



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, 2007 – June 30, 2010

PLAN MODIFICATION 3

The State of Idaho's Strategic Workforce Investment Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act is being modified. The following addresses those areas of the plan proposed for modification as requested by the U.S. Department of Labor. Following the plan modification is a request to implement existing WIA program waivers during the upcoming program year.

These modifications were the subject of public Workforce Development Council meetings over the last year. Notice of these meetings are distributed to media outlets statewide announcing the opportunity for the public to attend and participate in the process. Meeting notices, agendas, policy proposals and minutes are published on the Workforce Development Council page on the Department of Labor website. The draft plan and waiver requests were also distributed statewide and posted on the Department's website offering another opportunity for public review and comment. Only one affirmative comment was received.

STATE OF IDAHO
Strategic Plan (PY 2009) Modification #3

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Section I. Context, Vision, and Strategy

Economic and Labor Market Context

Question IV in PY 2009 Stand-Alone Planning Guidance: Provide a detailed analysis of the state's economy, the labor pool, and the labor market context. (§112(b)(4))

Introduction: Overall State Economic Trends

Idaho is a large, sparsely populated state with a 2008 population of 1.556 million people spread across more than 82,000 square miles. The majority of the population (69 percent) resides in nine “urban” counties with the balance in 35 rural counties. Boise is the only city with a population that exceeds 100,000. The rural areas, often separated by large distances from their regional urban hub, pose a challenge for service access and require special consideration when creating any statewide system. Access to a continuum of education and work force development services for all citizens and business remains a high priority. Table 1, and other data tables in the Attachments section following this narrative, is the Census Bureau’s *Quick Facts* on Idaho.

Jobs grew 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 five percent until early 2004. The unemployment rates began to decline in 2004 reaching a record low in February 2007 at 2.8 percent seasonally adjusted. The national recession of that time 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 on a natural resource economic base had very high unemployment rates. The electronics industries in southern Idaho lost jobs in 2001 through 2003. A very positive trend in all measures occurred in 2005 and 2006 with construction leading the way. Then, the 2008 recession hit Idaho with full force.

The following summary of the recessionary effects in Idaho is summarized by the department’s Research and Analysis Bureau:

Idaho’s Employment Picture

After being among the national leaders in job growth during 2007, nonfarm jobs declined in 2008 for the first time since 1986, dropping 1 percent, and the loss accelerated in to 2009. What was fractional in spring 2008 grew to a 5.2 percent gap between March 2009 and March 2008. The number of nonfarm jobs around the state declined from February to March for the first time since 1944. Idaho’s unemployment rate hit 7.8 percent in May, up from 4.5 percent a year earlier to its highest level in 22 years. *Source: U.S. Bureau of Labor Statistics*

Idaho’s Gross State Product

The total value of all the goods and services produced in Idaho exceeded \$51.1 billion in 2007, up 5.6 percent from 2006’s \$48.4 billion, which was sharply revised downward. The 2007 growth rate was 14th nationally. Idaho’s real gross state product rose just 2.4 percent to rank 16th nationally. The drastic reduction in 2006 gross state product resulted in only a 2.5 percent growth in real gross state product from 2005. Since 2003, Idaho’s inflation-adjusted gross state product has increased over 22 percent, 10 points higher than the national rate and the third highest rate in the nation. Durable manufacturing, real estate, health care, business services and retail trade were the major contributors to the state’s growth, offsetting marked declines in construction and financial services. Since

2003 durable manufacturing has grown over 66 percent, adjusted for inflation, fifth strongest in the nation. *Source: U.S. Bureau of Economic Analysis*

Idaho's General Fund Revenues

Governor Butch Otter's administration further reduced its estimate of general tax revenue for FY2009 by another 3 percentage points, or \$73 million, to just over \$2.56 billion. That is 12 percent, or \$350 million, less than the state collected in FY2008, when general tax collections exceeded \$2.9 billion. Persistent weakness in income and sales tax receipts since mid-2008 reflects the intensifying toll the national recession has been taking on the Idaho economy. *Source: Idaho Division of Financial Management*

Business Growth

In 2008, 24,296 new businesses filed with the Secretary of State, down over 15 percent from 2007 and the second straight annual decline. The previous decline was in 2001 during that national recession. *Source: Idaho Secretary of State*

Job Growth

Job losses in the Idaho economy escalated to over 33,000 between March 2008 and March 2009, dropping nonfarm jobs to 609,700. That was down 5.2 percent from a year earlier and below both 2007 and 2006. For all of 2008, jobs were off 1 percent, the first annual decline in payrolls since 1986. Nationally, nonfarm jobs fell 3.6 percent in March compared to a year earlier. Construction, which has been hemorrhaging jobs since mid-2007 as the housing bubble burst, and manufacturing, primarily in the high technology sector, accounted for 43 percent of Idaho's losses. Trucking, retail trade, professional and businesses services and restaurants and bars accounted for the bulk of the rest. Only health care and information were in the black.

High-tech employment, which averaged 56,700 in 2007 and appeared to be gaining, declined again in 2008 and early 2009 following major layoffs at Micron Technology in the second half of 2007, in 2008 and early 2009 along with others in the industry including MPC and Hewlett-Packard. The sector hit bottom in 2003 at 52,127 after peaking two years earlier at 58,159. *Source: Idaho Department of Labor*

Number of People Working

Fewer than 697,000 people were working in Idaho in March 2009, nearly 24,000 less than a year earlier and the lowest monthly total since 2005. It was the 14th straight month that employment has been below year-ago levels. Total unemployment hit 53,000 as the jobless rate reached 7.1 percent, the highest rate since October 1987. Idaho's 6.6 percent employment decline compared to a 6.1 percent drop nationally as the jobless rate across the country climbed to 8.5 percent. *Source: Idaho Department of Labor*

Unemployment and Benefit Claims

The rapid escalation of Idaho's unemployment rate has hit every county. Six had double digit rates in March 2009, and every county's rate was substantially higher than a year earlier.

Rising unemployment drove jobless benefit claims and payments to unprecedented levels. The regular benefit payouts in 2008 totaled \$210 million compared to \$123 million in 2007, and another \$22 million was paid in federal extended benefits. It was the

highest annual benefit total ever only to be followed by unheard of payouts averaging over \$10 million a week during the first three months of 2009. Regular benefits totaled \$135.3 million, almost \$12 million more than was paid out during all 12 months of 2007.

Benefit payments were double the revenues paid into the trust fund in 2008, triggering a 70 percent increase in all unemployment insurance tax rates. While significant, the increase still kept the average effective rate for 2009 below the 2006 level because of the rate decreases in both 2007 and 2008 that brought the tax to its lowest point on record. But the rate increase in 2009 will not keep pace with the benefit payout, prompting another major tax rate hike in 2010 although the amount will not be known until next November. More than a dozen states have already gone broke and had to borrow from the federal government with more falling in line each week. The intensifying pressure from claimants will drain Idaho's fund that was at nearly \$320 million in November 2007 later this year. *Source: Idaho Department of Labor*

Personal Income

Total personal income in Idaho fell 0.3 percent during the fourth quarter, marking the second straight quarter the state saw income drop and the third of the four quarters in 2008. For the year, personal income was up 2.9 percent, the smallest annual growth rate since the years following the 2001 recession. It ranked Idaho 45th among the states. Growth would have been even lower had it not been for the infusion of millions of dollars in federal tax rebate checks sent to Idahoans last spring in an effort to stimulate the economy. Personal income totaled just under \$49 billion, up from \$47.6 billion in 2007. Personal income in rural Idaho grew by 8 percent from 2006 to 2007, marking the first time since the 2001 national recession that personal income growth in rural Idaho outpaced growth in the five metropolitan areas. Personal income in the metro areas grew by 6.7 percent, more than two and a half points below the growth rate from 2005 to 2006. The growth rate in the Boise-Nampa metro area fell the sharpest, dropping from 10.2 percent in 2006 to 6.3 percent in 2007. Coeur d'Alene fell from 9.4 percent to 8 percent, and Idaho Falls dropped from 8.4 percent to 8 percent. Lewiston and Pocatello, which have benefited the least from the economic expansion following the 2001 national recession, recorded slightly higher growth rates in 2007 than in 2006. *Source: U.S. Bureau of Economic Analysis*

Per-Capita Personal Income

Idaho's per-capita personal income increased 1 percent, or \$329, to \$32,133 in 2008. Nationally, per capita personal income increased 2.9 percent, or \$1,136, to \$39,751.

In the urban centers, only Lewiston and Pocatello recorded personal per capita income growth in 2007 above the national rate while the other three fell short of the national rate. The Boise-Nampa metro area, in fact, slipped to just 2.7 percent growth in 2007 from 5.8 percent the year before. *Source: U.S. Bureau of Economic Analysis*

Idaho Exports

Foreign sale of Idaho products hit a record of nearly \$5 billion in 2008 despite a sharp decline in sale of high technology products. Stronger activity during the nine months of 2008 overcame a 29 percent drop in sales in the last three months led by demand for high-tech goods being cut in half. That left 2008 with growth of 6 percent. High-tech products, especially semiconductors, accounted for just 57 percent of exports in the final

quarter, well under the two-thirds to 70 percent they have claimed in the past. More than 1,000 Idaho companies sell goods and services in foreign markets - the vast majority small and medium-sized businesses. And one of every seven manufacturing jobs in the state is linked to export sales. *Source: Global Trade Information Services of the U.S. Census Bureau*

Tourism

Despite a relatively weak summer and fall, tourism activity in Idaho remained strong in 2008. Higher travel costs and increasing economic uncertainty did not keep hotel, motel and private campground receipts from hitting a new record of \$407.6 million, up from \$388.9 million in 2007. Receipts for January 2009, however, were off \$9 million from a year earlier at just \$25.3 million. Tourism has been estimated to account for about 5 percent of Idaho's gross state product. *Sources: Idaho Travel Council; Global Insights Economic Impact of Tourism on Idaho's Economy*

Construction

Construction values across Idaho continued falling in 2009. After totaling less than \$2.4 billion in 2008, down 27 percent from 2007, the value of construction permits during the first two months of 2009 plunged another 67 percent to just \$170 million, the lowest January-February total in more than a decade. Annual construction values have been dropping since they hit \$4 billion in 2005. Residential permits in February dropped to \$22.7 million, less than half the value a year earlier. But commercial permits came in under \$13 million. In 2008, nonresidential permits were valued at over \$244 million for February. Since construction employment peaked in mid-2006, Idaho has lost over 12,000 construction jobs. *Source: Wells Fargo Idaho Construction Report*

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 the early to mid-2000s Idaho ranked fourth both in percent change in job growth and 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 has slowed down recently but net growth should continue with annual increases of 15,000 to 30,000 persons can be expected in the next few years.

The Division of Financial Management, Office of the Governor prepares quarterly forecasts of Idaho economy. The following excerpt is taken from its *April 2009 Idaho Economic Forecast* publication.

IDAHO FORECAST DESCRIPTION: The Forecast Period is the First Quarter of 2009 through the Fourth Quarter of 2012

This Idaho Economic Forecast lends credence to the adage that bad news comes in threes. After several years of strong growth, Idaho's economy shrank last year, and it is expected to turn in disappointing performances in both this year and next. The extent of last year's decline can be seen in several indicators. Idaho nonfarm employment shrank 1% in 2008, which is its weakest performance since 1987. The state's Goods-Producing Sector was disproportionately hard hit in 2008. Weighed down by double-digit declines in its

construction, lumber and wood products, and computer and electronics sectors, the goods-producing sector fell over 8% last year.

The Services-Providing Sector's employment did not decline, but advanced by a meager 0.6%—its weakest showing according to records that go back through 1991. Given the softness in employment (and higher inflation), it is no surprise Idaho real personal income declined slightly last year for the first time since 1986. Other factors also confirm the economy's weakness last year. Idaho housing starts were reduced by nearly half, going from 14,300 units in 2007 to 7,900 in 2008. Idaho's population growth fell under 2% for the first time since 2004, as net in-migration fell to 12,400 persons in 2008 from 20,300 persons the previous year. Idaho's economic performance last year was one of the weakest in recent memory.

Last year was bad, but 2009 is expected to be worse. Idaho nonfarm employment is forecast to decline almost 5% in 2009. This decline reflects continued weaknesses in several sectors being joined by employment drops in other sectors that were spared last year. As was the case in 2008, goods-producing employment is especially hard hit. It is forecast to decline over 14%, as several of its components continue to face difficulties. Construction employment is forecast to decline another 17%. Lumber and wood production is projected to fall 23%. Computer and electronics manufacturing, which is weighed down by layoffs, declined 20%. Mining employment, which grew last year, decreases 30%. Job losses are also expected to be widely distributed among the categories of the heretofore immune non-goods producing sector. In fact, of all its categories, only information and state and local governments post job gains. But these increases do not offset the expected decreases. As a result, services employment is forecast to be down 3.7% and trade employment is down 4.4%. Government employment is up slightly. Overall, non-goods producing sector's employment should fall 3% in 2009.

Idaho nominal personal income falls 0.2%, but grows 0.1% after adjusting for deflation. Housing starts are expected to fall to about 5,700 units. In 2009, in-migration is forecasted to slow significantly, causing Idaho population to expand just 1% that year. It appears almost anything would be an improvement over 2009, and 2010 is a better year. However, it is still sub-par compared to the earlier years of the decade. Nonfarm employment is expected to experience its third consecutive year of losses, but the job drop is just 0.5%. The Goods-Producing Sector's employment drops just 5%, as losses in troubled categories slow. Non-goods-producing employment manages a gain of 0.3%, as its major sectors begin to stabilize. After several years of steep declines, housing starts advance to about 8,400 units and population increases 1.2%. Idaho real personal income growth (0.6%) also picks up speed. These mixed signals are consistent with an economy in the early stages of recovery.

Toward the end of the forecast period, all signs point toward a sustained recovery. Idaho nonfarm employment is forecast to increase 2.2% in 2011 and 3.6% in 2012. Real Idaho personal income should advance 2.6% and 3.8%. Housing starts are anticipated to grow each year to just over 11,200 units in 2012. And the Gem State's population grows about 1.9% in each year, as net in-migration recovers. After a trying three years, Idaho's economy returns to growth.

Computer and Electronics: The state's high-tech sector received another major blow when Micron Technology announced on February 23, 2009 that it planned to reduce its near-term payroll by 500 jobs and by as many as 2,000 jobs by August. The company reported that after these moves it will employ about 5,000 persons in the state. It cited deteriorating market conditions and decreased demand for its 200 millimeter DRAM products for this move. The company is in the process of phasing out its 200 millimeter wafer manufacturing. However, the company plans to continue operating its 300 millimeter research and development facility in Boise. This job reduction is the latest in a series for the nation's only computer memory producer. Last October Micron Technology announced it was reducing its global work force by 15% in response to depressed prices for its products. The company was planning to shut down its NAND memory operations which would translate into about 1,500 jobs lost at its Boise campus early this year. The company made this move because the worldwide glut of these products has driven prices below their manufacturing costs.

This is not the first time depressed prices have forced the company to reduce its payroll. In 2007, the company reduced its Idaho work force by 1,100. But Micron Technology is not the only company to fall on hard times. For example, Hynix announced in July 2008 it would close its Eugene, Oregon facility. The plant produced 200mm silicon wafers and employed about 1,100 persons. Hynix is also seeking financial help from the South Korean government. Unfortunately, the depressed prices that have bedeviled these companies are expected to be around for awhile because demand is expected to remain soft. Real investment in information processing equipment is forecast to drop 10.2% this year, and its computer and peripheral equipment component is expected to fall twice as fast (22.4%). Investment is expected to expand again starting in 2010, but does not hit its stride until 2011. The weak investment picture contributes to the expected drops in U.S. computer and electronics products manufacturing activity this year and next year. Other Idaho companies have fallen on hard times. MPC Computers shuttered its doors late last year after nearly two decades of operation, idling about 200 employees. Mor Manufacturing, a custom electronics producer in Post Falls, laid off 50 employees at the beginning of this year. It should be pointed out that not all the manufacturing news has been bad. Hoku Scientific, Inc. is building a \$390 million plant to produce polysilicon in Pocatello. It recently announced that it would have 16 Siemens process reactors at its site by spring. These reactors are essential to their manufacturing process. The plant is expected to start shipping product in 2009.

Pocatello is also the new home for wind turbine manufacturer Nordic Windpower, Ltd. While neither Hoku or Nordic Windpower are classified as computer and electronics manufacturers for employment reporting purposes, they are included in this summary because they are manufacturing products that are used in high-tech applications. The computer and electronics sector is expected to shed another 3,900 jobs by 2010. After that year, this sector is expected to embark on a recovery that takes employment to 11,600 jobs in 2012.

Logging and Wood Products: The booming U.S. housing sector lifted Idaho logging and wood products employment to just over 10,000 jobs in 2006, after suffering several years of decline. Employment has been falling since then, following the housing industry's reversal of fortune to generation-low levels. National housing starts grew rapidly most of this decade, topping the 2-million unit level in 2005. This expansion fueled the demand

for lumber and wood products, which fueled the 6.5% cumulative increase in the wood production index over the first half of this decade. National housing starts slipped to 1.8 million units in 2006 from its previous year's peak, but remained at high historical levels. Despite this drop, U.S. wood products output was virtually unchanged in 2006 as it was in 2005. Housing starts declined sharply in 2007, causing production to slip another 10%. Housing starts decreased another half million units in 2008, to 900,000 units—the first time its fallen below a million annual units since records began a half decade ago.

A drop of this magnitude has raised fears of a return to conditions of the early 1980s, and with good reason. Prices dropped significantly last year. According to *Random Lengths*, its composite lumber price index fell 11.3% in 2008, and its structural panel price index fell 2%. These weak prices lead to curtailed production and layoffs at Idaho mills. For example, Potlatch Corporation laid off 160 employees at its St. Maries plywood plant for two weeks in November 2008. It also laid off 220 workers at its Lewiston wood products mill during the last three weeks of the same month. *Random Lengths* also reported North American lumber production fell to its lowest level since 1984 last year. The company also reported, "...Inland lumber production dropped to its lowest level in at least 40 years." Unfortunately, housing starts are expected to fall even further to just over one-half million units as the industry continues to work through its previous excesses. Housing starts post a weak gain in 2010 before rising above one million units in 2011.

The housing sector's ebb means the logging and wood products sector's future will once again be dominated by unfavorable supply factors. They include dwindling timber supplies from Idaho national forests. According to U.S. Forest Service estimates, the harvest from national forests fell by 69% from 1997 to 2006. As a result, the national forests' share of Idaho's timber harvest shrank from 20% in 1997 to 8% in 2006. Idaho is not the only area suffering; the combined harvest from Washington and Oregon national forests has dropped nearly 60% over the same period, and their employment has fallen by over 25%. The June 2008 edition of *Random Lengths Yardstick* reported there are about half as many mills in the inland region as there were twenty years ago and the inland region's share of North American (U.S. and Canada) production has dwindled from 18% to 8%. Despite the industry's downsizing, excess capacity remains a challenge. It is estimated the industry can produce 20% to 25% more lumber than is being consumed in North America. Idaho lumber and wood products employment is forecast to drop to a low of 5,900 jobs in 2010 then recover to 8,300 jobs by 2012.

Construction: The construction industry shakeout that began in 2007 is expected to continue through most of the forecast period. Fueled by the Idaho housing boom, construction employment advanced 5% annually from 1997 to 2007—about twice as fast as overall employment. Thanks to its above-average growth, construction's share of total employment climbed from 6.4% in 1997 to 8% in 2007. This growth was made possible by the strong housing market that expanded from just 8,888 housing starts in 1997 to a peak of nearly 23,400 units in 2005. Although housing starts began declining the next year, Idaho construction employment continued advancing because of the state's still strong nonresidential construction sector. Eventually, this sector also softened, and construction employment started to shrink in the second quarter of that year. There was enough momentum in that year for employment to post a small gain in 2007, but by 2008 the depth of the housing sector's problems was obvious. In that year construction payrolls declined 13.6%—its largest annual drop in recent memory. It also marks the first in a

series of forecasted declines resulting from a weak local housing market that results from the combination of a cooling economy, lower population growth, and tight credit. Under these conditions, Idaho housing starts are forecast to hit a nadir of 5,713 units this year then grow gradually to just over 13,000 units by 2012. Looked at another way, after four years of growth, housing starts will be more than 10,000 units below its 2005 peak.

Against this backdrop of a weak housing recovery, Idaho construction employment is expected to turn in a disappointing performance. While the 2008 employment decline was bad, 2009 is forecast to be even worse. The combination of negative factors should cause this sector's employment to decline another 17.2% this year followed by a 6.8% drop in 2010. The year after next is a transition year, where construction employment grows a meager 0.9%. This sector's employment growth picks up speed in the last year of the forecast, causing employment to rise to about 36,100 jobs. But despite this gain, Idaho construction employment emerges from its recent downturn with 16,500 fewer jobs than it had at its peak. As a result, construction's share of total nonfarm employment slips from 8% in 2007 to just under 6% in 2012.

Government: Government employment growth in Idaho will be limited by slowing population growth and budget constraints. The U.S. Census Bureau estimates Idaho's population expanded 1.8% in 2008. Last year marks the first time since 2003 that the population has expanded by less than 2% and the third year in a row it has slowed. Population growth is expected to remain below this threshold over the forecast period, with this year projected to be the worst. In 2009, the state's population is forecast to grow just 1%, as Idaho's projected net in-migration falls well below 1,000 persons. This is a major change from recent years. For example, the state's population grew by 1.9% in 2004 when immigration was about 13,000 persons. The next year, a net influx of over 24,000 new residents helped population jump by .7%. The change reflects the cooling of the state's economy. In previous slowdowns, Idaho was often seen as an oasis in an economic desert, and it attracted newcomers hoping to improve their economic lot. But the current recession is different.

Idaho, like most other states, is struggling. However, after slowing to 1% this year, the state's population growth is likely to pick up speed each year. Specifically, it is forecast to expand 1.2% in 2010, 1.8% in 2011, and 2% in 2012. It is important to keep in mind that even at its fastest pace, it will grow slower than it did during the middle of the decade. The slower population growth will reduce the demand for additional government services, which should limit government employment growth. Employment growth will also be limited by government budget woes. The Division of Financial Management's revised revenue forecast shows General Fund revenue will decline 12% in its current fiscal year and by 0.4% in FY 2010. Some of the sting from falling revenues will be avoided thanks to federal stimulus funds, but the next few years will not be completely painless. For example, in order to help balance the budget, the state is cutting its public schools budget for the first time. And the pain extends beyond state government. Idaho cities and counties participate in revenue sharing from the state sales tax. This revenue source is expected to decline this year and next. Already, some of the state's local governments have announced plans to make the cuts necessary to balance their budgets. There are about 13,300 federal government jobs in Idaho. Employment will temporarily rise above this level in 2010 as a result of hiring for the U.S. census.

Mining: After expanding for six years, Idaho's mining sector employment is expected to contract over the next two years as the national and global economies cool. This year employment is expected to decline over 30%, as softer mineral prices and financial challenges impact Idaho producers. Unfortunately, a quick turnaround is not expected. Employment is forecast to drop another 18% in 2010. These two years are a major setback to its recent expansion in which Idaho mining employment increased from a low of 1,800 jobs in 2002 to nearly 2,800 jobs in 2008—its highest level in over a decade. This expansion was largely fueled by a run up of metal prices. Nationally, ore mining production expanded 2.8% from 2003 to 2008. However, base metal prices have been falling recently, and this does not bode well for this sector's near-term fortunes. Since the spring of 2008 to this winter, the price of lead has dropped from \$1.75 per pound to 54 cents per pound. Zinc dropped from \$1.65 per pound to 53 cents per pound. The price of copper declined from \$4.00 per pound to \$1.65 per pound.

Financial troubles caused Sterling Mining to cease operations at the Sunshine Mine. Employment at the mine has dropped to a maintenance crew of less than 20 jobs. U.S. Silver cut its employees' pay 10%. The cut will be rescinded if silver prices recover or the general climate for mining improves. After growing 3.3% in 2008, U.S. metal ore mining production is forecast to decrease this year and next. Not surprisingly, U.S. mining employment is also forecast to drop in both years. Idaho is hit even harder.

Mining production is forecast to pick up again once the economy starts expanding. This recovery will help Idaho mining employment to start growing in 2011. It is expected to be just over 1,900 jobs in 2012, which is about the same level it was in 2004.

Food Processing: Idaho's food processing sector is forecast to grow slowly over the next few years, and it is expected to experience a notable achievement. Its employment will top 16,000 jobs in 2012—for the first time since 2002. Last year, it once again became the state's largest manufacturing employer. In fairness, it regained this title primarily because of the shrinking computer and electronics employment.

The food processing sector's last employment peak was 17,300 jobs in 1997. This was the same year the computer and electronics sector passed it to become Idaho's largest manufacturing employer. After that year, food processing employment shrank for several years as several of this sector's labor force went through painful restructurings. For example, nearly 360 jobs were lost when the J.R. Simplot Company closed its Nampa meat packing plant in the fall of 2003 and shuttered its Heyburn potato processing plant that had run continuously since 1960. More recently, about 400 jobs were lost when the Swift and Company beef processing plant closed. However, the passing of time suggests these painful contractions were not symptoms of this sector's demise, but part of its ongoing evolution.

Already, new factories have replaced older ones. For example, the former Swift and Company beef processing plant has been reopened by XL Foods, Inc. Gossner Foods, Inc. opened a new cheese manufacturing plant in Heyburn on land formerly occupied by the J.R. Simplot plant. Brewster Dairy, Inc. has taken over the former Kraft plant in Rupert. Marathon Cheese opened its Mountain Home plant. Idaho Milk Products is building a new 185,000-square-foot facility in Jerome County. Once operational, the plant will process about 3 million gallons of milk per day into protein powders, lactose

permeate, and cream. The new plant is expected to employ 75 workers. Sorrento Lactalis is planning to add 40 to 50 manufacturing jobs when it completes its \$50-million whey processing plant. Employment is but one measure of the food processing industry's importance to the state. The average value of food manufacturing output accounted for more than half (55.8%) of the total Idaho nondurable manufacturing output from 1997 to 2006 and about 2.4% of the state's total gross domestic product. Its relative importance can be seen when it is compared to its national counterpart, which accounts for just 1.5% of the country's economic output. Idaho food processing employment is expected to remain stable at about 15,500 jobs over the forecast period.

Nongoods-Producing Industries: As the state's manufacturing, construction, and mining sectors struggle over the next few years, modest job growth is expected to come from Idaho's services and trade sectors. The services category had an average of 306,624 jobs in 2008 and there were 110,388 trade jobs. Together they accounted for about 80% of the state's private nonfarm jobs. The services category consists of information services; financial activities; transportation, warehousing, and utilities; professional and business services; education and health services; leisure and hospitality services; and other services. Trade is divided into retail and wholesale categories. Services employment has traditionally been the faster growing of the two categories, advancing an average of 3.4% annually over the last five years versus 2.6% for trade employment. Education and health services are consistent performers because they are driven more by demographics than economics. However, this category is not immune from the impacts of the ailing economy. For example, Nampa's Mercy Medical Center recently laid off 70 employees. Despite scattered setbacks, this category should be one of the state's most consistent performers over the next few years, growing at a 2.2% average annual pace from 2008 to 2012. Professional and business services employment should expand an average of 1% per year over the same period. Leisure and hospitality services should grow 0.5% annually over the next few years. This industry took a blow when the owners of Tamarack Resort filed for bankruptcy protection last year. The Resort closed on March 5, 2009. It was the first major ski resort built in North America in the last two decades and the first to fail in over three decades.

The cooling housing market and tighter credit will keep the lid on financial services employment. After expanding by an average of about 6.5% in both 2005 and 2006, financial service's payroll should average 0.7% annual growth over the forecast period. Transportation, warehousing, and utilities sector employment is expected to average 0.1% growth. Information service employment should rise at a 1.3% annual pace.

Recent data confirm the weakness of the trade sector. In the last quarter of 2008, its employment retreated at a staggering 11.4% annual rate. On a year-over-year basis, trade employment was down 4.4%. It is expected to shrink again this year before expanding in the last three years of the forecast. Walmart plans to close its Lewiston, Idaho store when it opens its new store across the river in Clarkston, Washington. Interestingly, this will have little impact on Idaho retail employment because Clarkston employment is included in the Idaho statistics. The Idaho store's closure will have another impact on Lewiston, however. It will cut Nez Perce County revenue from its half-cent local option sales tax by an estimated 10%, or about \$330,000 per year.

Table 2 in the Data Section summarizes some of these economic and employment trends.

This report contains a mixture of good news along with the bad. The good news is that despite the significant job loss throughout the state some industries added jobs and that the losses were primarily due to national economic conditions. That means Idaho should experience job gains as the national economy improves, consumer confidence is restored, and the bottlenecks in the financial markets are cleared. To be sure some Idaho industries will continue to decline, or at least not attain previous high employment levels. The forest and wood products industries fall into this category. It is unlikely Idaho's large electronics and computer manufacturers will rehire as many workers as they have laid off over the previous few years. Economic conditions might not result in the employment boom of the mid-2000s in the next planning year, but the state should anticipate future growth and plan accordingly.

Many of these jobs, whether in a major industry or not, will require advanced education and training, demanding a solid K-12 foundation and availability of quality postsecondary education and training. Wages in the science and technology and health care sectors are significantly higher than wages as a whole and will continue to attract workers, provided sufficient investments are made to train workers in these fields. Higher skills are demanded, particularly in science and mathematics, 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 percent of the work force. Hispanics represent the fastest growing segment of the population with increases of 25 percent during the last two years. Over the next 10 years, the major demographic impact in Idaho will come from the aging work force. 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 work force. This shift will drive the effort to provide a work environment that will entice experienced workers to remain in the work force and to retain highly skilled workers in the state.

Idaho ranks 13th in the number of students graduating from high school (77 percent), but falls behind the national average in the percentage of students who pursue higher education. Although Idaho has seven public postsecondary institutions, only three community colleges and one public 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, access and affordability.

A. What is the current makeup of the state's economic base by industry?

Idaho's work force is overwhelmingly engaged in *Service-Providing Industries*—just over 82 percent of the total job count. *Goods-Producing Industries* jobs have increased over the years but these industries' relative share of jobs has declined. In other words, the growth of the service sector has outpaced that of the goods-producing sector.

Table 3 in the Data Section provides detail on Idaho Employment by Industry.

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 after the current recession ebbs. The forces that drove Idaho's expansion during the previous decade are still as valid as they were in the 1990s. Population has grown primarily through in-migration as people are attracted to Idaho's quality of life 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 sector, regained strength of construction and more opportunities for self-employment ventures. Construction will receive an employment boost as the road and infrastructure projects approved for funding via the 2009 ARRA start to turn shovels mid-summer 2009.

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, and the presence of a few very large firms or facilities will diminish. But, at the same time, dislocations centered on traditional natural resource-based industries and the volatile electronics industries are also likely to occur. In other words, the *Goods-Producing Industries* will continue to churn.

Table 4 in the Data Section provides Idaho's long-term projections 2006-2012 of employment by industry. A summary of the significant factors influencing these projections follows:

Agriculture

Agriculture, including related industries, is facing many challenges but still remains a significant part of Idaho's economy, especially in southern Idaho.

The water supply is likely to be sufficient for 2009 and prospects for 2010 rest with winter snowfall. (A "good water year" in Idaho means there is a carry-over of stored water from the previous year and an average supply for the current year.) Any lasting replenishment of the Snake River aquifer will take many years. Producers, however, will still plant and labor will be required. The recent closure of several potato, sugar beet and meat packing plants has reduced the number of buyers of those commodities. How this will play out in terms of crop mix, production and profitable prices is yet to be determined.

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 northern Idaho 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. Ethanol production is on the rise but faces an uncertain future as the real cost of its production is realized. Research is being conducted concerning ethanol production from non-corn stocks such as sugar beets, which could enhance Idaho's standing in the production of alternate fuels.

Finally, agricultural crops and products are a major international trade item and trade levels and prices are very sensitive to world economic conditions. The value of the dollar directly affects the real income the Idaho producer receives. The ability of foreign

markets to buy Idaho products is sensitive to their ability to finance the purchases. Economic experts agree the world's financial crisis will end but the question is not only when but how these economic developments coincide with Idaho's agricultural production seasons.

Goods-Producing Industries

Metal Mining has been revived by rising prices and employment is slowly rising. Elemental phosphorus mining appears to be only holding its own.

Logging employs fewer than 1,500 workers, but this job level could be significantly affected by any major, persistent downturn in the housing market.

Construction was strong but has suffered major employment losses due the slowing of demand in Idaho and the financial crisis that has hit the national economy. Increased population, low interest rates and commercial developments have maintained strong pace along with necessary infrastructure improvements. After housing starts dropped 10 percent in 2006, a further but slower decline is expected through 2009 with total starts falling under 20,000. However, commercial development and the beginnings of a long-term road construction program are picking up the slack and should be sustained through the end of the decade. Average employment in 2008 was 45,300, a decline of 13.6% or a loss of about 7,100 jobs from 2007.

Manufacturing in Idaho's traditional (post WWII) industries have been in wood products, food processing, chemicals (phosphate-related) and paper. In 2000, these traditional industries had about 30,000 jobs. In eight years, that total has declined to 26,400. Further job declines are expected due to unfavorable market conditions, international and domestic competition, public policies and changing consumer preferences. At best, employment will remain stable for a few years with the demand for labor confined primarily to replacements.

Projections of Idaho's future manufacturing employment are somewhat problematic. There have been employment declines that influence the direction of change. The declines have centered on the state's natural resource industries and only a few electronics firms. These losses have been real and large for Idaho but with the possible exception of electronics have resulted in a permanent downsizing. Therefore, projections of future manufacturing employment have to be adjusted to accommodate a revised employment base (industry structure and numbers) that is likely to be carried forward into the future. The Table 4 projections (2006 to 2016) of industry employment include these model adjustments.

Manufacturing as a whole is projected to grow in number of jobs but the rate is single digit (7.6%) compared to the state's projected employment growth of 22.5%

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 like plywood, but few Idaho mills produce it.

There have been promising instances in which very small, entrepreneur-like electronics and high technology firms have developed new products that could turn into much larger businesses. Idaho universities and the Idaho National Laboratory are very active in developing spin-off start-ups and are supportive of small business incubators that are found throughout the state. Although the large electronics manufacturers such as Micron Technology and Hewlett-Packard remain significant economic drivers, the future of large facilities is uncertain. These are global market companies and are subject to both market and monetary conditions. They also are part of a larger corporate footprint that has facilities in other states and countries. Decisions about where and what products to manufacture often mean either a large increase in employment in one facility or a similar job layoff event.

All manufacturing will have replacement needs but it is to the here-to-fore small manufacturing sectors that we must look for net growth. Ample evidence has been collected recently through community forums, business conferences, and other discussions that Idaho's small manufacturers are experiencing growth and have the ability to grow even more. However, most express a concern about having access to an adequate manufacturing talent pool.

Service-Providing Industries

This sector has the most jobs and will continue to grow. Yet there are some Idaho-specific long-term trends that will influence post-recession growth:

There will be continued proliferation of big-box retailers via expanding number of stores in Idaho—not just an initial presence within the state. The internet will continue growing as a way to market and purchase goods and services.

There are an increasing number of home/building materials stores, i.e., Home Depot and Lowe's, and their emphasis on kitchen appliances, floor coverings and similar items. This will put additional pressure on local hardware, appliance and other similar stores.

Attempts to revitalize city centers through beautification and “themeing,” thereby creating a better retail environment for small specialty shops, restaurants, bars, entertainment venues and community activities have been somewhat successful. To further enhance city center revitalization, some communities are encouraging new housing construction within the center.

The increasing student populations and the demand for education, which accounts for about half the jobs in local government, are going to continue except for a few rural, low populated counties. The College of Western Idaho (CWI) in Nampa is a new community college serving southwestern Idaho. Most of the professional-technical training programs housed at Boise State University have been transferred to CWI with no significant employment changes. As CWI continues to grow both its academic and professional-technical faculties should increase.

Increasing budget pressures on both K-12 and postsecondary institutions, which account for 48 percent of state government employment, are a constraint. In addition to budget pressure, shifting population to more urban areas has reduced some rural attendance, forcing staff cutbacks and constraining higher education expansion into new program

areas. Many Idaho counties have benefited from federal government payments in lieu of taxes because much of the counties' land is federally owned. This program requires annual Congressional appropriations and is at risk during those deliberations.

The inadequacy of many public school facilities by physical condition, size, location, or overcrowding is a recognized need but is an expensive endeavor. Modern schools are critical elements in attracting residents to an area. Inadequate schools have the opposite effect. The current budget pressures being placed upon the public education system will have a direct effect on the structure of Idaho's economy.

Health Care

This sector has been one of the fast growing industries in the state, and that trend will continue in spite of rising health costs as the population expands and ages. Additional training capacity is being developed at several postsecondary schools.

The Bottom Line

Steady, widespread employment growth is expected in the next few years after the recession ends. 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 cutthroat international competition and, at the same time, have a significant share of exports. The promising trend of successful start-ups and growth of small enterprises in the electronics sector must continue not only to add jobs but to create a diversity of products and mitigate the risk of having employment concentrated in one or two companies in this highly volatile industry.

Significant threats to expected growth include drought, unexpectedly high energy costs, continuing large lay-offs in electronics, negative population growth, and tight credit policies. Major highways need upgrading and businesses will need broadband telecommunications capabilities regardless of their location.

Idaho is not immune to national economic conditions. The recession hit Idaho hard. A long recession, continuing financial system gridlock, failure to solve health care/insurance issues, deficits and imbalances in foreign trade and a possible financial crisis in Social Security 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?

The discussion above highlighted Idaho's expected industry developments. Additional tables in the Data Section present Idaho's occupational employment projections to 2016. These tables are intended to answer questions B and C.

Table 5 in the Data Section provides High-Demand Occupations in Idaho, 2006-2016 that 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 only minimal on-the-job training or orientation but generally demand the worker possess the necessary "soft skills" concerning acceptable workplace 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. National health care policies, such as electronic medical records, will be translated into work duties for many health care workers.

Construction: Again, increased population and easing of credit availability will be the driving forces. However, building and repair techniques are becoming 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, bridges, roads, and infrastructure assets are being made of new materials that require new techniques and knowledge. New “green” construction materials and building technologies will become a very important part of a construction worker’s skills set.

Business Management, Services, and Operations: Idaho is a small business state—very small businesses. Ninety-six percent of Idaho businesses in 2006 had an average annual employment of less than 50. It is obvious that these businesses need business leaders and support staff that 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 industries.

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 construction sector. 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. The national emphasis on energy alternatives is expected to provide the Idaho National Laboratory with new research and development opportunities which will require a well-trained workforce.

Education: Idaho’s projected population growth means more teachers and support personnel will be needed. In addition, the emphasis on improving learning in the math and sciences will require more teachers with those specialties. Idaho’s postsecondary schools have been increasing their student and faculty counts and this should continue. The establishment of the College of Western Idaho, a new community college in southwestern Idaho, will result in a demand for new instructors and support personnel.

Manufacturing: Many manufacturers of all types have stated there is a shortage of skilled production workers such as welders and machine repairers. This shortage is evidenced by

the difficulty in recruiting new, younger workers trained or at least interested in fundamental production processes just at the time these employers are seeing their older, very experienced workers retire.

The area professional-technical schools are increasing their instructional capacity in these areas and the secondary school system is utilizing Tech-Prep and other vocational training programs to enhance their programs and increase the worker supply pipeline. Yet, the rural nature of Idaho, relatively small cities, and the cost and risk of setting up specialized training programs remain as obstacles. The obstacles must be overcome for existing businesses to expand and additional, diverse manufacturers to set up shop in Idaho.

Table 6 in the Data Section provides the Declining Occupations in Idaho, 2006-2016 lists showing those job titles that are projected to decline between now and 2016. In almost all instances, Idaho's declining or stagnant industries and occupations are due to the gradual decline of natural resource industries, the elimination of smelting, the introduction of labor saving techniques and automation in agriculture and food processing, business consolidations reflected in 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. This decline has been concentrated in numerous small towns around the state. Recovery has been slow, population and tax bases have stagnated and chronic high unemployment persists. Rural recovery is a state 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 2016 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. Another measure of value is employment level and demand. The economy's need for a particular occupation is expressed through its employment level.

Table 7 in the Data Section provides the Idaho Hot Jobs, 2006-2016, which lists the 50 occupations with a combination of wages, 2016 projected employment, and annual job opportunities. 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 need of the state's electronics product manufacturing industries 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 trades. Increasingly, new materials and building methods are being introduced into the workplace. The state has initiated a very large highway improvement program that will demand a steady supply of equipment operators, materials technicians and environmental specialists.

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

Education: 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 near-record 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. Finally, Idaho's educational leadership and Legislature have committed substantial resources to enhancing the math and sciences curricula at all levels of education. This in turn increases the demand for teachers trained in teaching math and science at these levels.

Manufacturing: Production jobs in manufacturing usually pay more than is the average for other jobs. Most manufacturing processes require machine operators and repairers, quality assurance testers, logistics specialists, and electronic technicians. Manufacturing also requires the same support occupations found in other industries: managers, financial specialists, information technical services, marketers, and the like. It is the manufacturing process workers that are in short supply and for which the training pipeline must be increased.

The Idaho work force 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.

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 professional and 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 skills. Increasingly, even jobs such as material movers require technical skills for equipment operation, measuring, recording data and communicating information. Occupation-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 work force investment system include both individuals such as job seekers or employers 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, telephonically accessed information and services, publications and other media resources and information and service access via the Internet. The One-Stop system is a work force service environment in which customers can enter in a variety of ways.

Idaho employers directly benefit from having a well-trained work force. This applies to the incumbent work force and to job seekers, students and new entrants. Through national and state surveys, conferences, 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 work force:

Soft Skills

- Effective communication with co-workers, supervisors, and subordinates
- Ability to work as a team to achieve the organization's objectives
- Leadership, critical thinking, ability to adapt to changing circumstances
- Fundamental workplace ethics such as dependability, trustworthiness, and nondiscriminatory behavior

Academic

- Basic English literacy
- Computational skills
- Basic science
- Personal computer or other electronic machine operations and familiarity with commonly used software

Job Related

- Job-specific skills that can be acquired through formal training or on-the-job training
- Effective customer service practices

Beyond these basic skill needs, all occupations can be categorized by the kind of job preparation needed. Table 8 through Table 11 in the Data Section provide examples of occupations whose job preparation time or learning period runs from a brief on-the-job demonstration and practice to long periods of formal education. Examples are provided for *short, little, medium, and long* job preparation times. The occupations included as examples are common in the workforce.

F. What are the current and projected demographics of the available labor pool (including the incumbent work force) 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 U.S. Census Bureau prepares succinct state demographic profiles. Table 1 in the Data Source provides the Selected Demographic Quick Facts pointing 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 U.S. 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 89.6 percent of the nation's. Some selected demographic data of the Idaho labor force reflects the same population structure.

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, 2007 and July 1, 2008, Idaho’s population increased by 28,000 persons to an estimated new 1,523,816. Since the 2000 census year base, Idaho’s population has increased 17.8% by 2008.

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?

When assessing skills or training gaps it is first important to measure occupations that are in the most demand, require the most skill and ultimately a higher wage.

The Idaho Career Information Systems and the Communications and Research Division of the Idaho Department of Labor developed definitions for "high-wage, high-skill and high-demand" occupations as follows: A-High Demand Criteria: Higher than average total annualized growth including replacement openings (statewide annualized total openings = 3.61%) for all occupations statewide or in a particular region. B-High Wage Criteria: A median annual or hourly wage that is greater than the wage at the 75th percentile (\$43,293 annually or \$20.81 hourly in 2008) for all occupations in the state of Idaho. C-High Skill Criteria: A minimum educational requirement of long-term, on-the-job training or greater experience and education.

The 78 occupations that fit all three categories are in alphabetical order in Table 15

These occupations that are currently in high demand due to the high abundance, wage and skills portend skills gaps over the next decade. The occupations on Table 15 when cross-matched to the ONET system database exhibit the skills which are in greatest demand from top to bottom with one being the most at-risk for skills gaps. Employer surveys anecdotally have indicated soft skills are typically those skills that are most sought after and less prevalent in today’s workforce. These findings also support employer surveys advocating the greater need for soft skills today and going forward. Table 16 outlines the results of these employer surveys.

It is easy to appear simplistic and overly general to identify these 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. There would be expectations that things will continue to get better and better. The major skill gaps are embodied in what is needed to address deficiencies in the existing system. Priority systemic needs are:

Youth must be prepared to become productive adults and workers through access to quality secondary and higher education programs that have demonstrated results as well as accessible and relevant to current and future global work force needs. And the need for a healthy, educated, and respectful citizenry must be a basic theme running through all levels of education.

Work force intelligence, for example, “world of work,” needs to be understandable, effective and available.

Employers should 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 have to share a common commitment to foster economic and community development and demonstrate a willingness to work together to achieve this vision.

Idaho’s WIA system considers its primary customer segments as employers, community officials, work force development intermediaries, experienced worker job seekers including dislocated workers, lower income new and returning entrants to the work force, lower income 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 work force development system include:

For Employers, Policy Makers, Intermediaries and Media

Labor market information; business requirements information; and information on economic and work force trends and needs.

For Experienced and Dislocated Workers

Employment opportunities; labor market information; retraining and intensive job search assistance including job opportunities out of the local area.

For New Entrants and Returning Workers

Labor market information; career guidance; assistance in tailoring job searches; training for those transitioning from public assistance to work along with guidance and case management services; and for older workers retraining, skills enhancement, work experience and job search assistance.

For Youth

Basic work skills; assistance in understanding career possibility and training requirements as they make the transition from school to work; part-time or summer employment; and informed educational services that not only provide academic and social skills but also prepare students for the work force.

To this end, the Idaho educational system, with substantial support from foundations, has made large investments in multimedia technology for schools, developed multi-district vocational education centers and programs, created cooperative secondary-to-postsecondary technical education programs, sponsored special studies of how well school curricula meet work force needs and refocused attention on those students who do not attend postsecondary schools. Special initiatives are operating under the State Board of Education to improve graduation rates of Hispanic and Native American Indian youth. The State Board asked for and received additional appropriations to implement enhanced math and science curricula in the public schools.

For Persons Needing Other Services

Workers receiving unemployment insurance, workers' compensation and other program benefits need prompt and coordinated service during their participation.

Migrant and seasonal farm workers needing job information, worker protection or training, and employment and training program assistance if the worker desires to "settle out".

Economically disadvantaged persons needing comprehensive work force training services including basic education, basic workplace skills, labor market information and intensive job search assistance.

People 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. Idaho participates in the Navigator project to assist the disabled to avail themselves to the One-Stop and other community services. It has been very successful.

Veterans needing job search assistance or supportive services for disabilities. Idaho anticipates more need for services for those who served during the Afghanistan and Iraq wars and have returned to Idaho.

Work force intermediaries such as labor exchange agents, schools, community based organizations, career guidance counselors and teachers need information often available from system partners. 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.

I. What is Idaho doing about the "Green Jobs" national emphasis?

In one aspect of the green jobs initiative—the development of alternative energy sources—Idaho led the nation: in development of nuclear energy for electrical power. On July 17, 1955, the Idaho National Laboratory (then known as the Atomic Energy Commission Nuclear Research Testing Station) located in eastern Idaho used electricity generated by nuclear fission to light the small, nearby town of Arco. This was the first time in the U.S. nuclear energy had been used in this way. Since that time the Lab has been constantly researching nuclear reactor safety, new ways to use nuclear energy for health and scientific applications, and waste product storage. Products and processes developed by the Lab have been spun off into many successful businesses.

Idaho is a natural resource state and much of the economy is green without being called so. Many examples of green industries can be cited, from new wood products that use virtually all of a tree to agricultural seeds for food crops that can be grown in almost any type of soil and varying weather conditions. This rich heritage is being carried forward in Idaho's WIA programs today. Idaho has two Regional Innovation Planning grants. Both have biotechnology jobs as a focus as well as health care occupations for the rural areas in their regions. One RIG is cooperating with a multi-state effort (centered at Idaho State University) to train all kinds of power grid technicians. A WIRED project located at Twin Falls is funding training in alternative energy technology.

The Department of Labor Research and Analysis Bureau is part of the consortium that has been organized to develop better LMI on green industries and occupations. Idaho efforts will be reflected in the California LMI green industry internet information pages as well as Idaho's. Other sections of this plan include descriptions of Idaho's green effort. Taken together, these efforts show that Idaho is committed to green concepts not only in working with participants but also with employers and training institutions.

In the interim the Research and Analysis work in Idaho is based somewhat on the taxonomies developed by the State of Washington's *Green Job Survey of 2008*. With the exception of ocean-related industries; aerospace and other heavy durable manufacturing; and the software industry many of the same industries and occupations identified in the Washington study occur. To be sure the employment levels are much lower but in good economic times these jobs are expected to be in demand and offer excellent training opportunities.

The data table attachments, which begin on page 70, include three tables on the green industries and selected green occupations. As the year progresses we expect to be able to add Idaho specific data to these tables.

State Vision and Priorities

Question I.C. 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).)

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

When Governor Otter took office in 2007, his vision for all Idaho citizens set the tone for all of state government.

"My goal as your Governor is to empower Idaho to be all that America was meant to be and to empower Idahoans to be the architects of their own destiny. I hope you will join me in that endeavor."

Governor Otter recognizes that work force 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.

Relying on this direction, the Governor's Workforce Development Council adopted a vision for Idaho's workforce and its workforce and education system that anticipates an informed citizenry supported by a fully integrated workforce system and businesses engaged in defining and contributing to workforce solutions:

Idaho's highly skilled, innovative work force will provide our businesses with the competitive edge needed to thrive in the global marketplace. Partnerships among business, labor, education and government will drive development of a work force and education system that is agile, integrated, efficient and responsive to the needs of business, students and workers in the highly competitive economy of the 21st Century. The quality of life in Idaho will continue to be unmatched as workers and businesses prosper with increasing levels of prosperity fueled by learning and practices contributing to productivity.

The Governor recognizes that growing and sustaining a quality workforce is a complex issue that requires a multi-faceted approach for a dynamic and rapidly changing workplace. 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—that they embrace the concept that success embodies learning for a lifetime. The goals and objectives of the Workforce Development Council reflect this comprehensive approach.

As Idaho experienced one of the most rapid increases in unemployment in the country in early fall of 2008, the Council reconsidered its goals but determined that a focus on the long term needs of our dual customers should prevail as the state prepares for a recovery. While they retained their goals, the council identified three priorities to ensure a return to the robust economy that Idaho enjoyed during much of the current decade. The focus for the council during the down turn includes:

- A well prepared workforce
 - Early exploration of career opportunities
 - Funding for higher education and technical education
 - Retraining of unemployed, older workers and under-skilled workers
 - All Idaho workers possess high quality work habits and skills
- Partnerships among business, education and workforce
 - Business support for education
 - Identification of low cost-no cost solutions for worker preparation
- Infrastructure to support opportunity and growth
 - Ensure adequate infrastructure to support worker and business attraction and retention including water, energy and transportation

Governor Otter set the tone for use of stimulus dollars as he set direction for their use:

The American Recovery and Reinvestment Act is intended to help save existing jobs and create new ones. However, it is important to remember that growing government is not the same as growing the economy. Our job in Idaho's state government is to **PROMOTE RESPONSIBLE GOVERNMENT, ENHANCE ECONOMIC OPPORTUNITY, and EMPOWER IDAHOANS** by providing the reasonable public and regulatory policies, essential infrastructure, educational opportunities, and government services upon which job-creating businesses rely. We have tried to ensure projects receiving stimulus funding advance those goals.

This vision is being implemented by:

- Rapid deployment of ARRA funds to supplement the base allocation. WIA funds have already been tapped for providing services to low income adults and dislocated workers who are most in need of services. The dollars for at-risk, low income youth are being coupled with other stimulus funds to provide a summer program for youth who would otherwise lack the skills to compete for jobs in the private sector. The vast majority of funding will be used in the current program year to provide opportunity when the need is the greatest.
- Significant growth in opportunities for one-on-one services for unemployment insurance claimants and other job seekers. In order to accomplish this, new staff has been hired, training developed and new systems deployed to grow the capacity and quality of offerings available to the large numbers of citizens seeking to return to work.
- Expansion of model programs tailored to the unique needs of a wide range of job seekers from networking for professional, highly skilled job seekers to those who have significant barriers such as offenders, those who are literacy and language challenged and those who find themselves challenged at the beginning and nearing the end of work.
- Coordination of ARRA funds using personal outreach by the Governor to encourage listing of all ARRA jobs in the state with the Department of Labor to make them available to Idaho citizens.

- Strengthening of the workforce system through regional alliances that connect workforce, education and economic development with community and business leaders to ensure a focused and strategic approach to regional transformation.
- Focusing on a sector approach to align workforce and education investments with emerging and evolving industries such as health care, advanced manufacturing, information technology, communication and energy with a particular focus on the "greening" of these industries
- Create new opportunities by attracting new business and providing the necessary infrastructure to sustain new and existing businesses. Project 60 is a comprehensive initiative to grow Idaho's Gross Domestic Product from \$51 billion to \$60 billion. Designed in three tiers to strengthen both rural and urban communities, the plan will create quality jobs for all Idahoans by fostering systemic growth, recruiting new companies to Idaho, and selling Idaho's trade and investment opportunities to the world.

Question I.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 of assistance, 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, youth with disabilities, and other youth at risk? (§112(b)(18)(A.)

Idaho adopted significant changes to its existing program for PY-09 redirecting services to at risk, low income, out-of-school youth with significant barriers to employment. Idaho's priorities for service align with those identified above noting a special focus on those out of school youth who lack benefits of services offered by the secondary education system. These youth will be integrated into the Department of Labor's service structure where they will benefit from the full range of services offered through the One-Stop system including individualized assessments, career planning and referral to the one or more of the 10 required elements identified for successful transition to further education or work.

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

Who will be served?

- a. Set aside 30 percent of youth funds for programs serving in-school youth enrolled in alternative high schools or secondary programs offering technical training; require a 100 percent match of Carl Perkins and/or local technical education funds. Remaining funds (70 percent) will focus on out-of-school youth and
- b. Priority for services in all youth programs will be given to individuals from juvenile justice, those aging out of foster care, pregnant and parenting youth and individuals with disabilities.

How will services be delivered?

- a. Require delivery of all out-of-school WIA youth program services through all One-Stop Centers;

- b. Require each WIA youth provider to meet or exceed a 50/50 staff/participant expenditure rate;
- c. Assign delivery of the “youth framework” component to the state’s grant recipient/fiscal agent, the Idaho Department of Labor. All intake, assessment, completion of individual service strategies and case management will be provided within the One-Stop offices by One-Stop operator staff and
- d. Seek waivers of statutory and regulatory requirements in related areas where other states have been successful in obtaining waivers. Approval of the following two waivers allows the Workforce Development Council latitude in selection of some or all services for delivery with or without procurement
 - 1) Waive competitive selection of providers for youth paid and unpaid work experiences, supportive services and follow-up services. Include these services in Idaho’s definition of ‘framework services’; and
 - 2) Waive prohibition on the use of WIA youth funds for Individual Training Accounts (ITAs) for older youth. ITAs allow older youth to review the eligible training provider list and select an occupational training provider as in the adult and dislocated worker programs.

In-School Program Design:

- a. Competitively procure the 30 percent set aside on a regional basis for delivery of the design framework and the ten WIA youth program elements for in-school youth who are enrolled in alternative high schools or secondary programs offering technical training;
- b. Require 100 percent match of local school district Carl Perkins and/or technical education funds;
- c. Require projects to develop occupational skills in demand by high growth industries and to feed into specific high growth industry pipelines;
- d. Allow respondents to compete for delivery of the entire design framework and allowable program elements, or any portion thereof; allow respondents to compete for each area’s full 30 percent set aside, or any portion thereof.; and
- e. Allow the 100 percent match to be met with in-kind and/or cash which directly support the activities of the in-school project.

Solicitations were issued for services to at-risk, in-school populations, which required coordination with the local secondary system and a 100% match of technical education funds to ensure the opportunity for technical training and to strengthen the relationship between the education and workforce systems.

Youth Recovery Act program design:

The Recovery Act allowed the state to offer a comprehensive summer youth program to low-income, youth with significant barriers to employment. In better times, the state lacked the funding and the need to offer a large scale summer program as worker shortages fueled demand for workers across the spectrum and provided opportunities for young people to gain work experience and work maturity skills in unsubsidized employment. Young people are unable to compete with more experienced and more highly educated workers. Because opportunity is so limited, the state has elected to utilize

all available Recovery Act funding to operate a summer work experience program during the summer of 2009. Priority for the most at risk youth will be retained, but extended to age 24, and unlike the year round program, out-of-school youth spending will only be required to meet the WIA mandated 30%. Any remaining funds at the conclusion of the 2009 program will be utilized as appropriate for year-round services for out of school youth who require additional services for transition into further education or work.

The summer program will include individualized assessments and placement in public sector work opportunities tied to career interests and goals. A highlight of the summer program is the incorporation of the Idaho Youth Conservation Corps as part of the summer offerings for those young people interested in conservation, natural resource and related opportunities. WIA sponsored youth will work side-by-side with other young people on projects designed to improve the environment as they learn appropriate work maturity skills. For those young people engaged only in the summer program, work maturity will be the only performance measure. Those who would benefit from the year-round programs will be transferred to formula funded adult or youth programs as appropriate for assistance in meeting education and work goals if Recovery Act funds are exhausted.

The result of the redesign and the infusion of Recovery Act dollars for a summer program is a comprehensive youth service strategy which utilizes 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 will link with the services of the state's education, juvenile justice, vocational rehabilitation and health and welfare systems, with the assistance of community-based organizations to help identify those most in need throughout the state, maximize available resources and assure a comprehensive approach to meet the state's youth service needs.

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

In response to the national economic downturn, the Governor has moved quickly to direct the infusion of Recovery Act funds into the workforce system to meet the changing needs of workers and employers, which will play a critical role in Idaho's economic recovery. The Governor's Workforce Development Council has aligned Recovery Act funds to accelerate Idaho's regional economic development transformation efforts that were initiated statewide in 2008 with the workforce system's commitment to regional innovation strategic planning.

Transform Regional Economies. The state is heavily invested in regional transformation efforts to address the Governor's overarching direction to "promote responsible government, enhance economic opportunity and empower Idahoans." Five identifiable workforce regions in the state (one a consolidation of two planning regions) are bringing together leaders in key industries with workforce, economic development and education leaders to build capacity to address changing workforce and education needs. These regional teams, one supported with WIRED and two with Regional Innovation or RIG grants, are engaged in a process of "strategic doing" to identify critical infrastructure needs to retain and grow existing businesses and attract new businesses that will provide opportunity for a highly skilled workforce. These regional transformation teams reflect a

critical strategy for ensuring that government and education services align with economic development goals to aid in recovery.

The following have been identified as critical sectors to spur recovery and aid in employment (note that traditional industries include the “greening” of the industry and occupations):

*North Idaho*_– Healthcare, construction, manufacturing (including aerospace), tourism and natural resources (including biomass)

*North Central Idaho*_– Advanced manufacturing, healthcare, agriculture, energy and construction

Southwest Idaho – Healthcare, technology, advanced manufacturing related to health care, energy and entrepreneurial development

*South Central*_– Manufacturing, construction, alternative energy, health care, and entrepreneurial development

Southeast-East Central Idaho- Energy, healthcare, advanced manufacturing and consultation

Expand Business Services. Within the last eight months, Idaho has shifted from record low unemployment and limited numbers of skilled workers to record-level increases in unemployment. Across the state, as across the nation, business closures and downsizing has occurred across all industry sectors. The Governor’s priority has shifted from a system-wide effort to expand the pool of skilled workers to a system-wide effort to target business services to preserve and create jobs, to assist those most impacted by the recession and to prepare the unemployed for a return to high growth jobs.

Region-specific business outreach efforts, with specific sector strategies, are planned, and many are underway, which build upon regional innovation grants and other regional planning efforts that have identified high growth industries for targeted expansion of business services. All workforce activities are being realigned as a part of these regional sector strategies to prepare the unemployed and low-skilled for career pathways in targeted industries. All other priorities are in support of this primary goal.

The Governor, through his Workforce Development Council, has integrated Recovery Act funds to increase system capacity and to further invigorate regional transformation efforts. Outcomes will include increased job opportunities for job seekers, increased job listings in *Idaho Works*, increased use of department business services, enhanced long term relations with business customers, and enhanced effectiveness of regional sector strategy activities. Staff will receive training on business outreach techniques, sales and marketing of services, and how to more effectively work with industry sectors prioritized by the regional planning process.

Facilitate Rapid Expansion of Workforce Capacity and Service Levels.

The Recovery Act provides welcome relief to address record numbers of workers seeking workforce services offered through the One-Stop system. As indicated throughout this section, new staff are being hired to offer basic and enhanced services to claimants and others seeking to become re-employed. New staff are being trained to offer the full menu of traditional services to customers such as one-on-one career assessment and guidance, resume development, job development, job clubs, and more. Selected staff are being

trained to replicate social networking and professional networking pilots that have proven effective. At the other end of the spectrum, staff training is being provided on serving those with the greatest barriers including refugees, parolees, inmates and others connected to juvenile and adult corrections, and other low-income groups with special barriers. Because of the record numbers already in the system, the most significant impact will be demonstrated in the numbers of individuals who receive the staff assisted services afforded in Recovery Act employment and re-employment services and WIA services to those already in the system. The exception will be in the summer youth program where large numbers of low income at risk students are being recruited. Exciting new career awareness and training events will also be added to encourage young people to explore options in emerging and traditional occupations.

Specific service strategies include:

- a. *Expanded access to automated services*— Provide the Career Information System (CIS) and *IdahoWorks* automated workforce services through local libraries statewide, expanding access and promoting workforce services throughout the state and with people who lack Internet services at home. This is particularly important for the 25% of job seekers who lack access to the Internet in their homes.
- b. *Training materials for customers to access automated services more effectively*— Self-directed and self-paced automated tools will be developed to provide job seeking and business customers with an orientation to department services and the basics of using these services. This will enhance current capacity as well as future capacity to serve customers more efficiently. Examples would be online or automated tutorials about the basics of filing an Unemployment Insurance claim, how to conduct an effective job search, how to list jobs effectively, how to use the online searchable profile tool and how to attach a resume to a job application.
- c. *Services to people with disabilities* – Governor's 10% Recovery Act employment service funds will be devoted to continue funding for the Disability Navigator to assist people with disabilities obtain appropriate workforce services.
- d. *Reemployment Services* – Recovery Act funds will increase One-Stop staffing statewide to dramatically expand current one-on-one re-employment services provided to Unemployment Insurance claimants identified as likely to exhaust their benefits. These funds will also increase One-Stop capacity to deliver more and expanded job search workshops, job fairs, and other events to assist Unemployment Insurance claimants obtain employment. Funds will also support additional One-Stop staffing resources to target additional one-on-one employment services to veterans who are receiving Unemployment Insurance benefits.
- e. *Employment Service 10% Funds* – Governor's formula funds are being made available for delivery of services to groups with special needs and the extraordinary cost of services in the delivery of special projects. These funds were approved for distribution to the state's planning regions to meet needs identified in their regional transformation initiatives and to address the special needs of

those with special difficulty in achieving successful transition in the job market. Regional plans for these funds include:

- 1) North Idaho – Assist youth with career exploration and awareness, job search and employment using models such as constructions fairs (Hard Hats and Hammers), job fairs for career awareness coupled with scholarship opportunities, presentations to youth in career pathways and community programs, school-to-registered apprenticeship (STRAP), participation in Multiagency Interdisciplinary Team for offenders
 - 2) North Central Idaho – Assist offenders with reentry and employment assistance services who are housed in the North Idaho Correctional Institute and Orofino Correctional Institute as well as those released into the community.
 - 3) Southwest Idaho - Expand Offender Reentry Project region wide, operate targeted career fairs for special populations and/or high growth industries, offer special assistance o groups in need such as monolingual Spanish speakers and refugees, and support Professional Networking Groups to retain executive level talent in the state.
 - 4) Southcentral Idaho - Offer job search workshops and employer outreach on behalf of offenders housed at the Work Center or working with probation and parole. Expand career knowledge among youth to demonstrate multiple pathways to employment including a career fair (Heavy Metal and Cashing In) and presentation to local schools to help students learn of options.
 - 5) Southeast-East Central Idaho – Target unskilled and under employed workforce for recruitment, training and placement of workers in the energy, health care and advanced manufacturing sectors.
- f. *Adult and Dislocated Worker Services* - The state focuses on training for low income adults and dislocated workers who require training to become employed. With the steep drop in WIA resources, the Recovery Funds have already been deployed to allow enrollment of those most in need who can benefit from the programs. Formula and recovery funds each require a minimum expenditure of 50% on direct participant services. Trained workforce professionals provide career guidance to individuals to assist them in identifying pathways that will lead to self-sufficiency and further opportunity moving through and across career pathways. The Career Information System is organized to allow career exploration and planning using career pathways tied to related instruction.

The “participant services” funds will be used to pay for training in the classroom and on-the-job. Group training will be allowed with WIA funds if an adequate number of WIA participants are seeking training that is not available through the ITA system. Supportive services will continue to be available with WIA supplementing, but not supplanting other resources that are available. Because of the growing number of Food Stamp and TANF customers, priority for enrollment in Recovery Act programs will extend to non-mandatory Food Stamp and TANF recipients who cannot benefit from those funds. Other policies for impacting priority and services will remain unchanged. Both formula and Recovery funds are planned for use by the end of the program year with minimal carry-out, if any.

The Governor's 15% Reserve Recovery Act funds will be used for required activities and to defray the costs of local administrative entity costs to maximize funds available for local service delivery. Funds are also being made available to advance the work of regional innovation teams to align economic development, workforce development and education. Funds will be made available to each region to develop projects in high growth, high-demand and emerging industries and require a match of local resources to double the funding available for the efforts. Funds not used for these efforts will be redeployed to regions. The Youth-in-Need formula distribution is also being revised for Recovery Funds to distribute those funds to regions of the state that have base youth allocations of less than \$250,000 to be distributed on the basis of relative share of youth in poverty. All other provisions will remain unchanged.

- g. *WIA Youth* - The priority for use of WIA Youth funds is to provide an opportunity to gain work experience and work readiness skills. Funds are being programmed for expenditure during the summer of 2009 to ensure opportunities for those youth 14-24 who otherwise will lack the opportunity for work due to the limited job opportunities and competition from more experienced and better educated workers. A minimum of one Idaho Youth Conservation Corps project will be required in each region of the state although more are anticipated, tying to additional opportunities available to public agencies using other Recovery funds. Finally, other policies will remain unchanged except that the more stringent requirements for using the majority of funds for out-of-school youth will be dropped to the minimum 30% level for Recovery Act funds.

Enhance Availability and Use of Workforce and Economic Information. Enhanced economic information regarding business sector strategies and industry opportunities is critical for a system-wide response to move training investments and qualified workers toward the region's high growth industries. Currently, Regional Labor Economists provide local expertise on labor availability, wages, benefits and other labor-related information. Drawing upon an array of information resources, Regional Analysts provide customized solutions to labor market questions. In addition, the Regional Analysts are available for presentations and training sessions to groups interested in labor market information, economic conditions and trends.

The Governor is also targeting Recovery Act funds to support all workforce strategies with workforce information that identifies those businesses and sectors of the economy that are still in need of workers, even in the economic downturn, and those that will begin to grow as the economy recovers. Current and accurate workforce information is central to analysis of transferable skills for workers who have lost their jobs in industries and occupations that are not likely to rebound and need to transition to new careers. Recovery Act and formula ES and WIA funds will support and be guided by enhanced workforce information to develop and refine innovative service delivery strategies in the context of the regional economies. Use of Recovery Act funding will enhance workforce and economic information availability and use. It will also support regional workforce investment planning for the funds and creating linkages to jobs created through Recovery Act investments.

Overarching State Strategies

Question V.B. What strategies are in place to address the national strategic direction discussed in [Section 4] 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 Governor's vision. The following is a brief recap of activities proposed and should be viewed in context of the state's response to section II.

Increase the numbers of workers served. Recovery Act funds have been deployed to expand capacity of the existing system to provide more intensive services to the record numbers of individuals seeking services. The expansion in terms of numbers will occur naturally as individuals seek to transition from education, job loss and other labor market transition points. The numbers served through our employment services program during the last 12 months ending in March are the equivalent of one third of the state's workforce, already much higher than would be expected during normal economic times. Recovery Act funds allow the state to expand access through automated services and intensity through the variety of service offerings listed in Section II. Funds have already been deployed and are impacting the system's ability to meet demands of customers.

Increased access to employment and training services for adults and dislocated workers. The infusion of Recovery Act funds provides direct support for low-income at risk adults and dislocated workers to attend training. These funds are already in use where formula funds have been exhausted and will continue to be used throughout program year 2009. With the expectation that the state will begin to see the impacts of recovery late this year or early next, the state adopted a strategy to utilize all funding by the end of 2009 to prepare individuals for work in jobs expected to lead the recovery. While welcome, funding still is less than the state's peak funding level in 2002 for these funds.

Dual Customer Approach. The state is focusing on sectors of the economy expected to lead the recovery as they provide opportunities for individuals to enter into career pathways leading to self sufficiency. Each regional transformation team has identified the industries critical to recovery and individuals are encouraged to enter into career pathways that will prepare them for occupations expected to expand upon recovery. These include energy and alternative energy, advanced manufacturing, health care, communications and information sciences and other leading industries. Individual choice, but informed choice, will guide individuals in seeking career opportunities that promise good wages and an opportunity for upward mobility.

Career Pathways. The state's Career Information System and related education and training offerings are organized around six "super clusters" and 16 pathways that allow individuals to enter as early as secondary school and move vertically and horizontally among pathways to lead to success. The organization of data and services into these pathways enhances career and education decision-making and provides individuals with opportunities to build upon their skill base. The state has traditionally relied upon the public education system to offer the preponderance of skills training. While this will continue to be the most significant option, new partnerships among the workforce system and education system are supporting apprenticeships, customized training and other

training options to allow individuals to move within and across career pathways so they are able to adapt to the changing workplace. The challenge is to embed this throughout the broader education and workforce system.

Workforce Solutions through Partnerships. The state has long relied on a collaborative approach to achieve solutions. This approach has maximized resources in a state where extremely limited funding must address needs throughout a vast geographic area. The Governor's Workforce Development Council and its interagency staff team represent the full spectrum of workforce, education and economic development partners. Regional Innovation Teams foster alignment and responsiveness of the public system to business and individual customers. The RITs are proving invaluable in bringing together resources, generating ideas and developing a sense of contribution and commitment towards solutions for the dual customers of the system.

Service Delivery Strategies, Support for Training

Question IX.G. 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. (§112(b)(17)(A).)

The state has undertaken the following strategies to accomplish the goals of the Recovery act:

- A. Idaho is significantly expanding our current one-on-one re-employment services to unemployment claimants to assure that workers most in need receive appropriate services. Approximately 25 additional staff members statewide will be hired with Recovery RES funds and training will be developed and delivered to all ES staff in providing high quality re-employment services to identified unemployment claimants who are likely to exhaust through a newly revamped "profiling" model. Under current funding we are limited to providing one-on-one services to approximately 10 percent of the total UI claimant pool. We will expand that percentage to at least 20 percent of UI claimants.
- B. A specific focus will be to provide additional resources to target additional one-on-one employment services to veterans who are receiving Unemployment benefits.
- C. ES Recovery funds will also be targeted at the following strategies:
 1. Continuing services to people with disabilities by matching federal funding for the Disability Navigator Programs to continue efforts to train workforce staff statewide on how to assist people with disabilities obtain appropriate workforce services.
 2. Improving Labor Market Information by providing resources to enhance the Idaho Business Directory by assuring information provided meets new federal disclosure requirements.
 3. Expanding access to automated services by providing the Career Information System and Idaho Works automated workforce services through 140 local libraries statewide, expanding access and promoting workforce information and services throughout the state and with people who lack Internet services at home, particularly in rural areas of Idaho. Designated department staff will work to coordinate and train library personnel as well as train department staff on how to use CIS and Idaho Works more effectively with their customers.
 4. Expanding business outreach by hiring 12 dedicated regional business specialists statewide who will be trained in specific competencies to Increase capacity for

effective outreach to business customers as part of our on-going regional workforce planning strategies. Outcomes will include increased job opportunities for job seekers, increased job listings, increased use of department business services, enhanced long term relations with business customers and enhanced effectiveness of regional sector strategy activities.

- D. A WIA basic training program is being delivered to all WIA staff statewide to ensure workers are provided targeted work experiences to prepare them for job opportunities in new industries or occupations. Training will include best practices in using registered apprenticeships and on-the-job training.
- E. WIA Youth Training has been developed and delivered to WIA Youth Staff statewide to implement an aggressive and effective Summer Youth Program.
- F. The state has conducted state and regional conferences to assure that workforce activities educational strategies and economic and community development strategies to meet the skill needs of jobs and industries important to the local and regional economies throughout Idaho.

Section II. Service Delivery

State Governance and Collaboration

Question III.A.2. Describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority. (§112(b)(8)(A).)

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

The Idaho Department of Labor oversees WIA, Unemployment Insurance, Wagner-Peyser, the Trade Act, Labor Market Information, and the Cost Reimbursable Grants such as Veterans, Work Opportunity Tax Credits and Labor Certification among others. Serve Idaho, the Idaho Americorp administrative arm, will join the Department during program year 2009 bringing the volunteer effort into the mix of services. IDOL collaborates with the Idaho Department of Commerce and the Division of Professional-Technical Education to operate Idaho's Workforce Development Training Fund designed to assist new and expanding businesses with workforce training. In addition, the Department of Labor is responsible for Wage and Hour administration. In the capacity as the state's primary workforce investment agency, the Department of Labor is also responsible for facilitating partnerships among the state's One-Stop partner organizations.

The Idaho Department of Commerce is responsible for economic development, tourism, and community development. They are a partner in marketing Idaho's Workforce Development Training Fund to new and expanding businesses.

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 Commission also leads an interagency team of workforce and related agencies in a policy academy designed to increase volunteerism and work among Idaho's senior citizens. The Idaho Commission for the Blind and Visually Impaired (vocational rehabilitation), the Department of Correction 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 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 one with a community and technical college mission, a four-year college with a technical college mission, three 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. A business liaison is housed in the Superintendent's office to coordinate with the workforce system partners and the Workforce Development 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. Adult Basic Education Services is housed organizationally within the PTE Division with primary service points coordinated through the postsecondary campuses in each region of the state. The Workforce Training Network links all institutions and the Idaho Department of 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 Otter's Education Policy Adviser. This team identifies issues and makes recommendations to the Workforce Development Council. At a regional level, regional transformation teams, some funded by WIRED and Regional Innovation Grants, bring together interested partners from the broader workforce system, education, economic development with individuals representing critical business and worker/client groups to plan and implement activities of mutual interest and benefit. These regional organizations are spearheading various initiatives designed to bring about transformational change to local economies and the systems that support them. The workforce system is in the lead as a facilitator and provider of many services.

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 works 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.

Recovery Act Coordination

Governor Otter convened a group of former Governors and Directors of the Governor's Office of Financial Management to decide upon and coordinate decisions on all Recovery Act funding. The Division is maintaining a website providing the public and agencies information about the opportunities and decisions about new funding available in the state. As a matter of normal business practices, all Recovery positions funded directly by the state will be listed with the Department of Labor, the state's One-Stop operator. All contractors with federal contracts of \$10,000 or more are required to list jobs with the Department. Federal agencies are being contacted as part of the WIA summer program and in some cases, Recovery Act job fairs are being held where significant jobs are becoming available to ensure that Idaho citizens can take advantage of those opportunities.

Perhaps the most important strategy relies on personal contact. The state is identifying all opportunities funded with the Recovery Act funds. The Governor intends to send a letter encouraging all recipients of Recovery Funds to list with their local Department of Labor office and to take advantage of training and other opportunities available to facilitate employment of skilled Idaho workers and coordinate retraining as appropriate.

Question III.C.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) of WIA, 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).)

Idaho has long enjoyed a collaborative relationship among its workforce partner agencies. Collaboration for day-to-day service delivery is routine with workforce 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.

The Idaho Department of Labor is the state administrative entity responsible for the administration of WIA, Wagner-Peyser, Unemployment Insurance and Trade Act services. This allows for close collaboration and integration of these services within the department and throughout all of our 25 One-Stop offices across the state. In addition, the department works closely with the USDOL Bureau of Apprentice and Training office located in Boise, Idaho to promote apprentice opportunities statewide.

The Workforce Development Council is staffed by an interagency team representing workforce partner agencies that include a broad array of other workforce programs and services including Governor's Office (lead staff), Adult Basic Education, Blind & Visually Impaired, Commerce, Corrections, Financial Management, Health & Welfare, Labor, Professional Technical Education, State Board of Education (responsible for primary, secondary, and postsecondary education policy), and Vocational Rehabilitation.

This interagency team staffs the Council and Council Committees that are established as needed to address and implement Council goals and activities and to work through any barriers in coordinating workforce services to Idahoans. Council Committees cover a wide range of issues from developing common or system measures, improved labor market information, improvements in postsecondary education delivery and access, and increased services to youth, among others.

During the past year Council committees and taskforces included a WIA Youth Committee and a Nursing Workforce Advisory Council. The Youth Committee was responsible for conducting a competitive process to select WIA In-School Youth providers. The Nursing Workforce Council produced a nursing workforce study utilizing the Department of Labor's labor market information and developed strategies to meet the following goals: 1) Retain and increase nursing faculty to meet growing demand; 2) Continue support for increased educational capacity across the range of nursing degree options to best meet industry and regional demand for nurses and improve retention of graduates; and 3) Ensure the availability of critical workforce data for informed planning.

Reemployment Services and Wagner-Peyser Act Services

Question IX.C.4.b. Describe the reemployment services the state provides 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. (§112(b)(17)(A)(iv))

ARRA funding to provide Reemployment Services (RES) to Unemployment Insurance (UI) claimants supports the Governor's vision and long-term work toward a comprehensive and integrated service delivery model that enhances workers' opportunities to return to the workforce. The Idaho Department of Labor is the administrative entity for UI, ES, and Labor Market, and is also a WIA Adult, Dislocated Worker and Youth service provider in each of Idaho's 25 One-Stops ~ collaboration and connections are inherent and will ensure claimant access to the full array of services.

A recent modification of Idaho's UI Profiling model has improved identification of UI claimants most in need of services (those most likely to exhaust, with a priority to UI claimants who are veterans). Use of the Profiling model and its existing connections to *Idaho Works* allows claimant identification and implementation of RES service delivery without additional system development costs. With One-Stop staff delivery of UI, ES, WIA Adult, Dislocated Worker and Youth services, RES staff will have the background and experience to provide a comprehensive One-Stop orientation and assessment. The state's most current labor market information, supported by regional labor market analysts, provides the RES One-Stop staff with the tools to guide claimant understanding and use of information and technology tools into their work search and career development plans.

The number of claimants receiving RES services for orientation and assessment, as well as the number of claimants accessing the full array of individual and group services through ES, WIA, Labor Market and community services, will be greatly increased under Idaho's RES service delivery model:

- RES-supported staff will complete orientation and assessment activities for RES claimants, and, based on a reemployment plan, including likelihood to return to previous occupation or industry, will "navigate" claimant access to appropriate One-Stop programs and services, as well as other community services.
- All One-Stop staff, not just RES-funded staff, will respond to the claimant's assessed need for individualized One-Stop services (ES, WIA, and Labor Market Information).

The Governor's Workforce Development Council has affirmed the following use of RES funds:

Expand current RES services – Increase One-Stop staffing statewide to dramatically expand current one-on-one re-employment services provided to Unemployment Insurance claimants identified as likely to exhaust their benefits.

Expand event capacity – Increase One-Stop capacity to deliver more and expanded job search workshops, job fairs, and other events to assist Unemployment Insurance claimants obtain employment.

Expand services to veterans – Provide additional staffing resources to target additional one-on-one employment services to veterans who are receiving Unemployment Insurance benefits.

Question IX.C.1.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 includes: (1) self-service, (2) facilitated self-help service and (3) staff assisted service accessible and available to all customers at the local level. (§112(b)(17)(a)(i).)

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 *IdahoWorks*. *IdahoWorks* 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. *IdahoWorks* is available via the Internet and all One-Stop Centers. Other labor exchange materials for self-service will be made available in Employment Resource Centers in each of the One-Stop Center 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 (all One-Stop office self-service and staff-assisted lobbies are scheduled to receive enhanced accessible workstations for the visual and hearing impaired), limited language or reading skills. ES priority populations would include veterans and migrant and seasonal farm workers while other locally targeted populations may include those with disabilities, unemployment insurance claimants, members of low income families, public

assistance recipients, dislocated workers, displaced homemakers, minorities, youth or other groups targeted by the One-Stop Center

Staff assisted services will be available in all One-Stop Centers 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 such as vocational guidance, resume writing and referral to other One-Stop Partners for services to meet their individual needs. Options for job seekers and employers to access any of the tiered delivery strategies continue to grow ~ *Idaho Works* now offers internet-based resume preparation and searchable resume banks. All One-Stop office self-service and staff-assisted lobbies are scheduled to receive upgraded handicapped-access workstations for the visual and hearing impaired.

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

In order to accomplish the goal of tracking stimulus-funded job listings we have modified our automated job bank system, *Idaho Works*, by adding a new field for employers entering their own job listings to indicate if the job listing is a result of or if it uses Federal stimulus funds. Utilizing enhancements to department's staff view of *Idaho Works* will allow agency personnel to also identify these stimulus-funded jobs when receiving job listings directly from employers. Department staff has been directed to ask all employers that contact our One-Stop offices with job listings whether the listing uses federal stimulus funding. All state agencies are required to list openings with the Department. To ensure that this opportunity is extended to all recipients of Recovery funds, Governor Otter will extend the invitation to federal and local recipients of these funds encouraging them to list their jobs with the Department. In all these cases Veterans Preference will be observed.

Adult and Dislocated Worker Services

Question IX.C.1.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).

Idaho's Workforce Development Council and all workforce partners across the state continue to refine workforce policies and the One-Stop system to ensure access to core services for all adults and dislocated workers, and have continuously prioritized services to the Recovery Act's target populations (public assistance and other low-income individuals), as evidenced in annual demographics of those receiving services. With several full-service One-Stop Centers operational in every region of the state, and internet access to an ever-increasing level of programs and information, the One-Stop system offers customer choice to online or in person access to an increasing level of information and comprehensive service delivery. 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.

Question IX.C.1.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. (§112(b)(17)(a)(i).)

The purpose of the ARRA funds is to preserve and create jobs, promote the nation's economic recovery to assist those most impacted by the recession. With the large number of individuals impacted by the recession, funds are expected to be spent quickly and effectively to return individuals to work in high demand jobs. Funds awarded for WIA Adults and Dislocated Workers under ARRA will be subject to the same guidelines as formula funds, with an emphasis on those most in need of services. The Youth program for at-risk, low income youth will expand the age limit from 21 to 24 and support a "summer youth" programs as a stand-alone component with a single performance measure testing workplace readiness.

The ARRA represents a substantial increase in opportunities to provide employment and training services to low income adults and dislocated workers. Stimulus funds will provide an immediate infusion of funds to respond to the demand. The Department of Health and Welfare has indicated that funds are generally available to serve mandatory welfare recipients and mandatory foods stamp recipients; however, there is a need for services to non-mandatory food stamp recipients (those raising children under six years of age) and grandparents raising children on welfare. WIA funds will be used to provide additional assistance to individuals who are in need of services and are not receiving services under TANF workforce services.

ARRA funds provide an opportunity to greatly expand services to at-risk, low income youth – Idaho will target Youth stimulus funds towards the creation of high quality summer employment opportunities during the summer of 2009. With the infusion of significant amounts of funding for a summer program, IYCC projects will be developed working with a variety of federal, state and municipal agencies offering experiences in conservation and preservation activities. This allows an opportunity to provide high quality learning experiences, leverage investments of other ARRA funds and support preservation of Idaho's public natural resources.

Question IX.C.3.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. (§112(b)(17)(a)(i).)

The state of Idaho's workforce system is well positioned to focus Recovery Act funds to quickly and efficiently increase training access and opportunities for individuals. With the consolidation of 6 regional areas into a single area structure, the state has successfully reduced its overhead to maximize the available money directed to training and services to business and job seekers. The Department of Labor, as the state's one-stop center delivery arm, will integrate Recovery Act funds into the mix of ongoing training resources – TAA, WIA Adult, Youth and Dislocated Worker, and Wagner-Peyser - currently already blended to increase training access and opportunities for individuals.

The infusion of stimulus funds allows the state to move forward with a number of initiatives stymied by 10 years of reduced federal budgets. The significant investment of stimulus funds presents an extraordinary and unique opportunity for the workforce system to accelerate its

regional transformation efforts and demonstrate its ability to further innovate and implement effective One-Stop Service delivery strategies.

The following initiatives will fuel our efforts to increase the access of training opportunities for low-income adults, dislocated workers and at-risk youth. The Department of Labor, as the designated One-Stop Service Center delivery arm for the state of Idaho, has adopted these initiatives and will utilize WIA formula and stimulus funds simultaneously/concurrently to transform our services to better assist our business customers and our job seeker constituents. The needs of workers and employers are both important in developing thriving communities where all citizens succeed and businesses prosper.

- A. The Idaho Department of Labor and its partners within the workforce, education and economic development have held regional summits and are moving forward with regional transformation plans that include adoption of sector strategies to promote economic vitality by connecting workforce development, economic development, education, and other efforts. This strategy provides career opportunities for low-income individuals, supports regional workforce and economic development.

All regions of the state have identified key regional industries which are the economic engines to drive and stimulate regional economies. Each region of the state has identified alternative energy as a new emerging industry; healthcare, advanced manufacturing, and construction. Other key industries include aerospace, biotechnology, bio-mass, technology and agriculture.

- B. The Department of Labor as the designated One-Stop Service Center for the state of Idaho will transform the local labor office service delivery to focus on the key industries within each respective region. Our 25 career one-stop centers are committed to position and restructure themselves to deliver an even more expanded level of workforce services to increase capacity for effective outreach to companies within key industry sectors, including new and emerging industries. There are two levels being developed at the local level to better connect with key industries and their workforce needs.
 - 1. Regional Workforce Project Manager – responsible for collaborating with key regional industries, education, economic development and workforce professionals to create a strategic, transformational regional plan to prepare the region to compete and succeed in today's global economy.
 - 2. Business Service Specialists – focused on companies within high growth regional industries to identify workforce issues and workforce solutions – proactive vs. reactive approach. Align training resources and services to meet the needs of industry.

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

Adult education, job training, postsecondary education, registered apprenticeship, and career advancement activities will all be fully aligned with economic and community development strategies to meet the skill needs of existing and emerging high growth industries.

Viewing industry and the job seeker as dual-customers, provides a seamless career pathway to advance through levels of the education and job training system as quickly as possible and gain education and workforce skills of demonstrated value by industry.

Workforce Development strategies will include robust approaches to helping these workers access training and employment services that advance them along career pathways in high-growth regional industries, and help them gain access to and remain in the middle class. Some of these approaches include:

- A. Increase apprenticeship training programs at both the secondary and post-secondary level. Focus on high growth industries and careers in the renewable energy sectors and for other “green jobs”.
- B. Realign ongoing state-level technical assistance activities to focus on and support high-growth regional transformations.
- C. WIA Governor’s Funds will be used to support training with institutions of higher education to facilitate the training of multiple individuals in high-demand occupations related to key regional industries. Each region of the state will receive \$50,000 in WIA funds – matched 100% by industry, education or local WIA funds to develop training programs which meet key regional industry needs with an emphasis on serving low-income, displaced and under-skilled adults and disconnected youth.
- D. Seek out opportunities to integrate training resources with other federal recovery act investments that will create jobs and opportunities for unemployed workers to rejoin the labor force.

Question IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One- Stop Career 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 Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone? (§§112(b)(2) and 111(d)(2).)

Idaho’s One-Stop structure provides the necessary framework to quickly and efficiently deliver increased employment and training services with funds received under the Recovery Act without costly adjustments.

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.

- A. All One-Stop Centers have electronic lobbies with access to the full array of services on *IdahoWorks* and partner Web sites.
- B. 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.

- C. All One-Stop Centers are staffed by highly qualified individuals who have been certified as Career Development Facilitators.
- D. All One-Stop Centers have resource rooms targeted to individual and business customers.
- E. The centers have relied on the array of assessment instruments recommended by the Idaho Department of Labor to assess customer needs.
- F. All centers are either new or remodeled and offer a highly professional appearance pleasing to both individual and business customers.
- G. All centers have a uniform method of organizing their service delivery to business customers, but also incorporate unique strategies to respond to the businesses in their communities. Recently, sector strategies have been incorporated to bring all One-Stop programs to focus on those businesses and industries identified through regional transformation planning for their capacity to provide high growth, high wage opportunities.
- H. All One-Stop Centers provide veteran priority to all services as required under the Jobs for Veterans Act. As with formula funds, all WIA Adult service provider contracts will stipulate priority of service to low-income, public assistance recipients, and under-skilled adults. ARRA WIA Youth summer employment policies require a focus on the neediest youth, including out-of-school and others who are most at risk of dropping out including youth in and again out of foster care, youth offenders, and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and native American Youth and youth with disabilities.
- I. ARRA Wagner-Peyser funding will ensure that the Disability Navigator program continues efforts through all One-Stop Centers to assist people with disabilities obtain appropriate workforce services.

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.

In conjunction with WIRED funds, the delivery of core-services for Wagner Peyser is being enhanced; specifically a new job search program and single sign-on services for job seekers, enhanced employer entry of job listings and customer search options, and an enhanced job notification system for job seekers are currently under development.

Sequence of Service

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

reinforce this policy during onsite monitoring visits schedule during the last quarter of each program year.

Youth Services

Question IX.E.1. Describe the state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)

Recovery Act's Youth Services

Idaho has moved quickly and efficiently in its planning and regional allocation of WIA Youth Recover Act funds for the creation of summer employment opportunities for youth. The Governor's Workforce Development Council has designated the state's WIA fiscal agent, the Idaho Department of Labor, to operate expanded summer youth employment opportunities during the summer (May through September). The fiscal agent offers the necessary infrastructure to quickly implement the summer employment program and expend the funds expeditiously in order to stimulate the economy, while ensuring that quality programs are in place for youth served.

Idaho anticipates expending at least 90% of Youth Recovery Act funds by the end of the 2009 summer session, and providing work experiences with governmental and non-profit organizations for approximately 700 youth during that time period.

Idaho's WIA Youth Recovery Act funds will focus on the neediest youth, including out-of-school youth and others who are most at risk of dropping out including youth in and aging out of foster care, youth offenders, and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and Native American Youth and youth with disabilities.

Use of the fiscal agent, and its 25 One-Stop offices with experienced WIA case managers, provides state-wide commonality among assessment tools and processes necessary for development of an individual service strategy with age appropriate career goals, activities and work readiness activities. Case managers will also rely on established work readiness competency tools and frontline staff's community linkages with governmental and non-profit organizations to ensure development of a variety of learning-rich summer work experiences for youth ages 14-24.

As with formula funds, each participant will complete an individual assessment process that includes identification of work interests and abilities, as well as level of work readiness competencies, and initial supportive service needs. The case manager will ensure that worksite opportunities match work interests and meet work readiness needs of each youth served with Recovery Act funds. The majority of summer activity will be Work Experience participation. However, unique Internship opportunities are anticipated to meet the work interests and work readiness levels of older youth. A minimum of 30% of Youth Recovery Act funds will be expended on out-of-school youth.

Connections to green jobs, registered apprenticeship, integration of work-based and classroom based learning, and academic and occupational linkages are encouraged. The Department of Labor is also integrating *Youth Conservation Corps* (YCC) activities and work projects into the WIA summer employment project. These WIA/YCC organizations are offering outdoor, natural

resources-related employment under this WIA summer project. All WIA policies, processes and forms apply to all WIA/YCC worksites and supervisors.

Idaho's WIA MIS has been modified to track and report summer employment participation and the work readiness measure.

The state's policies regarding Work Experience, Internship, Job Shadowing, were reviewed. The following minor adjustments have been made for the WIA Youth Recovery Act program:

- A. Minimum wage change takes place mid-program. Work Experience will pay the new minimum wage effective May 1, 2009 to avoid wage change mid-program.
- B. The Summer Employment program will focus on neediest youth (defined above) which require a high level of work readiness competency support at the worksite. Case managers have the tools to train site supervisors and will provide onsite assistance for competency progress and remediation throughout the program.
- C. In response to the inclusion of 22 to 24 year olds, the summer employment program will not be limited to the Work Experience activity; One-Stop case managers continue to develop Internship opportunities when appropriate per individual assessment plans.

The state's supportive service policy, to provide the necessary supportive services to ensure ongoing and successful program participation, is amplified for the Recovery Act's Youth summer employment program. The WIA case manager will work one-on-one with program participants to identify and alleviate supportive service needs such as clothing for work participation (i.e. boots or work shirts), transportation needs (bus passes or gasoline reimbursement), child care, etc.

Veterans' Priority of Service

Question IX.C.5.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), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

The Idaho Department of 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 20 CFR 1010.230, published at 73 Federal Register 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008, which gives eligible and qualified veterans (and certain spouses) priority over non-veterans. In making referrals of qualified applicants to job openings and training opportunities, the department shall observe the following order of priority: 1) Special Disabled Veterans; 2) other disabled veterans; and 3) other eligible veterans and eligible persons in accordance with priorities set by the Secretary, which may include veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal has been authorized, recently separated veterans (those within 36 months of separation from the military at the time of application), other eligible veterans, eligible spouses, non-veterans.

In addition to prominently displayed posters in One-Stop Career Centers informing veterans of priority of service, ES staff provides veterans with notices of job openings one full day prior to being published in *Idaho Works*.

Most USDOL programs have only general program eligibility requirements and do not target specific participant groups, thus implementation of the veterans' priority has posed few practical difficulties for these programs. However, in a few programs such as the WIA-funded Adult and Youth programs, the veterans' priority will compete with existing statutory priorities that favor certain population groups and must be taken into account when applying the priority.

A covered person is entitled to and will be given priority over non-covered persons for the receipt of employment, training and placement services if the person otherwise meets the eligibility requirements for participation in the program (see specifics below).

A covered person is a veteran:

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

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

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

For programs that have existing statutory priorities that target certain population groups, such as WIA Adult and Youth programs, the veterans' priority is applied to covered persons who meet program criteria. This means an individual meeting both the veterans' priority and the program requirements would receive the highest priority for WIA Youth or Adult services over a non-covered person, assessing the person's status in light of both the veterans' priority and the program's eligibility criteria.

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

For programs that do not target specific groups, such as the WIA Dislocated Worker program, the veterans' priority is given to those that first meet the program's existing eligibility

requirements. This means a covered person would receive priority for services over a non-covered individual, only after satisfying the Dislocated Worker program's eligibility requirements. In cases where targeting of a particular group is discretionary and not required by law, the veterans' priority for an individual takes precedence above the discretionary priority group.

Service Delivery to Targeted Populations

Question IX.C.4.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, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)

The One-Stop system has been developed to address the needs of customers with special needs. The electronic *IdahoWorks* continues to expand the array of employment and training opportunities available to customers. Self-accessed services are available to customers in homes via the Internet and through the One-Stop Centers 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, the Idaho Department of 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.

The state conducts extensive outreach activities, in coordination with other public and private community organizations, targeting migrant and seasonal farm worker 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, One-Stop 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.

The ARRA represents a substantial increase in opportunities to provide employment and training services to low income adults and dislocated workers. Services to low income individuals, dislocated workers and displaced homemakers are presently available throughout the One-Stop

system to offer core, intensive and training services as needed to obtain or retain employment. However, Recovery funds will provide an immediate infusion of funds to respond to the current demand. 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, those receiving Temporary Assistance for Needy Families in Idaho (TANF), with WIA Title I services to enable the move to self-sufficiency and employment. ARRA funds will be used to provide additional assistance to individuals who are in need of services and are not receiving services under TANF workforce services. Idaho's Centers for New Direction also help in the effort, as it promotes non-traditional training and employment for this population, providing employment and training services for displaced homemakers and single parents.

Inclusion of individuals with disabilities in the full range of employment and training programs and services will be specifically supported through use of Governor's 10 percent Employment Service funds from the Recovery Act to continue the activities of disability program navigators in each area of the state. Wagner-Peyser 10 percent funds will also be directed to delivery of services to groups with special needs, which may include extraordinary costs of services in the delivery of exemplary models. Additionally, such funds can be used to offer special assistance to groups in need of services such as unemployment insurance claimants, veterans, persons with disabilities, seniors, migrant and seasonal farm workers, Hispanics and Native Americans and other groups who require special assistance in the labor market. This can take many approaches from individualized services to group sessions.

Section III. Operations

Transparency and Public Comment

Instruction from Section II of State Planning Guidance Plan Development Process: 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).)

The state has established a website to reflect decisions and opportunities for all Recovery Act funds. The Department of Labor website - <http://labor.idaho.gov/dnn/idl/AboutUs/LaborStimulusProvision/tabid/2244/Default.aspx> - specifically addresses processes and decisions regarding the use of funds for programs described in this plan.

In developing priorities and strategies, the state relied on the public process utilized by the Workforce Development Council to ensure adherence to open meeting laws and opportunity for input into the decision making. The agenda and all meeting materials are included on the Council's website in advance of the meeting, all meetings are open to the public, and minutes are maintained. As a matter of course, press releases announcing the meeting are issued and available to all media outlets across the state.

The plan itself documents the decisions made at public meetings of the Workforce Development Council over the last year. The public is being notified of the availability of the plan on the Department's website and the opportunity to comment on the plan. Comments pertinent to this plan modification, if any, and their disposition will be submitted with the final plan.

Increasing Services for Universal Access

Question VI.C. What state policies are in place to promote universal access and consistency of service statewide? (§112(b)(2))

Development of Idaho's 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 such as students, migrant/seasonal farm workers, veterans, dislocated workers, older individuals, people with disabilities, welfare recipients, dropouts, people with limited English proficiency, economically disadvantaged individuals, as well as both current and future employers. Through the active participation of partner agencies/programs and interest groups in system design, the concerns identified by these groups are addressed in the program features.

Access

Idaho Works is the One-Stop's automated workforce service delivery system. It is 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, which is being expanded and enlarged through stimulus and other resources. Each of the 25 One-Stop Career Centers in the state has multiple workstations in its electronic lobbies.

One-Stop staff is available to help individuals use *Idaho Works* and provide personalized intervention services at the customer's request. This personalized staff assistance is being augmented by stimulus resources to serve the increased number of customers due to the economic downturn. The department is hiring approximately 25 additional ES staff members statewide with stimulus funds to deliver high quality one-on-one re-employment services to unemployment claimants. Stimulus funds will also be used to expand business outreach by hiring approximately 12 dedicated regional business specialists as part of our on-going regional workforce planning efforts.

Nine Centers currently have at least one computer that is specifically designed with ADA equipment and software to accommodate a variety of disabilities. These One-Stop computer stations are being upgraded this year and 16 additional ADA computers with equipment and software will be installed in the remaining One-Stop Centers statewide. Customers with disabilities can come to the Center during office hours and access all Center programs and information sources.

Other entrance points into *Idaho Works* are available from the Affiliate Partner sites, and through the Internet with access 24 hours a day, seven days a week, to meet the needs of our customers. In addition, this year we will be training staff in all of Idaho's 140 public libraries statewide on how to connect to the *Idaho Works* system and how to assist their patrons to access the workforce system through *Idaho Works* and the Idaho Career Information System (CIS). This

partnership will be particularly helpful in expanding access to workforce services in rural communities throughout Idaho.

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.

Over the next 12 months we will implement major upgrades to the *Idaho Works* system to make it more responsive, easier to use, more relevant to customers, and increase integration of workforce services. These enhancements include the following:

Enhanced Job Match/Referral

- A. New job search engine -- Use new technology to match words in an employer's job description with skills in a job seekers profile or resume, producing a more accurate match between skills and jobs, improving the effectiveness of the labor-exchange process.
- B. Easy to use job application system -- Job seekers could apply for jobs and attach and send resumes to employers with a simple click of their mouse.
- C. Automatic job matches and referrals upon registration -- Unemployment Insurance claimants and all job seekers will automatically receive job matches with their skills and be given the relevant information on those jobs when they register for benefits or register for work.

Upgraded Job Notification

- A. Automatic, ongoing notification
 - 1. Job seekers will be notified when their skills match new job listings by the method they most prefer: email, text messaging, autodial, or Real Simple Syndication (RSS).
 - 2. Employers would be notified of job seekers whose skills match their job listings and they could review on-line job seeker resume/portfolios.

Integrated On-Line Services

- A. Single log-on for businesses services -- Create a single business services portal to view labor market information, list jobs, review job seeker resumes, pay unemployment insurance taxes, access training resources, provide connections with education, as well as access other local workforce services.
- B. Single log-on for job seeker services -- Create a single job seeker portal to conduct job searches, view labor market information, explore career information, file for unemployment benefits and access other local workforce services.
- C. Increase Web Accessibility -- Assure all on-line services are available on mobile web devices such as PDAs, mobile phones, IPODS, etc.

Virtual Job Fairs

This recruiting tool is just like a "bricks and mortar" job fair, except that all of it happens online through your computer. Participating employers set up "cyber booths" with their logo and corporate profiles. They have unlimited help wanted ads during the duration of the event and schedule real-time, text chats with job seekers so they can visit with computer-literate potential workers and review their on-line resume/profiles without ever having to leave their offices.

LMI Mining Tool

This is a free, easy to use data tool for developing, mining, and analyzing labor market information within a region to assist users in making critical decisions

Targeted Use of Social Networking Sites

Create opportunities for connecting with the emerging workforce who receive information via electronic media such as Facebook, MySpace, Twitter, Linked-In, etc. We would create a presence and promote workforce services through these social networking sites that are already used by students and young professionals.

Comprehensiveness of Services

Idaho's One-Stop system includes all mandatory partners along with some voluntary agencies and organizations identified locally by the One-Stop Operators. The minimum menu of core services required by the Act are 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 are available in all One-Stop Centers. Wagner-Peyser funded labor exchange services are coordinated with other One-Stop system partners in the delivery of core services to avoid duplication of services. Wagner-Peyser services are provided in all designated One-Stop Centers as are Unemployment Insurance, Veterans employment and training programs and TAA.

The full array of core services is currently available through all 25 One-Stop Centers. 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(b1) and encourages the voluntary participation of other employment and training entities within the local areas.

Idaho's 25 One-Stop Centers provide comprehensive services in all major communities across the state. All required partners must make their applicable core service available 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 provide access to information and services, but are not required to offer universal access. Instead, they may limit services to particular customer groups; e.g., the disabled, students, migrant/seasonal farm workers, economically disadvantaged, etc. State policy requires Affiliate Partners to enter into a Memorandum of Understanding (MOU) agreement 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 are full partners in the planning and continuous improvement management processes. Under Idaho's statewide planning system, these MOUs expand the array and reach of all services offered in the state's workforce development system overseen by the Workforce Development Council and the Governor.

Direct Access Systems (Self Service Systems)

Self-service access is available in a variety of locations and from classrooms, homes and offices across the state. Self service access points provide access via the Internet *Idaho Works* which provides 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 is 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 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 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 is 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 also affords 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 are currently 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 (CIS). As of 2008, the CIS Unit is physically and administratively housed at the Idaho Department of Labor and we have further integrating CIS services into the *Idaho Works* system. In addition, we will enhance the CIS services this year by purchasing an additional product called "CIS Connections," which will connect local schools and businesses to facilitate exchange of information regarding internships, job shadowing, career fairs, industry tours, business guest lectures, informational interviews, and other school-to-work activities.

Idaho utilizes Individual Training Accounts as an opportunity to improve customer choice in selecting training providers for Adults, Dislocated Workers and Older Youth. As the state continually refines its Individual Training Accounts and Eligible Training Provider system, the information developed on training providers frequently assists 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.

Local Planning Process

Question VIII.D. Describe the state-mandated requirements for local areas' strategic planning, and the assistance the state provides to local areas to facilitate this process. ((§112(b)(2) and 20 CFR 661.350(a)(13).))

The state has formed a consortium with the single workforce area in East Central Idaho and the Balance of the state and is operating under a waiver to use the Workforce Development Council as the single council overseeing operations in each. The Department of Labor serves as the Administrative Entity/Grant Recipient for state and local funds over this statewide service region. This plan serves as the single statewide plan.

Procurement

Question VIII.F.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).) (Note: All procurements must comply with OMB requirements codified in 29 CFR Parts 95.40-95.48 and 97.36.)

WIA Summer Employment

Since Congress is especially interested in the use of WIA Youth Recovery Act funds to create summer employment opportunities for youth, the Governor's Workforce Development Council has asked the state's WIA fiscal agent, the Idaho Department of Labor, to use these funds to operate expanded summer youth employment opportunities during the summer (May through September) of 2009. The fiscal agent offers the necessary infrastructure to quickly implement the summer employment program and expend the funds quickly in order to stimulate the economy, while ensuring that quality programs are in place for youth served.

Use of the fiscal agent, and its 25 One-Stop offices with experienced WIA staff, provides state-wide commonality among assessment tools and processes necessary for development of an individual service strategy with age appropriate career goals, activities and work readiness activities. Idaho's One-Stop staff will rely on established work readiness competency tools and frontline staff's community linkages with governmental and non-profit organizations to ensure development of a variety of learning-rich summer work experiences for youth ages 14-24. Connections to green jobs, registered apprenticeship, integration of work-based and classroom based learning, and academic and occupational linkages are encouraged.

Idaho's WIA MIS has been modified to track and report summer employment participation and the work readiness measure.

Idaho's WIA Youth Recovery Act funds will focus on the neediest youth, including out-of-school youth and others who are most at risk of dropping out including youth in and aging out of foster care, youth offenders, and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and Native American Youth and youth with disabilities.

Contracts with Higher Education

The Workforce Development Council, state staff, and service providers are aware of the Recovery Act provision that a contract may be awarded to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice. Individualized assessments, and a system-wide structure to respond to the unique needs of each individual with appropriate core, intensive or training services will continue, with an added focus on identifying opportunities for multiple individuals in high-demand occupations. The state's planning staff and contract managers who provide ongoing technical assistance to frontline staff will reinforce this opportunity through the life of Recovery Act funds.

Ongoing WIA Competitive/Non-Competitive Processes

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 primarily 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, 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.

Technical Assistance

Question VIII.G.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided. (§112(b)(14).)

The state is developing and providing a series of training and technical assistance for One-Stop career center staff in each of the following areas:

Summer Youth Training

The Idaho Department of Labor delivered two, one-day training sessions in April 2009 in both northern and southern Idaho to over 70 front-line and management Career Center staff statewide along with Central Office program support staff covering Summer Youth Employment Program (SYEP) services. The overarching goals for the training focused on having staff both well prepared for the important task of improving the work maturity skills of participating Idaho youth, and reminded of the value of their service to this in-need and at-risk population.

The training was developed and delivered in just over three weeks, an unprecedented time frame, yet was highly comprehensive in an effort to meet the needs of both short- and long-term staff. This full-day training covered complete SYEP program delivery from implementation to participant exit and the timeline involved for successful program implementation. Attendees were provided all of the programmatic and technical information and required to:

- A. Promote the program to targeted youth and the appropriate employer community
- B. Identify priority populations
- C. Assess individuals
- D. Determine eligible employers and youth
- E. Enroll youth
- F. Deliver youth and employer SYEP orientations
- G. Set up work experience sites
- H. Match youth to appropriate work experience sites/employers
- I. Case manage focused on supporting the development of work maturity skills (for the employer and youth)
- J. Provide supportive services
- K. Appropriately exit and/or continue service delivery beyond SYEP for those in need
- L. Data enter information on MIS and complete required documentation and forms

Attendees were also provided a training manual including an SYEP desk guide complete with FAQ's, references to websites containing relevant information such as child labor laws, selective service registration, and additional community resources. The manual also contained all necessary technical information and forms as well as many helpful youth and employer tools designed to enhance program delivery and ensure Idaho's youth receive the best possible services. The training has received excellent reviews from both new and seasoned IDOL staff.

Prior to training, a SharePoint site was established as the primary informational resource for front-line staff to refer to beyond training. On this department site, program support staff provides regular program updates to ensure communication is free-flowing throughout the state. The site also contains the information and resources provided during the training (as a reference to all who may or may not have been able to attend training) as well as programmatic updates, new forms or tools that may be developed, and a discussion board to allow front-line staff to share best practices or other important information.

Adult & Dislocated Worker Training

Two one and one-half day training sessions will be offered during mid-July in several points throughout the state (North & Southwest) targeted to new WIA Adult, Dislocated Worker, and TAA staff (those with less than one-years experience) emphasizing case management skills as well as best practices on assessment, eligibility, enrollment, and supportive services.

Attendees will also be provided a training manual including excerpts from several WIA Adult and Dislocated Desk Guides complete with FAQ's, references to websites containing relevant information and additional community resources. The manual will also contain all necessary technical information and forms as well as many helpful tools

designed to enhance program delivery and ensure eligible participants receive the best possible services. Additional staff training will be provided separately covering the state's WIA Management Information System and how to appropriately enter and track data for reports and the state's Career Information System (e-CIS), which contains a multitude of resources in a portfolio management system, including résumé assistance and career interest and skills inventories.

RES Training

Three one-day training sessions will be offered during mid July in each of the regions of the state (North, Southwest and Southeast) targeted to approximately 40 – 50 ES staff statewide. Training modules are designed to reinforce the intent of the RES program ~ increased awareness and delivery of intensive services to unemployment insurance claimants. The training will feature Idaho's recently updated profiling model, details regarding updated selection screens, and options regarding selection of claimants for RES, as well as innovative techniques to increase claimant interest and access to our services. Idaho's updated job search workshop tools will also be released during training. A RES SharePoint site has been developed to ensure frontline staff access to all program process information and to ensure ongoing exchange of best practices.

Business Services Training

Training is being developed to provide identified "Business Service Specialists" in local Career Center offices with the necessary skills and tools to enhance workforce services to identified key industries in each region of the state. Idaho is looking at a similar program in Minnesota as a model for this training program and may contract with Hennepin Technical College that developed Minnesota's training. We anticipate having this new model in place by October and implementing the training starting in November 2009.

Monitoring and Oversight

Question VIII.H. 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 oversees the workforce development system and assesses 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 collaborates to implement Council goals and routinely report on progress.

At the operational level for all WIA programs, including NEG and Recovery Act programs, 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. Corrective Action processes are also in place to ensure compliance. At a minimum, such procedures shall comply with the following monitoring requirements for internal and subrecipient activities:

Subagreements reviewed

Annual onsite monitoring reviews shall be performed on all subagreements. A sampling of work/training sites, including Summer Youth Recovery Act, active at the time of 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.

Accountability and Performance

Question X.C.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. (§§112(b)(3) and 136(b)(3).)

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 requested and received approval of waivers since PY 2006 to adopt and report on the six common measures in lieu of the existing 17 WIA performance measures. The state understands it is critical to closely monitor the appropriateness of the measurement system to avoid unintended negative impacts on service delivery strategies. The state's service providers need assurance that the WIA measures system will not inadvertently create barriers to quality services. Accordingly, the state has worked closely with the local areas to identify potential problems early and to make the appropriate adjustments in performance expectations.

As described above and as evidenced by its previous performance achievement levels, Idaho has always closely monitored the WIA performance system and performance expectations to ensure that they contribute to quality service delivery. This system that has been developed will also be used for accountability of Recovery Act programs. Meeting and exceeding appropriate performance levels have required comprehensive quality services that contribute to a high level of customer satisfaction. This emphasis on performance accountability helps promote continuous improvement.

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

The methodology for determining whether a measurable increase in work readiness skills has occurred and the tools that will be used for this determination are described below.

For the Recovery Act's Summer Youth program, subrecipients will utilize the current system in place for the year round youth program. Idaho's current Work Experience guidelines require development of learning-rich work opportunities that develop basic work readiness skills by incorporating *The Secretary's Commission on Achieving Necessary Skills (SCANS)* tools from the U.S. Department of Labor. Using SCANS tools and processes, case managers ensure supervisors weave development of work readiness competencies into meaningful work experiences. Case managers will also develop specific work competencies through training sessions held at the worksite. At midpoint and prior to program exit, the supervisor evaluates each participant's work readiness as compared with an entry-level employee within their organization.

- A. Resources – Participant is able to allocate time, money, materials, space and people.
- B. Includes rating of the following competencies: Maintains acceptable and regular attendance; consistently punctual; allocates time to accomplish several tasks; understands budgets and budgeting; capable of identifying material necessary for completion of a project or task; able to organize own work space; demonstrates appropriate appearance.
- C. Interpersonal – Participant can work on teams, teach others, serve customers, lead, negotiate, and work well with people from culturally diverse backgrounds.
- D. Includes rating of the following competencies: Able to work as part of a team; cooperate, provide help, and motivate coworkers; can explain a task or demonstrate a skill; interacts appropriately with the public and/or customers; efficiently negotiates with supervisor, co-workers and others; able to work with people of other races and ages; reacts appropriately to direction and criticism; demonstrates self-confidence.
- E. Information – Participant can acquire and evaluate data, organize and maintain files, interpret and communicate, and use computers to process information.
- F. Includes rating of the following competencies: Able to read and follow directions; asks for clarification when necessary; organizes and maintains information; communicates effectively, orally and in writing, with supervisor and coworkers; operates computer systems to accomplish job tasks.
- G. Systems – Participant understands social, organizational, and technological systems; can monitor and correct performance; and can design or improve systems.
- H. Competency ratings – Participant demonstrates understanding of organizational structure and lines of authority and work flow; recognizes problems and recommends solutions.
- I. Technology – Participant selects appropriate equipment and tools, applies technology to specific tasks, and maintains or troubleshoots equipment when necessary. (This competency may not be applicable to all worksites.)
- J. Competency ratings – Participant demonstrates knowledge of equipment necessary to complete a project or task; understands and follows safety instructions and worksite rules; maintains or repairs equipment.

Worksite ratings for each competency range from very poor to very good. Case managers will be onsite to assist supervisors with development of on-the-job activities to remediate areas with mid-point ratings below "good". Each participant's final ratings must be "meets standard," "good" or "very good" in all areas to attain a positive work readiness outcome.

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

STATE OF IDAHO PY2009 REQUEST
FOR WIA PROGRAM WAIVERS

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

A. Statutory Regulation to be Waived:

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

B. State or Local Statutory or Regulatory Barriers:

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

C. Goals to be Achieved by the Waiver:

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

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

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

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

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

continues, and services are seamlessly accessed, the youth is more likely to follow through with the service strategy in a timely manner, take advantage of available services that lead to positive change, and achieve longer retention after program exit.

D. Description of Individuals Impacted by the Waiver:

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

E. Opportunity for Public Comment and the Process for the Implementation of the Waiver:

Consistent with the general waiver request, the state adhered to publication requirements to insure the broadest participation possible. A public comment period from July 9, 2008 to August 11, 2008 was announced through press releases. The request for public input was also placed on the Idaho Department of Labor's home page and all current service providers were alerted to the opportunity for comment.

This waiver request was developed in response to the recommendations of Idaho's Workforce Development Council subcommittee, working with a number of statewide youth providers to study and re-design WIA youth service delivery. On September 10, 2008, the Council reviewed and approved the subcommittee's re-design recommendations, which included this waiver request and public comments received in response to the press release.

The state's Workforce Development Council reviewed and approved the extension of the waivers listed above during its meeting held on April 8, 2009. As with all Council meetings, this meeting and its agenda were highlighted in the Idaho Department of Labor's website for several weeks. Also, several newspapers throughout the state incorporated the department's press releases regarding the meeting, which also extended an open invitation to the public to attend.

F. Process used to Provide Oversight:

The Department of Labor, fiscal agent and grant recipient for WIA in Idaho, will work with its One-Stop system management staff and partner organizations to ensure successful implementation of the waiver. Applicable policies and procedures will be modified accordingly. The Department will monitor the impact of the waiver through a combination of reporting and evaluation from the local and state level. Performance measures will be evaluated quarterly to determine the impact of the waiver approval.

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

A. Statutory Regulation to be Waived:

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

B. State or Local Statutory or Regulatory Barriers:

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

C. Goals to be Achieved by the Waiver:

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

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

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

D. Description of Individuals Impacted by the Waiver:

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

E. Opportunity for Public Comment and the Process for the Implementation of the Waiver:

Consistent with the general waiver request, the state adhered to publication requirements to insure the broadest participation possible. A public comment period from July 9, 2008 to August 11, 2008 was announced through press releases. The request for public input was also placed on the Idaho Department of Labor's home page and all current service providers were alerted to the opportunity for comment.

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F. Process used to Provide Oversight:

The Department of Labor, fiscal agent and grant recipient for WIA in Idaho, will work with its One-Stop system management staff and partner organizations to ensure successful implementation of the waiver. Applicable policies and procedures will be modified accordingly. The Department will monitor the impact of the waiver through a combination of reporting and evaluation from the local and state level. Performance measures will be evaluated quarterly to determine the impact of the waiver approval.

III) STATEWIDE REGIONAL PLANNING AREA—SINGLE STATEWIDE COUNCIL

A. Statutory Regulation to be Waived:

A. With this waiver, the state of Idaho is formally seeking renewal of a waiver to apply 20 CFR 661.300(f) which permits a state board to carry-out the roles of a local board in a single local area to a statewide regional planning area. Since 2002, Idaho has experienced almost a 60% percent drop in funding, excluding Recovery Act funds. This bleak financial outlook made change imperative. The shift from six regional areas to a single statewide planning area allows the state to address federal strategic priorities and to further reforms envisioned in the Workforce Investment Act. No areas in Idaho qualify for mandatory designation; with the continuing loss of funds, maintenance of the previous system was and is no longer a viable option. The state's two designated areas entered into a consortium agreement, to function as a single state area under a single regional plan. To maximize resources available for service delivery, the state wishes to continue to use the Workforce Development Council as the local workforce board for this area. This fosters sharing of data and information across regions and eases movement of customers from region to region.

B. State or Local Statutory or Regulatory Barriers:

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

C. Goals to be Achieved by the Waiver:

The state will achieve the following goals if the waiver is granted:

- 1) As seen since the first year of implementation of the waiver, the single statewide planning structure has reduced overhead from 14 percent to less than 3 percent, a reduction of more than \$1.3 million that was previously spent to support the six-region structure. This efficiency has maximized 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 over the last several years. The state has set a goal of spending 50% of WIA local funds for direct training and support of businesses and participants, positively impacting achievement of performance goals.
- 2) This statewide structure enhances efforts to transform the system by further integrating economic development activities into the One-Stop system to ensure alignment and create greater opportunity. The 25 Department of Labor offices across the state serve as the state's One-Stop centers and incorporate a range of business services in their offerings. This recognizes the importance of sharing data and information about new and expanding businesses to build the economy across regions.
- 3) The One-Stop system has since been enhanced through expansion of the number of *IdahoWorks* One-Stop Centers from six to twenty-five, broadening the reach to Idaho's citizens and business customers in our urban and rural areas. The focus of the first year of this implementation was to build the centers' capacity to offer a full range of business development services. Subsequent years' goals are to expand One-Stop partners' participation in the One-Stop system to more fully integrate the wider range of services available at the centers.

- 4) The statewide delivery structure is enhanced through regional planning efforts under RIGs and WIRED. These more informal structures offer the opportunity for integration of work force, economic and education services in a voluntary process to transform the regions without the costs or prescription of formal local board processes.
 - 5) This statewide delivery structure has afforded the Workforce Development Council an opportunity to redesign the state's youth program, taking fuller advantage of opportunities for leveraging funds among organizations serving youth. The Workforce Development Council has developed a strategic planning process designed to identify gaps and prioritize services to those youth who demonstrate the greatest need.
 - 5) The single statewide structure has strengthened administrative oversight and accountability processes. The strengthened administrative structure, under the waiver, has assisted Idaho avoid disallowed costs and will continue to do so, thus further enabling the redirection of funds from service provider and administration to direct participant training and support.
- D. Description of Individuals Impacted by the Waiver:
The change to a single statewide regional planning structure, in conjunction with this waiver, allowed for an increase in training opportunities for an additional 500 or more adults, dislocated workers and at-risk youth, and have since permitted the state to maintain these service levels despite additional funding cuts.
- E. Opportunity for Public Comment and the Process for the Implementation of the Waiver:
Originally, this waiver was announced to the general public as part of the PY05 plan review process which included a process for soliciting review and comment during a three-week period and review by the state's Workforce Development Council, which included comments from the Local Workforce Investment Boards and their staff.
- The state's Workforce Development Council reviewed and approved the extension of the waivers listed above during its meeting held on April 8, 2009. As with all Council meetings, this meeting and its agenda were highlighted in the Idaho Department of Labor's website for several weeks. Also, several newspapers throughout the state incorporated the department's press releases regarding the meeting, which also extended an open invitation to the public to attend.
- F. Process used to Provide Oversight:
The state maintains a sophisticated management information and oversight system that tracks progress of financial and participant goals. Progress is reviewed on a quarterly basis to ensure that goals are achieved. The Workforce Development Council advises the state on specific policy changes needed to achieve the priority areas identified above. Additional communication strategies will be devised to ensure that citizens throughout the state are informed of progress and provided an opportunity for input into the state's workforce development system.

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

A. Statutory Regulation to be Waived:

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

B. State or Local Statutory or Regulatory Barriers:

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

C. Goals to be Achieved by the Waiver:

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

D. Description of Individuals Impacted by the Waiver:

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

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

E. Opportunity for Public Comment and the Process for the Implementation of the Waiver

Opportunities for comment have been continually provided to the public and the state's Workforce Development Council, which has consistently approved this waiver since the state's initial request in 2001.

The state's Workforce Development Council reviewed and approved the extension of the waivers listed above during its meeting held on April 8, 2009. As with all Council meetings, this meeting and its agenda were highlighted in the Idaho Department of Labor's website for several weeks. Also, several newspapers throughout the state incorporated the department's press releases regarding the meeting, which also extended an open invitation to the public to attend.

F. Process used to Provide Oversight:

As before, the Idaho Department of Labor will continue to monitor the implementation of this waiver.

V) UTILIZATION OF COMMON MEASURES FOR REPORTING

A. Statutory Regulation to be Waived:

Idaho is requesting a waiver of sections 136 of WIA and 666 of the final rules to adopt and report on the six common measures in lieu of the existing 17 WIA performance measures for PY 2009.

B. State or Local Statutory or Regulatory Barriers:

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

C. Goals to be Achieved by the Waiver:

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

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

D. Description of Individuals Impacted by the Waiver:

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

E. Opportunity for Public Comment and the Process for the Implementation of the Waiver

The original waiver request was approved by the state's Workforce Development Council in May of 2006, with public comments solicited, however none were received.

The state's Workforce Development Council reviewed and approved the extension of the waivers listed above during its meeting held on April 8, 2009. As with all Council meetings, this meeting and its agenda were highlighted in the Idaho Department of Labor's website for several weeks. Also, several newspapers throughout the state incorporated the department's press releases regarding the meeting, which also extended an open invitation to the public to attend.

F. Process used to Provide Oversight:

The Idaho Department of Labor has and will continue to monitor the implementation and impact of the waiver, as well as progress toward expected outcomes. State oversight and evaluation will make effective use of these means to identify obstacles and address them.

DATA/INFORMATION TABLES

The following tables are referenced in the text for this section of the State Plan. Data tables 1-14 are intended to provide stand-alone information about the Idaho economy and its workforce.

Table 1:	Quick Facts for Idaho
Table 2:	Selected Economic Indicators
Table 3:	Industry Structure of the Idaho Economy, 2000 – 2008
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Table 17:	Idaho’s Workforce Investment Act and Wagner-Peyser Performance Measures for PY 08 and PY 09

Table 1: QuickFacts for Idaho

People QuickFacts	Idaho	USA
Population, 2008 estimate	1,523,816	304,059,724
Population, percent change, April 1, 2000 to July 1, 2008	17.8%	8.0%
Population estimates base (April 1) 2000	1,293,955	281,424,602
Persons under 5 years old, percent, 2007	7.9%	6.9%
Persons under 18 years old, percent, 2007	27.2%	24.5%
Persons 65 years old and over, percent, 2007	11.7%	12.6%
Female persons, percent, 2007	49.7%	50.7%
White persons, percent, 2007 (a)	94.8%	80.0% (a) Includes persons reporting
Black persons, percent, 2007 (a)	0.9%	12.8% only one race.
American Indian and Alaska Native persons, percent, 2007 (a)	1.4%	1.0%
Asian persons, percent, 2007 (a)	1.2%	4.4%
Native Hawaiian and Other Pacific Islander, percent, 2007 (a)	0.1%	0.2%
Persons reporting two or more races, percent, 2007	1.6%	1.6%
Persons of Hispanic or Latino origin, percent, 2007 (b)	9.8%	15.1% (b) Hispanics may be of any race,
White persons not Hispanic, percent, 2007	85.6%	66.0% so also are included in applicable race categories.
Living in same house in 1995 and 2000, pct 5 yrs old & over	49.6%	54.1%
Foreign born persons, percent, 2000	5.0%	11.1%
Language other than English spoken at home, pct age 5+, 2000	9.3%	17.9%
High school graduates, percent of persons age 25+, 2000	84.7%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	21.7%	24.4%
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, 2007	631,071	127,901,934
Homeownership rate, 2000	72.4%	66.2%
Housing units in multi-unit structures, percent, 2000	14.4%	26.4%
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, 2007	\$46,136	\$50,740
Per capita money income, 1999	\$17,841	\$21,587
Persons below poverty, percent, 2007	12.1%	13.0%
Business QuickFacts	Idaho	USA
Private nonfarm establishments, 2006	45,739	7,601,160
Private nonfarm employment, 2006	546,251	119,917,165
Private nonfarm employment, percent change 2000-2006	21.2%	5.1%
Nonemployer establishments, 2006	109,196	20,768,555
Total number of firms, 2002	121,560	22,974,655
Black-owned firms, percent, 2002	0.3%	5.2%
American Indian and Alaska Native owned firms, percent, 2002	0.9%	0.9%
Asian-owned firms, percent, 2002	0.9%	4.8%
Native Hawaiian and Other Pacific Islander owned firms, percent, 2002	0.1%	0.1%
Hispanic-owned firms, percent, 2002	2.3%	6.8%
Women-owned firms, percent, 2002	23.7%	28.2%
Manufacturers shipments, 2002 (\$1000)	15,174,196	3,916,136,712
Wholesale trade sales, 2002 (\$1000)	11,458,012	4,634,755,112
Retail sales, 2002 (\$1000)	13,540,952	3,056,421,997
Retail sales per capita, 2002	\$10,081	\$10,615
Accommodation and foodservices sales, 2002 (\$1000)	1,653,671	449,498,718
Building permits, 2007	12,105	1,398,414
Federal spending, 2007 (\$1000)	10,946,374	2,536,629,405
Geography QuickFacts	Idaho	USA
Land area, 2000 (square miles)	82,747.21	3,537,438.44
Persons per square mile, 2000	15.6	79.6
FIPS Code	16	

**Source: US Census Bureau
State & County QuickFacts**

Table 2: SELECTED ECONOMIC INDICATORS

2005 to 2012

Indicator	2005	2006	2007	2008	2009	2010	2011	2012
POPULATION								
Idaho (Thousands)	1,432.8	1,461.4	1,496.0	1,523.1	1,537.9	1,556.2	1,584.8	1,617.0
% change	2.4	2.6	2.4	1.8	1.0	1.2	1.8	2.0
National (Millions)	296.719	299.566	302.41	305.365	308.356	311.373	314.377	317.414
% change	0.9	1.0	0.9	0.9	1.0	1.0	1.0	1.0
NET MIGRATION								
Idaho (Thousands)	20.115	23.983	20.29	12.397	0.063	3.562	13.276	16.202
HOUSING STARTS								
Idaho	23,394	16,465	14,282	7,940	5,713	8,445	10,274	13,070
% change	25.3	-16.8	-26.6	-44.4	28.0	47.8	21.7	27.2
National % change	6.3	-12.6	-26	-32.6	-39.0	53.9	48.0	23.0
PERSONAL INCOME-CURRENT \$								
Idaho (Millions)	40,845	44,383	47,583	48,965	48,860	49,757	51,934	54,852
% change	7.3	8.7	7.2	2.9	-0.2	1.8	4.4	5.6
National % change	5.6	7.1	6.1	3.8	0.1	1.8	3.9	5.2
PER CAPITA PERSONAL INCOME-CURRENT \$								
Idaho	28,685	30,367	31,805	32,417	31,771	31,972	32,768	33,921
% change	4.8	5.9	4.7	1.1	-1.2	0.6	2.5	3.5
National	34,610	36,698	38,567	39,663	39,307	39,629	40,782	42,492
% change	4.6	6	5.1	2.8	-0.8	0.8	2.9	4.2
AVERAGE ANNUAL WAGE								
Idaho	31,964	33,785	34,686	35,387	36,323	37,137	37,984	38,790
% change	3.2	5.7	2.7	2.0	2.6	2.2	2.3	2.1
National	42,419	44,285	46,233	47,968	49,169	50,217	51,320	52,551
% change	3.3	4.4	4.4	3.4	2.9	2.1	2.2	2.4
TOTAL NONFARM EMPLOYMENT								
Idaho	611,725	638,908	656,289	649,452	617,341	613,948	627,510	649,887
% change	44	4.4	2.7	-1.0	-4.9	-0.5	2.2	3.6
National % change	1.7	1.8	1.1	-0.4	-3.6	-0.8	1.5	2.4

Source: Idaho Division of Financial Management, April 2009

TABLE 3: INDUSTRY STRUCTURE OF THE IDAHO ECONOMY, 2000 – 2008				
NONFARM PAYROLL JOBS - PLACE OF WORK - STATE OF IDAHO				
	Annual Average	Percent of	Numeric	Percent
	Nonfarm Jobs	Total	Change	Change
INDUSTRY	2008	Nonfarm Jobs	00 - 08	00 - 08
Nonfarm Payroll Jobs	649,363	100.0	90,774	16.3
Goods Producing	112,618	17.3	762	0.7
Natural Resources and Mining	4,230	0.7	(423)	(9.1)
Logging	1,471	0.2	(837)	(36.3)
Mining	2,759	0.4	414	17.6
Metal Ore Mining	1,214	0.2	97	8.7
Construction	45,281	7.0	8,787	24.1
Manufacturing	63,107	9.7	(7,602)	(10.8)
Durable Goods	38,520	5.9	(6,560)	(14.6)
Wood Product Manufacturing	6,624	1.0	(2,615)	(28.3)
Sawmills & Wood Preservation	2,096	0.3	(1,715)	(45.0)
Veneer & Engineered Wood Products	1,230	0.2	(560)	(31.3)
Other Wood Product Manufacturing	3,298	0.5	(339)	(9.3)
Fabricated Metal Product Mfg	4,654	0.7	623	15.5
Machinery Manufacturing	3,155	0.5	(149)	(4.5)
Computer & Electronic Product Man	14,287	2.2	(5,170)	(26.6)
Transportation Equipment Mfg	3,214	0.5	735	29.7
Other Durable Goods	6,587	1.0	15	0.2
Nondurable Goods	24,587	3.8	(1,042)	(4.1)
Food Manufacturing	15,812	2.4	(852)	(5.1)
Fruit/Vegetable Preserving & Specialty Food	7,983	1.2	(1,071)	(11.8)
Paper Manufacturing	1,638	0.3	(107)	(6.1)
Printing and Related Support Activities	1,797	0.3	(542)	(23.2)
Chemical Manufacturing	2,366	0.4	29	1.3
Other Nondurable Goods	2,974	0.5	431	16.9
Service-Providing	536,745	82.7	90,012	20.1
Trade, Transportation, and Utilities	131,665	20.3	12,070	10.1
Trade	110,445	17.0	10,257	10.2
Wholesale Trade	27,775	4.3	2,061	8.0
Wholesalers, Durable Goods	12,801	2.0	1,105	9.5
Wholesalers, Nondurable Goods	12,026	1.9	(270)	(2.2)
Retail Trade	82,670	12.7	8,196	11.0
Motor Vehicle and Parts Dealers	12,110	1.9	1,754	16.9
Building Material and Garden Equip	8,632	1.3	1,187	15.9
Food and Beverage Stores	13,221	2.0	(2,899)	(18.0)
General Merchandise Stores	17,061	2.6	4,031	30.9
Transportation, Warehousing, & Utilities	21,220	3.3	1,814	9.3
Utilities	2,197	0.3	(340)	(13.4)
Transportation & Warehousing	19,023	2.9	2,153	12.8
Rail Transportation	1,308	0.2	(144)	(9.9)
Truck Transportation	9,203	1.4	645	7.5

	Annual Average	Percent of	Numeric	Percent
	Nonfarm Jobs	Total	Change	Change
INDUSTRY	2008	Nonfarm Jobs	00 - 08	00 - 08
Information	11,736	1.8	1,874	19.0
Telecommunications	4,639	0.7	1,137	32.5
Financial Activities	31,745	4.9	6,589	26.2
Finance & Insurance	23,370	3.6	4,718	25.3
Real Estate & Rental & Leasing	8,375	1.3	1,871	28.8
Professional and Business Services	80,461	12.4	19,812	32.7
Professional, Scientific, & Technical	33,671	5.2	6,258	22.8
Scientific Research and Development	7,467	1.1	(799)	(9.7)
Management of Companies & Enterprise	7,259	1.1	3,995	122.4
Administrative & Support & Waste Mgmt	39,531	6.1	9,559	31.9
Administrative and Support Services	37,916	5.8	9,158	31.8
Educational and Health Services	77,979	12.0	24,955	47.1
Educational Services	8,669	1.3	3,190	58.2
Health Care & Social Assistance	69,310	10.7	21,765	45.8
Hospitals	17,267	2.7	5,588	47.8
Leisure and Hospitality	63,131	9.7	10,546	20.1
Arts, Entertainment, & Recreation	8,964	1.4	2,339	35.3
Accommodation & Food Services	54,167	8.3	8,208	17.9
Accommodation	9,156	1.4	951	11.6
Food Services & Drinking Places	45,011	6.9	7,257	19.2
Other Services	20,634	3.2	2,992	17.0
Total Government	119,393	18.4	11,173	10.3
Federal Government	13,198	2.0	(304)	(2.3)
State & Local Government	106,195	16.4	11,477	12.1
State Government	29,836	4.6	1,682	6.0
State Government Education	13,801	2.1	799	6.1
State Government Administration	16,035	2.5	883	5.8
Local Government	76,359	11.8	9,795	14.7
Local Government Education	40,026	6.2	5,066	14.5
Local Government Administration	32,913	5.1	3,833	13.2
Local Government Tribes	3,421	0.5	896	35.5

Source: Idaho Department of Labor, Research and Analysis

TABLE 4: EMPLOYMENT BY INDUSTRY, 2006 - 2016

NAICS Code & Industry Title	2006	2016	# Change	% Change
Total Employment*	645,502	790,788	145,286	22.5
11 Agriculture, Forestry, Fishing and Hunting	21,763	24,267	2,504	11.5
21 Mining	2,374	2,896	522	22.0
22 Utilities	2,001	2,275	274	13.7
23 Construction	52,194	66,312	14,118	27.0
31-33 Manufacturing	65,990	71,032	5,042	7.6
42 Wholesale Trade	26,842	30,934	4,092	15.2
44-45 Retail Trade	80,485	94,573	14,088	17.5
48-49 Transportation & Warehousing with Post Office	18,101	22,644	4,543	25.1
51 Information	10,575	15,985	5,410	51.2
52 Finance and Insurance	21,148	28,410	7,262	34.3
53 Real Estate and Rental and Leasing	8,660	10,510	1,850	21.4
54 Professional, Scientific and Technical Services	32,386	38,130	5,744	17.7
55 Management of Companies and Enterprises	7,680	9,984	2,304	30.0
56 Administrative and Support and Waste Management and Remediation Services	41,312	58,899	17,587	42.6
61 Educational Services	54,118	63,860	9,742	18.0
62 Health Care and Social Assistance	69,856	96,432	26,576	38.0
71 Arts, Entertainment and Recreation	8,351	10,095	1,744	20.9
72 Accommodation and Food Services	51,288	59,354	8,066	15.7
81 Other Services (except Public Administration)	15,686	19,416	3,730	23.8
921 Federal Government	12,875	14,827	1,952	15.2
922 State Government	14,727	15,357	630	4.3
923 Local Government	27,090	34,596	7,506	27.7

* Data does not include self-employed or unpaid family.

Source: Idaho Department of Labor, Research and Analysis

TABLE 5: High-Demand Occupations in Idaho: 2006 - 2016

(Ranked by Total Growth)

List limited to occupations with 150 or more annual job openings in projection period.

Occupational Title	2006 Employment	2016 Employment	Change in Employment	Annual Job Openings*	Percent Change
Total, All Occupations	710,591	853,596	143,005	30,329	20.12
Retail Salespersons	23,755	29,840	6,085	1,340	25.62
Customer Service Representatives	12,420	18,713	6,293	975	50.67
Cashiers	13,953	15,335	1,382	802	9.90
Office Clerks, General	17,808	21,883	4,075	735	22.88
Waiters & Waitresses	10,628	12,205	1,577	735	14.84
Truck Drivers, Heavy & Tractor-Trailer	13,874	16,843	2,969	543	21.40
General & Operations Mgrs	14,245	16,055	1,810	524	12.71
Combined Food Preparation & Serving Wkrs, Inc Fast Food	11,574	14,600	3,026	523	26.14
Registered Nurses	9,855	13,450	3,595	523	36.48
FarmWkrs & Laborers, Crop, Nursery, & Greenhouse	9,291	11,315	2,024	435	21.78
Laborers & Freight, Stock, & Material Movers, H&	9,526	10,746	1,220	427	12.81
Carpenters	13,352	15,783	2,431	424	18.21
Janitors & Cleaners, Exc Maids & Housekeeping Cleaners	9,594	11,997	2,403	424	25.05
Elementary School Teachers, Exc Special Ed	8,712	10,614	1,902	380	21.83
Bookkeeping, Accounting, & Auditing Clerks	10,019	12,152	2,133	370	21.29
Secondary School Teachers, Exc Special & Vocational Ed	7,845	8,885	1,040	338	13.26
First-Line Supvrs/Mgrs of Retail Sales Wkrs	10,397	11,588	1,191	337	11.46
Executive Secretaries & Admin Assistants	7,395	9,147	1,752	293	23.69
Nursing Aides, Orderlies, & Attendants	6,686	9,000	2,314	291	34.61
Child Care Wkrs	5,116	6,451	1,335	281	26.09
L&scaping & Groundskeeping Wkrs	7,438	9,240	1,802	278	24.23
First-Line Supvrs/Mgrs of Office & Admin Support Wkrs	6,951	8,204	1,253	269	18.03
Construction Laborers	9,132	11,115	1,983	267	21.71
Sales Representatives, Services, All Other	3,815	5,527	1,712	261	44.88
Receptionists & Information Clerks	4,969	6,337	1,368	259	27.53
Tellers	3,057	4,126	1,069	241	34.97
Counter Attendants, Cafeteria, Food Concession, & Coffee Shop	2,611	3,112	501	231	19.19
Sales Reps, Wholesale & Mfg., Exc Tech & Scientific Products	5,117	6,134	1,017	215	19.87
Home Health Aides	3,783	5,595	1,812	215	47.90
Food Preparation Wkrs	3,692	4,525	833	211	22.56
Electricians	4,167	5,164	997	207	23.93
Business Operations Specialists, All Other	4,470	6,007	1,537	202	34.38
Maids & Housekeeping Cleaners	5,090	5,991	901	186	17.70
First-Line Supvrs/Mgrs of Construction Trades & Extraction Wkrs	5,383	6,403	1,020	177	18.95
Automotive Service Technicians & Mechanics	4,320	5,187	867	174	20.07
Computer Support Specialists	3,040	3,827	787	173	25.89
Cooks, Restaurant	3,857	4,473	616	167	15.97
Teacher Assistants	5,163	5,982	819	166	15.86
Chief Executives	4,541	4,912	371	161	8.17
Secretaries, Exc Legal, Medical, & Executive	5,861	6,539	678	161	11.57
Truck Drivers, Light or Delivery Services	4,114	4,969	855	159	20.78
Stock Clerks & Order Fillers	5,894	6,066	172	157	2.92
Team Assemblers	3,868	4,626	758	156	19.60
Maintenance & Repair Wkrs, General	6,402	7,760	1,358	152	21.21

Source: Idaho Department of Labor, Research and Analysis

TABLE 6: Declining Occupations in Idaho: 2006-2016

Occupational Title	2006 Employ- ment	2016 Employ- ment	Numeric Change	Percent Change
Total, All Occupations	710,591	853,596	143,005	20.12
File Clerks	1,631	987	-644	-39.48
Semiconductor Processors	3,284	2,810	-474	-14.43
Food Cooking Machine Operators & Tenders	1,267	1,144	-123	-9.71
Door-To-Door Sales Wkrs, News & Street Vendors, & Related Wkrs	2,277	2,204	-73	-3.21
Computer Operators	415	349	-66	-15.90
Photographic Processing Machine Operators	139	81	-58	-41.73
Assemblers & Fabricators, All Other	936	880	-56	-5.98
Photographic Process Wkrs	127	73	-54	-42.52
Packers & Packagers, H&	2,734	2,680	-54	-1.98
Forest & Conservation Wkrs	621	574	-47	-7.57
Paper Goods Machine Setters, Operators, & Tenders	212	189	-23	-10.85
Bindery Wkrs	144	126	-18	-12.50
Tailors, Dressmakers, & Custom Sewers	306	289	-17	-5.56
Audio-Visual Collections Specialists	174	158	-16	-9.20
Floor Layers, Except Carpet, Wood, & Hard Tiles	316	302	-14	-4.43
Tool & Die Makers	379	365	-14	-3.69
Weighers, Measurers, Checkers, & Samplers, Recordkeeping	160	147	-13	-8.13
Computer & Information Scientists, Research	174	165	-9	-5.17
Cutting & Slicing Machine Setters, Operators, & Tenders	185	176	-9	-4.86
Chemical Plant & System Operators	93	85	-8	-8.60
Soil & Plant Scientists	243	237	-6	-2.47
Information & Record Clerks, All Other	869	864	-5	-0.58
Cutters & Trimmers, H&	35	31	-4	-11.43
Fallers	76	72	-4	-5.26
Food Scientists & Technologists	210	207	-3	-1.43
Switchboard Operators, Including Answering Service	819	816	-3	-0.37
Lathe & Turning Machine Tool Setters, Operators, & Tenders, Metal & Plastic	101	99	-2	-1.98
Purchasing Agents & Buyers, Farm Products	136	134	-2	-1.47
Order Clerks	999	997	-2	-0.20
Mechanical Engineering Technicians	47	46	-1	-2.13
Molders, Shapers, & Casters, Except Metal & Plastic	232	231	-1	-0.43

Source: Idaho Department of Labor, Research and Analysis

TABLE 7: IDAHO HOT JOBS

The Hot Jobs order is determined by the average rank of the three criteria with the hottest jobs listed at the top.

Occupational Title	Projected 2016 Employment	Average Annual Job Openings*	2006-07 Median Hourly Wage	Required Education or Training Level**
Pharmacists	1,983	84	\$45.10	1-PD
Business Operations Specialists, All Other	6,007	202	\$22.62	B
Dental Hygienists	1,418	66	\$33.70	A
Computer Software Engineers, Applications	1,199	53	\$37.59	B
Computer Software Engineers, Systems Software	2,109	71	\$39.65	B
Farm, Ranch & Other Agricultural Mgrs	5,252	142	\$25.74	B+
Loan Officers	3,076	101	\$22.07	B
Management Analysts	3,975	133	\$28.69	B+
Telecom Equip Installers & Repairers, Exc Line Installers	1,192	59	\$26.36	PVA
Sales Representatives, Services, All Other	5,527	261	\$16.04	WE
Computer Systems Analysts	1,385	63	\$28.84	B
Engineers, All Other	2,165	67	\$29.85	B
Claims Adjusters, Examiners & Investigators	1,597	73	\$24.12	LT
Network & Computer Systems Admin	1,723	77	\$22.20	B
Physical Therapists	1,189	43	\$31.11	MA
Elementary School Teachers, Exc Special Ed	10,614	380	\$47,032 yr	B
Financial Mgrs	3,453	104	\$29.49	B+
Police & Sheriff's Patrol Officers	3,115	133	\$20.65	LT
Network Systems & Data Communications Analysts	884	44	\$26.31	B
Sales Mgrs	2,546	93	\$28.68	B+
Electricians	5,164	207	\$19.49	LT
Securities, Commodities & Financial Services Sales Agents	1,434	64	\$21.27	B
Medical & Health Services Mgrs	1,734	59	\$31.28	B+
Insurance Sales Agents	2,353	98	\$16.70	B
Customer Service Representatives	18,713	975	\$11.38	MT
Cost Estimators	1,325	56	\$20.34	B
Accountants & Auditors	3,984	128	\$22.42	B
Personal Financial Advisors	1,271	42	\$21.90	B
General & Operations Mgrs	16,055	524	\$28.01	B+
Computer Support Specialists	3,827	173	\$17.04	A
Sales Reps-Wholesale & Mfg, Excl Technical & Science prods	6,134	215	\$20.77	WE
Physician Assistants	672	27	\$33.10	MA
1st-Line Supervisors/Mgrs of Const. Trades & Extraction Wkrs.	6,403	177	\$20.81	WE
Child, Family & School Social Wkrs	1,589	68	\$17.10	B
Dental Assistants	2,646	120	\$13.51	MT
Executive Secretaries & Admin Assistants	9,147	293	\$15.28	WE
Computer & Information Systems Mgrs	1,240	39	\$37.03	B+
Sheet Metal Wkrs	1,494	61	\$18.79	LT
Pharmacy Technicians	2,153	119	\$12.97	MT
Training & Development Specialists	1,375	55	\$18.90	B+
Medical Assistants	2,105	89	\$13.28	MT
First-Line Supervisors/Mgrs of Office & Admin Support Wkrs	8,204	269	\$17.94	WE
First-Line Supervisors/Mgrs of Mechanics, Installers & Repairers	3,192	113	\$21.39	WE
Chief Executives	4,912	161	\$44.90	B+
Truck Drivers, Heavy & Tractor-Trailer	16,843	543	\$14.96	MT
Secondary School Teachers, Exc Special & Vocational Ed	8,885	338	\$47,008 yr	B
Advertising Sales Agents	1,109	40	\$20.61	MT
Electrical Power-Line Installers & Repairers	1,217	53	\$28.40	LT
Licensed Practical & Licensed Vocational Nurses	3,506	141	\$17.29	PVA

*Average annual job openings include new jobs plus replacement jobs.

**Ed/Training Key: PhD—doctoral degree; 1-PD—first professional degree; A—associate degree; B—bachelor's degree; B+—bachelor's or higher degree plus work experience; MA—master's degree; LT—long-term on-the-job training; ST—short-term on-the-job train

Source: Idaho Department of Labor, Research and Analysis

TABLE 8: Top 15 Jobs — Short Preparation

Occupational Title	Projected 2016 Employment	Average Annual Job Openings*	2006-07
			Median Hourly Wage
These occupations require short-term on-the-job training.			
Food Batchmakers	1,420	66	\$15.10
Bill & Account Collectors	2,003	80	\$13.28
Home Health Aides	5,595	215	\$8.85
Tellers	4,126	241	\$10.20
Personal & Home Care Aides	3,282	141	\$8.49
Receptionists & Information Clerks	6,337	259	\$10.52
Retail Salespersons	29,840	1,340	\$9.42
Office Clerks, General	21,883	735	\$11.05
Janitors & Cleaners, Except Maids & Housekeeping Cleaners	11,997	424	\$10.21
L&scaping & Groundskeeping Workers	9,240	278	\$10.84
Security Guards	3,122	117	\$10.67
Combined Food Preparation & Serving Workers, Inc Fast Food	14,600	523	\$7.04
Child Care Workers	6,451	281	\$8.20
Farmworkers & Laborers, Crop, Nursery & Greenhouse	11,315	435	\$9.07
Truck Drivers, Light or Delivery Services	4,969	159	\$11.56

* Annual job openings include new jobs plus replacement jobs.

Short preparation includes short-term on-the-job training.

Source: Idaho Department of Labor, Research and Analysis

TABLE 9: Top 15 Jobs — Little Preparation

Occupational Title	Projected 2016 Employment	Average Annual Job openings*	2006-07
			Median Hourly Wage
These occupations require moderate-term on-the-job training.			
Customer Service Representatives	18,713	975	\$11.38
Dental Assistants	2,646	120	\$13.51
Pharmacy Technicians	2,153	119	\$12.97
Medical Assistants	2,105	89	\$13.28
Truck Drivers, Heavy & Tractor-Trailer	16,843	543	\$14.96
Advertising Sales Agents	1,109	40	\$20.61
Operating Engineers & Other Construction Equip Operators	2,988	98	\$17.15
Social & Human Service Assistants	2,895	130	\$9.11
Bookkeeping, Accounting & Auditing Clerks	12,152	370	\$13.24
Maintenance & Repair Workers, General	7,760	152	\$13.71
Construction Laborers	11,115	267	\$12.70
Cement Masons & Concrete Finishers	2,431	105	\$13.14
Roofers	965	39	\$16.72
Correctional Officers & Jailers	1,273	51	\$15.04
Highway Maintenance Workers	976	36	\$16.62

* Annual job openings include new jobs plus replacement jobs.

Little preparation includes moderate-term on-the-job training.

Source: Idaho Department of Labor, Research and Analysis

TABLE 10: Top 15 Jobs — Medium Preparation

These occupations require one or more of the following: an associate degree, postsecondary vocational award, work experience in a related occupation & long-term, on-the-job training.

Occupational Title	Projected	Average	2006-07
	2016	Annual	Median
	Employment	Job Openings*	Hourly Wage
Customer Service Representatives	13,472	523	\$25.25
Dental Assistants	1,418	66	\$33.70
Pharmacy Technicians	1,192	59	\$26.36
Medical Assistants	5,527	261	\$16.04
Truck Drivers, Heavy & Tractor-Trailer	1,597	73	\$24.12
Advertising Sales Agents	3,115	133	\$20.65
Operating Engineers & Other Construction Equip Operators	5,164	207	\$19.49
Social & Human Service Assistants	3,827	173	\$17.04
Bookkeeping, Accounting & Auditing Clerks	6,134	215	\$20.77
Maintenance & Repair Workers, General	6,403	177	\$20.81
Construction Laborers	9,147	293	\$15.28
Cement Masons & Concrete Finishers	1,494	61	\$18.79
Roofers	8,204	269	\$17.94
Correctional Officers & Jailers	3,192	113	\$21.39
Highway Maintenance Workers	1,217	53	\$28.40

*Annual job openings include new jobs plus replacement jobs.

Middle preparation includes associate degree, postsecondary vocational award, work experience in a related occupation & long-term on-the-job training

Source: Idaho Department of Labor, Research and Analysis

TABLE 11: Top 15 jobs — Long Preparation

These occupations require one of the following: first professional degree, doctoral degree, master's degree, bachelor's degree or higher. Work experience plus a bachelor's degree is also eligible.

Occupational Title	Projected	Average	2006-07
	2016	Annual	Median
	Employment	Job Openings*	Hourly Wage
Customer Service Representatives	1,983	84	\$45.10
Dental Assistants	6,007	202	\$22.62
Pharmacy Technicians	1,199	53	\$37.59
Medical Assistants	2,109	71	\$39.65
Truck Drivers, Heavy & Tractor-Trailer	5,252	142	\$25.74
Advertising Sales Agents	3,076	101	\$22.07
Operating Engineers & Other Construction Equip Operators	3,975	133	\$28.69
Social & Human Service Assistants	1,385	63	\$28.84
Bookkeeping, Accounting & Auditing Clerks	2,165	67	\$29.85
Maintenance & Repair Workers, General	1,723	77	\$22.20
Construction Laborers	1,189	43	\$31.11
Cement Masons & Concrete Finishers	10,614	380	\$47,032
Roofers	3,453	104	\$29.49
Correctional Officers & Jailers	884	44	\$26.31
Highway Maintenance Workers	2,546	93	\$28.68

* Annual job openings include new jobs plus replacement jobs.

Source: Idaho Department of Labor, Research and Analysis

Table 12: "GREEN" INDUSTRIES

NAICS	2007 NAICS TITLE	NAICS	2007 NAICS TITLE
111140	Wheat Farming	325199	All Other Basic Organic Chemical Mfg
111150	Corn Farming	326199	All Other Plastics Product Mfg
111331	Apple Orchards	327320	Ready-Mix Concrete Mfg
111332	Grape Vineyards	327390	Other Concrete Product Mfg
111339	Other Noncitrus Fruit Farming	332710	Machine Shops
111421	Nursery & Tree Production	332999	All Other Misc Fabricated Metal Products Mfg
111422	Floriculture Production	334419	Other Electronic Component Mfg
111998	All Other Miscellaneous Crop Farming	335313	Switchgear & Switchboard Apparatus Mfg
112111	Beef Cattle Ranching & Farming	335314	Relay & Industrial Control Mfg
112120	Dairy Cattle & Milk Production	335911	Storage Battery Mfg
113310	Logging	335999	All Other Misc Electrical Equip & Component Mfg
115114	Postharvest Crop Activities	423860	Transportation Equip & Supplies (exc Motor Vehicle)
115210	Support Activities for Animal Production		Merchant Wholesalers
115310	Support Activities for Forestry	423930	Recyclable Material Merchant Wholesalers
221111	Hydroelectric Power Generation	454311	Heating Oil Dealers
221119	Other Electric Power Generation	522110	Commercial Banking
221122	Electric Power Distribution	522120	Savings Institutions
221330	Steam & Air-Conditioning Supply	522130	Credit Unions
236115	New Single-Family Housing Constr	522190	Other Depository Credit Intermediation
236116	New Multifamily Housing Constr	523910	Miscellaneous Intermediation
236117	New Housing Operative Builders	531210	Offices of Real Estate Agents & Brokers
236118	Residential Remodelers	541310	Architectural Services
236210	Industrial Building Constr	541330	Engineering Services
236220	Commercial & Inst Building Constr	541340	Drafting Services
237110	Water & Sewer Line & Rel Structures Constr	541420	Industrial Design Services
237130	Power & Communication Line & Rel Structs Constr	541620	Environmental Consulting Services
237310	Highway, Street, & Bridge Constr	541712	Research & Development in the Physical, Engineering, & Life Sciences (exc Biotechnology)
238150	Glass & Glazing Contractors		Solid Waste Collection
238160	Roofing Contractors	562111	Solid Waste Collection
238170	Siding Contractors	562112	Hazardous Waste Collection
238220	Elec & Other Wiring Installation Contractors	562119	Other Waste Collection
238222	Plumbing, Heating, & Air-Conditioning Contractors	562211	Hazardous Waste Treatment & Disposal
238292	Other Building Equipment Contractors	562212	Solid Waste L&fill
238310	Drywall & Insulation Contractors	562219	Other Nonhazardous Waste Treatment & Disposal
238351	Finish Carpentry Contractors	562910	Remediation Services
238911	Site Preparation Contractors	562920	Materials Recovery Facilities
321113	Sawmills	562998	All Other Miscellaneous Waste Management Svs
321920	Wood Container & Pallet Mfg	811310	Commercial & Industrial Machinery & Equipment (exc Automotive & Electronic) Repair & Maint
321991	Manufactured Home (Mobile Home) Mfg		Environment, Conservation & Wildlife Organizations
321999	All Other Miscellaneous Wood Products Mfg	813312	
322121	Paper (exc Newsprint) Mills		

**Source: Washington State Green Jobs Survey, Employment Security Department,
Labor Market & Economic Analysis, December 2008**

Table 13: TOP 25 "GREEN" OCCUPATIONS

OCCUPATION TITLE

Farmworkers and Laborers, Crop, Nursery, and Greenhouse
Electricians
Construction Laborers
Carpenters
Agricultural Workers, All Other
Heating, Air Conditioning, and Refrigeration Mechanics and Installers
Civil Engineers
Plumbers, Pipefitters, and Steamfitters
Architects, Except Landscape and Naval
Mechanical Engineers
Glaziers
Roofers
Production Workers, All Other
Refuse and Recyclable Material Collectors
Truck Drivers, Heavy and Tractor-Trailer
Construction Managers
First-Line Supervisors/Managers of Construction Trades and Extraction Workers
Insulation Workers, Floor, Ceiling, and Wall
Graders and Sorters, Agricultural Products
Electrical Engineers
Hazardous Materials Removal Workers
Environmental Scientists and Specialists, Including Health
Sheet Metal Workers
Managers, All Other
Laborers and Freight, Stock, and Material Movers, Hand

**Source: Washington State Green Jobs Survey, Employment Security Department,
Labor Market & Economic Analysis, December 2008**

Table 14: EXAMPLES OF "GREEN" OCCUPATIONS & TRAINING REQUIREMENTS

EDUCATION AND EXPERIENCE REQUIREMENTS	
OCCUPATION	Long Preparation
Civil Engineers Architects, Except Landscape and Naval Mechanical Engineers Construction Managers Electrical Engineers Environmental Scientists and Specialists, Including Health	e.g., Bachelor's Degree or Higher
	Mid-Level Preparation
Electricians Carpenters Heating, Air Conditioning, and Refrigeration Mechanics and Installers Plumbers, Pipefitters, and Steamfitters Glaziers First-Line Supervisors/Managers of Construction Trades and Extraction Workers Managers, All Other	>1 year, <4 years, includes on-the-job training, classes or combination
	Short Preparation
Construction Laborers Roofers Production Workers, All Other Truck Drivers, Heavy and Tractor-Trailer Insulation Workers, Floor, Ceiling, and Wall** Hazardous Materials Removal Workers Sheet Metal Workers	1 to 12 months, on-the-job training, classes or combination
	Little Preparation
Farmworkers and Laborers, Crop, Nursery, and Greenhouse Agricultural Workers, All Other* Refuse and Recyclable Material Collectors Graders and Sorters, Agricultural Products Laborers and Freight, Stock, and Material Movers, Hand	<1 month, usually on-the-job training

Source: Washington State Green Jobs Survey, Employment Security Department, Labor Market & Economic Analysis, December 2008

SOC Code	TABLE 15 – High Wage, High Skill & High Demand Occupations SOC Title	High ▼		
		Demand	Wage	Skill
11-3011	Administrative Services Managers	✓	✓	✓
17-2021	Agricultural Engineers	✓	✓	✓
53-2021	Air Traffic Controllers	✓	✓	✓
53-2022	Airfield Operations Specialists	✓	✓	✓
19-3091	Anthropologists and Archeologists	✓	✓	✓
13-1199	Business Operations Specialists, All Other	✓	✓	✓
29-2031	Cardiovascular Technologists and Technicians	✓	✓	✓
17-1021	Cartographers and Photogrammetrists	✓	✓	✓
13-1031	Claims Adjusters, Examiners, and Investigators	✓	✓	✓
53-2012	Commercial Pilots	✓	✓	✓
11-3041	Compensation and Benefits Managers	✓	✓	✓
13-1072	Compensation, Benefits, and Job Analysis Specialists	✓	✓	✓
15-1031	Computer Software Engineers, Applications	✓	✓	✓
15-1032	Computer Software Engineers, Systems Software	✓	✓	✓
15-1099	Computer Specialists, All Other	✓	✓	✓
15-1051	Computer Systems Analysts	✓	✓	✓
13-2041	Credit Analysts	✓	✓	✓
29-2021	Dental Hygienists	✓	✓	✓
27-1029	Designers, All Other	✓	✓	✓
33-3021	Detectives and Criminal Investigators	✓	✓	✓
29-2032	Diagnostic Medical Sonographers	✓	✓	✓
11-9039	Education Administrators, All Other	✓	✓	✓
11-9032	Education Administrators, Elementary and Secondary School	✓	✓	✓
11-9033	Education Administrators, Postsecondary	✓	✓	✓
11-9031	Education Administrators, Preschool and Child Care Center/Program	✓	✓	✓
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	✓	✓	✓
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	✓	✓	✓
49-9051	Electrical Power-Line Installers and Repairers	✓	✓	✓
17-2072	Electronics Engineers, Except Computer	✓	✓	✓
25-2021	Elementary School Teachers, Except Special Education	✓	✓	✓
47-4021	Elevator Installers and Repairers	✓	✓	✓
13-1071	Employment, Recruitment, and Placement Specialists	✓	✓	✓
17-2081	Environmental Engineers	✓	✓	✓
19-2041	Environmental Scientists and Specialists, Including Health	✓	✓	✓
13-2099	Financial Specialists, All Other	✓	✓	✓

33-2021	Fire Inspectors and Investigators	✓	✓	✓
33-1021	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	✓	✓	✓
33-1012	First-Line Supervisors/Managers of Police and Detectives	✓	✓	✓
11-9061	Funeral Directors	✓	✓	✓
19-2042	Geoscientists, Except Hydrologists and Geographers	✓	✓	✓
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	✓	✓	✓
11-3051	Industrial Production Managers	✓	✓	✓
13-1032	Insurance Appraisers, Auto Damage	✓	✓	✓
13-2053	Insurance Underwriters	✓	✓	✓
27-1025	Interior Designers	✓	✓	✓
25-4021	Librarians	✓	✓	✓
13-2072	Loan Officers	✓	✓	✓
21-1013	Marriage and Family Therapists	✓	✓	✓
49-9062	Medical Equipment Repairers	✓	✓	✓
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	✓	✓	✓
15-1071	Network and Computer Systems Administrators	✓	✓	✓
15-1081	Network Systems and Data Communications Analysts	✓	✓	✓
31-2011	Occupational Therapist Assistants	✓	✓	✓
29-1122	Occupational Therapists	✓	✓	✓
13-2052	Personal Financial Advisors	✓	✓	✓
29-1051	Pharmacists	✓	✓	✓
29-1123	Physical Therapists	✓	✓	✓
29-1071	Physician Assistants	✓	✓	✓
51-8012	Power Distributors and Dispatchers	✓	✓	✓
51-8013	Power Plant Operators	✓	✓	✓
11-2031	Public Relations Managers	✓	✓	✓
11-3061	Purchasing Managers	✓	✓	✓
29-1124	Radiation Therapists	✓	✓	✓
29-2034	Radiologic Technologists and Technicians	✓	✓	✓
29-1111	Registered Nurses	✓	✓	✓
47-2171	Reinforcing Iron and Rebar Workers	✓	✓	✓
41-9031	Sales Engineers	✓	✓	✓
11-2022	Sales Managers	✓	✓	✓
25-2031	Secondary School Teachers, Except Special and Vocational Education	✓	✓	✓
41-3031	Securities, Commodities, and Financial Services Sales Agents	✓	✓	✓
21-1029	Social Workers, All Other	✓	✓	✓
17-1022	Surveyors	✓	✓	✓
27-3042	Technical Writers	✓	✓	✓
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	✓	✓	✓

11-3042	Training and Development Managers			
11-3071	Transportation, Storage, and Distribution Managers			
19-3051	Urban and Regional Planners			
29-1131	Veterinarians			

*Data culled from the 2009 Georgia Career Information Center, Georgia State University for the U. S. Department of Labor.
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TABLE 16 - POTENTIAL GAPS IN KNOWLEDGE, SKILLS & ABILITIES

Skills in demand with existing and potential gaps		Abilities in demand with existing and potential gaps	
1	Reading Comprehension	1	Oral Expression
2	Critical Thinking	2	Oral Comprehension
3	Active Listening	3	Written Comprehension
4	Writing	4	Written Expression
5	Instructing	5	Speech Clarity
6	Active Learning	6	Deductive Reasoning
7	Speaking	7	Near Vision
8	Learning Strategies	8	Inductive Reasoning
9	Monitoring	9	Problem Sensitivity
10	Coordination	10	Speech Recognition
11	Social Perceptiveness		
12	Time Management	Knowledge in demand with existing and potential gaps	
13	Complex Problem Solving	1	English Language
14	Judgment and Decision Making	2	Education and Training
15	Service Orientation	3	Customer and Personal Service
16	Persuasion	4	Mathematics
17	Mathematics	5	Computers and Electronics
18	Negotiation	6	Clerical
19	Equipment Selection	7	Administration and Management
20	Management of Personnel Resources	8	Psychology
		9	Communications and Media
		10	Personnel and Human Resources

Source: EMSI Complete Employment - 2nd Quarter 2009 v. 2

Table 17: IDAHO WORKFORCE INVESTMENT ACT AND WAGNER PEYSER PERFORMANCE MEASURES		
PERFORMANCE GOALS FOR PY 2008 AND PY 2009		
	PY 08	PY 09
WIA Adult Programs		
1. Entered Employment Rate	87%	78%
2. Retention Rate	85%	85%
3. Average 6 Month Earnings	\$9,500	\$9,500
WIA Dislocated Worker Program		
4. Entered Employment Rate	91%	85%
5. Retention Rate	93%	93%
6. Average 6 Month Earnings	\$13,000	\$13,000
WIA Youth		
7. Placement in Employment or Education	70%	70%
8. Youth Attainment of a Degree or Certificate	50%	50%
9. Literacy and Numeracy Gains	30%	30%
Wagner Peyser		
1. Entered Employment Rate	72%	65%
2. Retention Rate	82%	72%
3. Average 6 Month Earnings	\$10,600	\$10,200

Name of WIA Title I Grant Recipient Agency:

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

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

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

Name of WIA Title I Liaison:

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

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

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

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

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

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: C.L. "Butch" Otter, Governor



Signature of Governor

Date: June 30, 2009