms of when, where, how, and by whom the act or omission occurred. If additional space is needed, pages may be attached to the complaint form. In addition, any documentation felt necessary by the complainant should be attached to the form. The last portion of the statement block asks the complainant to describe an acceptable resolution.
3. The complainant must sign and date the form on the bottom of the front page, and list his/her Social Security number. If the complainant is unable to sign his or her name, the mark "X" may be used, and must be witnessed by two individuals attesting to the complainant's identity.
4. The WIA representative accepting the complaint should explain the resolution procedure and its timelines to the complainant.
5. The resolution requested by the complainant should be explored by the WIA representative, and must be documented in the top block on the reverse side of the WIA-43, with the WIA representative's signature and date being entered at the bottom of this block. If a resolution other

than that described by the complainant is negotiated, the WIA representative should contact the complainant and offer him/her the option of considering this proposal.

6. If acceptable resolution is reached, the block marked "Resolved" must be checked, and the nature of resolution must be described in the second block on the reverse side of the WIA-43.

The complainant must sign and date the described resolution to attest to its acceptability. Again, complainants unable to sign this document may make the mark "X", which will then be witnessed as described in number 3 above.

7. If acceptable resolution is not reached, the "Not Resolved" block on the lower reverse portion of the form must be checked, and a "Date Forwarded" entered. The WIA representative must make a photocopy of the complaint form and any attachments, and forward the original with attachments to the address shown on the bottom of the reverse side of the Form 43.

8. The WIA representative is strongly encouraged to contact his/her Grants Management Officer and immediate supervisor to provide basic information about the complaint. The Grants Management Officer will contact the EO Officer to ensure that proper coordination takes place.

WIA CORE SERVICES

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

¹ Local Program Only

² This is a competitive grant program currently operated by IDOL. Core services provided by Job Service Veterans' Representatives.

³ Local Program Only with offices in Boise, Pocatello, Moscow

⁴ Carl Perkins generally does not operate programs; therefore, core services apply only if local entity provides a program for non-traditional training or to target groups.

⁵ TANF and Food Stamps Employment and training are voluntary One Stop Partners.

WIA CORE SERVICES METHODOLOGIES

Delivery Considerations	WIA Adults	Dislocated Workers	WIA Youth	Job Corps ¹	WIA Native American ¹	WIA MSFW	WIA Veterans ²	Wagner Pevser ES	U.I.	ABE	Vocational Rehabilitation	V.R. Blind	V.R. Client Assistance ³	SCSEP	Carl Perkins ⁴	Veterans DVOP/LYER	TAA NAFTA	CSBG E&T	HUD E&T ¹	TAFI ⁵	Food Stamps E&T ⁵	
1 Population Served																						
Universal	X							X		X												
Restricted		X	X			X	X		X		X	X		X	X	X	X	X		X		X
2. Preferred Delivery Process(es) – Minimum offered																						
Technology (Idaho Works, phone, video) and/or printed – Unassisted at the center	X	X	X				X	X	X	X	X	X			X	X	X	X		X		X
Cross-Training of staff										X												
By Appointment or Itinerant							X	X		X	X	X		X		X	X					
Co-location – Part time								X		X				X				X				
Co-location – Full time	X	X	X							X				X								
Cost Reimburse Center Partners	X	X	X							X				X								
3. Limitations																						
Services may be performed only by agency staff								X	X		X	X				X	X			X		X

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² This is a competitive grant program currently operated by IDOL. Core services provided by Job Service Veterans' Representatives.

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⁴ Carl Perkins generally does not operate “programs”; therefore, core services apply only if local entity provides a program for non-traditional training or to target groups.

⁵ TANF and Food Stamps Employment and Training are voluntary One Stop Partners.

STATE 15% SET-ASIDE PLANS

WIA Title IB funds reserved for state level activities will be used to support the following:

- Rapid response activities for dislocated workers;
- Disseminating:
 - The State list of eligible providers of training services (including those providing non-traditional training services) for adults and dislocated workers;
 - Information identifying eligible providers of on-the-job training and customized training;
 - Performance and program cost information about these providers; and
 - A list of eligible providers of youth activities;
- Conducting evaluations of adults, dislocated workers and youth activities, to establish and promote methods for continuously improving such activities to achieve high-level performance within, and high-level outcomes from, the Statewide workforce investment system;
- Providing incentive grants to local areas for regional cooperation among local boards, for local coordination of activities carried out under WIA; and for exemplary performance by local areas on the performance measures;
- Providing technical assistance to local areas that fail to meet local performance measures;
- Assisting in the establishment and operation of One Stop delivery systems;
- Providing additional assistance to local areas that have high concentrations of eligible youth; and
- Operating a fiscal and management accountability information system.

Specifically, PY 2005 funds (estimated budgets) will be used to support the following activities and services:

Rapid Response

The full 25% will be reserved for use in Rapid Response activities. Approximately \$200,000 per year will be used for direct Rapid Response activities with the remaining funds distributed to areas demonstrating a need for funds. Of the \$200,000, a portion will be made available for supporting a contract with AFL-CIO to aid in rapid response with dislocated workers.

Reserve for Eligible Provider List

The State will use funding as needed to explore the use of Unemployment Insurance and other administrative records to facilitate the verification of outcome data from eligible training providers and to explore alternative data sources to ease the burden on the providers of collecting and reporting this information. Because this has been a shared cost among agencies, no amount is specified.

Reserve for Evaluation Contracts

\$50,000 will be reserved to pay for costs of ongoing customer satisfaction surveys for all customer groups in the WIA.

Incentive Grants

During transition year PY'05, \$100,000 will be set aside to incent the special Region VI Area for participation in the Idaho Workforce Consortium. Incentive funds for performance will not be awarded during PY'05. The Workforce Development Council will examine the amounts to be awarded in PY'06 based on funds available and will use the existing incentive policy.

Assisting in the Operation of the One Stop System

The state will make available 10% of the new state funds each year to assist in the operation of the One Stop system. This is estimated to be approximately \$140,000. These funds will be directed towards improvements in the WIA MIS, partially as a result of common measures.

Areas with High Concentrations of Eligible Youth

The State will budget \$100,000 to support programs in areas with high concentrations of eligible youth (those in poverty experiencing other barriers). Half of these funds will be divided among those regions whose poverty rates for youth exceed the state average, based on the most recent data available, and the other half will be shared equally among those regions that will (a) experience allocation reductions in PY2005 and (b) expend at least 80% of their PY2004 fund availability. This strategy for providing additional assistance to local areas with high concentrations of eligible youth is for PY2005 only and will be reexamined on an annual basis.

Capacity Building and Technical Assistance

The State is reserving \$25,000 to be used to finance consultants, training conferences or other activities to build the capacity of the workforce investment system under WIA. Local areas will be polled to determine their specific needs for training and assistance and will be included in decisions about the specific use of these funds.

Fiscal and Program Management

The State is reserving approximately \$1.1 million to pay for the costs of state administration and program functions and to support the costs of the shared state-local systems including the statewide MIS and FMIS systems, monitoring, data validation and support to the Workforce Development Council.

Optional activities

Assuming that sufficient funding is available to fund the activities identified above and that future funding remains fairly consistent, additional support may be made for the optional activities described below in the order of preference:

Older Worker Assistance

A grant will be made available to the Idaho Commission on Aging to provide continued support technical assistance to the system to ensure that the needs of older workers are addressed in the One Stop Delivery System. Approximately \$25,000 will be made available for this purpose.

Customized and Incumbent Worker Training

Projects approved by the Workforce Development Council in Region III, IV, V, and VI will be continued through PY'05 using PY'04 funds set aside for this purpose. There are four projects, one for construction in the Boise area, a nursing program operated in the Magic Valley, a small distance learning project operated jointly by ISU and Bear Lake Hospital and two projects operated as a partnership between EITC and local health care providers in Ashton and Driggs. If adequate carry-in funds are available to meet other priority needs for dislocated workers and youth in need programs, the Workforce Development Council will be asked to consider awarding funds for other projects.

Labor Market Information

An additional \$100,000 has been set aside annually to contribute to the costs of Regional Labor Economists and to support investments in software that improve workforce information at the state and local levels. Other sources of funds supporting this activity include Wagner-Peyser and the Workforce Information Grant.

Marketing

\$20,000 will be set aside to provide for updating the *IdahoWorks* website to improve information available to system customers. Additional marketing materials will be developed to increase awareness among Faith-based and Community-based organizations as a support to their constituents.

Additional Support for Dislocated Workers and Youth in Need

Because of the steep drop in funds, any carry-in funds not already committed above will be reserved to make additional dislocated worker and youth-in-need funds available to the local areas. The Workforce Development Council may also direct resources for additional high growth projects if the Council determines that has a priority for funding.