

STATE OF  
**IDAHO**

**WORKFORCE INVESTMENT ACT**

**ANNUAL REPORT - PY 2010**



**OCTOBER 2011**

# WIA Title I Report for the State of Idaho

## Report Narrative

(Return on Investment and Performance Data follows this section)

As a small state with limited resources, Idaho has learned that it can do more working together with partners than separately. Innovation can happen on a smaller scale and with minimal investment. This includes providing leadership at all levels to extend a hand to partner agencies, educators and legislators—in order to be viewed as essential, even indispensable—a problem solving entity rather than a problem.

Economic conditions have changed how Idaho's One Stop system has performed and operated. Previously, the majority of the system's customers could be identified by their lack of education, skill or training which has contributed to their lack of success in obtaining employment. This has changed. Idaho's current One-stop customer profile shows that 51.5 percent of the state's active One Stop customers have identified themselves as having at least one year of college education. Almost 10% of the total group indicated having a Bachelor's degree, while a little more than seven percent have obtained an Associate's degree. This current profile is significant for the state as it marks the first time those customers with an education level higher than a high school diploma comprise a majority of the state's One Stop system's customers. Still, this leaves too few with degrees or certificates beyond high school but provides an opportunity to move individuals to higher skill levels. Idaho is continually striving to make changes to meet these changing demographics.

### A) Unique programs & accomplishments

#### 1) Veterans –

##### a) **Veterans Serving Veterans AmeriCorps Program**

The Department received an AmeriCorps grant to recruit ten volunteer members to support veterans' services in eight southwestern Idaho One Stop centers. The Ten military veterans were trained to navigate the extensive resources available to veterans with an outreach goal of contacting an additional 2,500 veterans to inform them of the services available through the department's One Stop offices. The department's AmeriCorps effort resulted in over 5,000 veterans contacted, with more than 20 percent of these individuals receiving services and referrals to other service agencies. Existing veteran staff provided AmeriCorps members guidance on these programs and job readiness skills. Members also began work on creating a regional directory targeting the various services and resources available to veterans. This directory will be available to all One Stop staff to continue assisting veterans in the future. The department received \$130,001 in grant dollars to provide living stipends and health insurance benefits to the AmeriCorps members.

### **b) “Wounded Warrior” Veteran Transportation Program**

In conjunction with the Idaho Transportation Department, the Federal Highway Administration awarded the state \$99,300 to fund the Department’s *Wounded Warrior* CDL Truck Driving Program for veterans interested in transportation occupations, offering a “hand up” to those separating from the military. Research indicates there are many veterans in the area with transportation and heavy equipment operation experience obtained from their military service. The project covers the participant’s tuition and supportive services.

Since its inception in July 2010, 20 veterans have participated and graduated from a CDL or Flagging Safety program. Of these, 50% have obtained employment; the remaining participants are working with One Stop veterans’ representatives to secure employment. This program has been nationally recognized by The American Association of State Highway and Transportation Officials (AASHTO) as a proactive approach to helping veterans get back to work.

### **2) On-the-Job Training (OJT) National Emergency Grant (NEG)**

Idaho was awarded a \$625,535 On the Job Training (OJT) NEG project in June of 2010. Marketing efforts for the kick-off included, employer outreach brochures, group presentation materials, statewide media news release and flyers on the agency’s website to attract interested employers. One Stop Business Solutions Specialists welcomed the NEG as an innovative tool and included this option for employers. The state was successful in creating 63 OJTs and fully utilized all funds available for the grant. Frontline staff noted that employer outreach for OJT NEG has also led to an increase of WIA formula fund OJTs when the individual/job opening did not meet OJT NEG criteria. To date, 37 participants have been employed with earnings averaging \$18.07 an hour.

### **3) Grow Green**

Idaho’s public schools, colleges, vocational programs and agencies are doing more to help students upgrade their skills in sustainable industries. A 2010 \$6 million SESP grant from the U.S. Department of Labor is putting state-of-the-art equipment in classrooms across the state and strengthening dual-credit programs where high school students earn post-secondary credits before they graduate. As students complete training in late 2011 and 2012, One Stop staff along with workforce system partners will be working regionally to support transition to employment. Idaho already ranks in the top ten among states with the highest concentration of jobs that produce renewable energy and alternative fuels, promote sustainable agriculture and conservation, and develop waste control and remediation methods. The state also shows high potential for job growth in those industries.

The Idaho Energy Sector Partnership Grants awarded to Idaho schools are for education and training programs that fall into the ten categories listed on the following page:

**Automated Manufacturing,  
Renewable Energy:**

Combined with college credit, secondary coursework prepares students to enter a number of fields, including mechanical engineering and wind energy technologies.

**Automotive:**

Includes diagnostics and repair of hybrid vehicles, including alternative fuels, hybrid and electric vehicle technology. emissions, safety, and environmental standards.

**Construction:**

Strengthens secondary students' green home building skills.

**Diesel Engine Technology:**

Post-secondary programs at technical colleges train students on the theory of operation, maintenance, diagnosis and emission control systems repair on a range of vehicles.

**Electronics:**

Trains students in various aspects of electronics and connectivity to power sources. Students will be able to receive certificates in alternative energy, and be qualified for certification in renewable energy.

**Environmental Collision Repair and  
Auto Refinishing Technology:**

Includes painting, welding, minor repair, and plastic bumper repair.

**Industrial Mechanics:**

Instruction on solar, wind, hydropower and geothermal energies, and the methods to connect them to existing power grids.

**Pre-Engineering:**

Combined with college credit, secondary coursework includes renewable energies and solidifies students' academic preparation for professions in the energy field.

**Renewable Energy Technician  
Certification:**

The program, at Idaho State University in Pocatello, offers online, evening, and Saturday classes.

**Wind Energy Technician Program:**

Train students to install, maintain and repair wind turbines, as well as provide outreach and community education about sources of alternative energy.

**4) Idaho Commission for Libraries Broadband Technologies Opportunity Program**

A partnership between the Idaho Commission for Libraries and the Idaho Department of Labor created access to a wide range of workforce services and information in 140 rural libraries across the state. The Broadband Technology Opportunities Program (BTOP) enhanced connectivity and public access computing in Idaho libraries to access these services and a combination of Governor's 15% funds and Wagner-Peyser funds were used to develop new products for the on-line service.

The Department spearheaded the development and creation of an online public access job search workbook. One of the newest products is an online e-learning job search workshop, including video job search tips produced in cooperation with Idaho Public Television. The online e-learning job search workshop is a modification of the Department's stand-up version which is conducted in the 25 One Stops throughout the state.

## B) State 15% Fund Activities

The formula WIA Governor's 15 Percent Reserve Funds continue with the same strategy used the last program year - funding basic administrative staff, offering incentives for the consortium partners, providing funding for youth in need, offering additional support for the One Stop system and providing support for optional activities. These optional activities included providing a portion of support for the Workforce Development Council funding of additional labor market information and establishing a small outreach budget. The funds also helped to provide research necessary to support Governor Otter's Health Professions Education Council and to expand data mining tools developed for statewide use.

The State of Idaho also typically allocates Governor's 15% to innovative projects designed to add service options or create models that can be sustained with local funds at the conclusion of pilots. To maximize the reach of these projects, the state requires matching funds from other resources, including other federal funds. Examples of these projects include the following:

### 1) Idaho Health Care Workforce Planning Partnership

The Idaho Workforce Development Council was awarded (October, 2010) funds for Health Care Workforce Planning from the Health Resources and Service Administration. The initial goal is has been to develop a coordinated workforce data and information system that is uniform and consistent across primary care disciplines. The data system is intended to provide a solid foundation upon which to make sound workforce supply and demand decisions. The primary care disciplines addressed in Idaho's project include:

- Physicians (family practice, general internal medicine, pediatrics, and obstetrics/gynecology and physician assistants);
- Nurses (including nurse practitioners and LPNs);
- Dentists (including dental hygienists); and
- Mental Health Professionals (psychiatrists, clinical social workers, clinical psychologists, psychiatric nurse specialists, and marriage and family therapists).

The Nursing Workforce Data Center, developed by Idaho's Nursing Workforce Advisory Council and housed at the Idaho Department of Labor, is the model. The Health Care Workforce Planning initiative is expanding the Data Center's scope and membership to include the broader range of health care disciplines and to extend data-sharing agreements to other licensing boards.

As of October 2011, fully executed data sharing agreements are in place with the following:

- State of Idaho Board of Nursing;
- Idaho State Board of Dentistry;
- Idaho Board of Psychologist Examiners;
- Idaho Licensing Board of Professional Counselors and Marriage and Family Therapists;
- Idaho Board of Social Work Examiners; and
- Idaho State Office of Rural Health and Primary Care

Noteworthy progress has been accomplished in the nursing arena. The “Idaho Nursing Overview – January 2011” was issued in mid-February. The report addresses nursing supply and demand, education capacity, faculty issues and presents findings. The publication is available online at <http://lmi.idaho.gov/researchproject>.

The opportunity afforded by the 15% funds would be lost without a stable funding source that provides adequate lead time to develop the partnerships and funding needed to sustain these efforts.

## **2) Idaho Youth Corps**

During the 2010 program year, Idaho youth benefitted again from these funds with the continuation of the Idaho Youth Corps program. The summer program which began as a stimulus project two years ago maintained its presence in the state. The Governor’s 15% funds leveraged two dollars from public and non-profit worksites for every WIA dollar invested to allow for a small summer work experience program. All of these provided opportunities for at risk, low income youth to work in natural resource areas. Over 50 at risk, low income WIA youth participants were employed for an average of 8 weeks, developing basic work skills and gaining exposure to their identified occupations of interest.

Last year, the Idaho Legislature authorized the Department to form the Idaho Youth Corps and also permitted the state to accept private donations to finance youth work experience programs such as the Idaho Commission for Libraries’ Digital Literacy Coaches Program.

Twelve youth were placed in libraries throughout Idaho as digital literacy coaches during the summer in small communities where the libraries have a single librarian trying to serve patrons who rely on the library as the community’s central cultural and educational resource. Over 70 percent of Idaho’s public libraries are the community’s only free source of Internet access. This year 56 of Idaho’s least connected libraries participated in the “Online @ Your Library” project, which includes computer upgrades, faster access to the Internet and online resources, free access to job skills training and adult basic education and informal learning resources for children.

“The goal of providing digital literacy coaches is to aid the unemployed as they work to increase their computer skills,” State Librarian Ann Joslin said. “They help library users make the most of available training and e-government resources and serve as valuable assistance to local staff.”

Coach Tabitha Stewart of Sandpoint - now a student at North Idaho College - helped patrons learn to use email and write résumés using Microsoft Word templates. Those are simple tasks — unless you have never done them before and are not comfortable around computers. If patrons aren’t able to or know how to access computers, they can’t do job searches or even fill out unemployment forms.

Local librarian feedback has been positive, specifically when it comes to the “patience and care” young workers show library patrons. Morgan Sweener,

currently a freshman at Lewis-Clark State College and the former digital literacy coach at the Peck Community Library, became an integral part of the library this summer, not only helping adult patrons with computer skills but also broadening students' cultural horizons by helping them to start thinking about the possibility of college for themselves.

Digital literacy coach program wages paid with Governor's 15% funds and a federal Broadband Technology Opportunities Program grant received by the Idaho Commission for Libraries. The digital literacy coach program targeted students from low-income families, allowing them to earn minimum wage and learn workplace skills like punctuality, initiative and strategies for developing good relationships with coworkers.

### **3) Customized On-the-Job Training**

The Workforce Development Council earmarked a portion of the Governor's 15% funds to support customized training, on-the-job (OJT) training, internships and other work-based training activities to increase business expansion opportunities in support of the Department of Labor's Business Solutions initiative. These funds encouraged matching resources from Idaho businesses and workforce partners to leverage these resources as much as possible. This is the last of a three-pronged effort to target OJTs during the program year to focus on helping not only job seekers but business customers in need as well. This specific effort has resulted in a program exit wage of \$15 per hour for its participants.

## **C) & D) Employer Service Strategies/ WIA-ES Initiatives**

The Idaho Department of Labor implemented its "Business Solutions" initiative two years ago with the Governor's discretionary Wagner-Peyser (ES 10%) funds dedicated to this effort. It was designed to advance an on-going strategic redirection of the agenda to enhance the state's ability to help Idaho businesses create jobs.

Training has been provided for selected workforce consultants on how to effectively visit businesses within targeted industry sectors and engage with employers to better understand their workforce needs and help provide solutions. The state has also provided training for management staff on how to effectively lead this effort within local One-Stop offices.

The targeted industry sectors have been identified by various key regional, economic development, industry, and community leaders and include Advanced Manufacturing, Technology, Health Care and Energy. These industries are viewed as the economic engines within the region – driving economic growth and providing individuals with strong wages and a career path. Summaries of activities involving these industries follow this section.

Idaho's ES 10% funds have covered the costs of the following priorities during the last program year:

- Enhanced business services activities that deal with proactive business activities with a sector strategy approach such as: One-on-one meetings with employers within a targeted sector to listen and learn their workforce needs,

- leading office team discussion and strategy regarding how best to respond to identified needs of employers within a targeted sector, coordinating workforce needs of targeted industries with education, economic development and workforce partners;
- Hiring four regional business service specialists who have been team leaders for selected workforce consultants within the 25 local offices who have been assigned the task of implementing this expanded business outreach effort; and
  - Provided staff 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.

Benefits to this “sector strategy” based business initiative include the following:

- 1) Sector initiatives are considered highly responsive to industry demand when compared to traditional job-matching and training services because they:
  - a) Are problem-oriented, not program-oriented;
  - b) Address needs interdependently, not independently;
  - c) Work with employers in a target industry collectively, not as individual firms; and
  - d) Develop customized, accurate solutions to the needs of employers in the target industry.
- 2) Sector initiatives better serve both employer and workers by meeting the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. Sector initiatives:
  - a) Address the needs of employers by focusing intensively on the workforce needs of a specific industry sector over a sustained period, often concentrating on a specific occupation or set of critical occupations within that industry;
  - b) Address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs;
  - c) Bolster regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, and workforce development planning;
  - d) Engage a broader array of key stakeholders through partnerships organized by workforce intermediaries; and
  - e) Promote systemic change that achieves ongoing benefits for the industry, workers and community.

The Idaho Department of Labor supplements the federal Employment Service funds it receives by approximately \$2.5 to \$3 million a year with state Administrative Tax funds.

Below is a summary of the work done throughout the state with the targeted industry sectors through the state’s business initiative:

### **I. Advanced Manufacturing -- Aerospace Industry Sector**

Sector strategies are taking flight in Idaho. Earlier this year, aerospace companies and suppliers, education partners, and others convened to talk about the presence

of aerospace in Idaho and voted to form an Idaho Aerospace Consortium to promote the industry. Creating a statewide directory of aerospace companies and suppliers will be the first priority for this group. The Idaho Department of Labor's Business Specialists and Regional Economists have helped facilitate this effort by connecting Aerospace businesses together and compiling research related to this industry.

The group took immediate action during the meeting to help create jobs by supporting Tamarack Aerospace address the challenges in moving projects forward with the Federal Aviation Administration. The FAA's 'sequencing process' requirements have caused delays in the review and approval of new projects. Members of this group helped elevate the issue to the state's congressional representatives. These efforts were championed by the Governor who noted his support of this small business on his official website.

## **II. Technology Industry Sector**

Tech companies in Southwest Idaho are struggling to find software engineers and programmers. To address this need, the Department has formed a sector partnership with Boise State University, the Idaho Technology Council and six technology companies in Boise. The partners will seek grant and other funds to develop customized, compressed courses to develop certified tech programs for in-demand skills and for internships with these companies. Training will focus on specific occupations skills that Idaho companies are seeking through the H1B program to obtain foreign workers. The Department's workforce information staff has completed a High Technology Business Scan focusing on software engineers help focus on the effort. This is the initial step of a larger research study which will focus in-depth on the industry's supply and demand issues.

<http://www.lmi.idaho.gov/ResearchProjects/tabid/2407/Default.aspx>

The Department's business specialists continue to strengthen their working relationships with the largest technology companies in this region, including Micron and HP to focus on their workforce issues. And PKG User Interface Solutions continually looks to the Meridian One Stop to assist with their growing manufacturing firm.

## **III. Health Care Industry Sector**

Department business specialists participate in monthly board meetings of an enterprise zone anchored by St. Luke's Hospital of Meridian, Idaho called "The Core." It has three areas of emphasis: 1) Nuclear medicine in conjunction with the Idaho National Laboratory, 2) Health Care Infomatics (use of robotics, etc.); and 3) Bio-Engineering (nano-technology). Many participants feel the defined business corridor has potential recognition as a national leader based on its infrastructure. Its mission is to create healthcare-related core competencies through technology and innovation. Business specialists will examine how to assist these efforts.

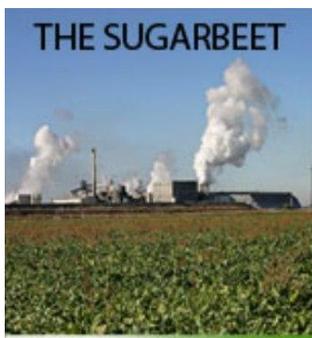
Health Care Industry business specialists have gathered information from health care providers to identify trends and skill gaps. And additional benefit of this process has led to anecdotal information critical to the Department's Federal HRSA Planning Grant. This information addressed the use of private resources to recruit, educate or train/ retain skilled healthcare workers. A recent focus targeted mental health care providers earlier in the program year. These results have been

added to the Health Care Workforce database, and will be analyzed by the Department's Research and Analysis Bureau.

#### **IV. Advanced Manufacturing -- Food Processing Sector**

Advanced Manufacturing has become a way of life in South-Central Idaho as the food and dairy processing industries in Southern Idaho are booming, with the state's business services team taking action. Idaho ranks third in the nation for dairy processing. Over 10 million pounds of milk is produced daily and processed into Cheese, Dehydrated Milk, Whey Protein and other products to be shipped to various worldwide markets.

Business specialists in the region have conducted various visits to food and dairy processing facilities. Utilizing the competency model they have identified skill gaps and developed plans to address those gaps with companies such as High Desert Milk and Amalgamated Sugar Company. The business specialists are working to establish sector partnerships involving industry, education, workforce and economic development and foment broad-based support from business and the community.



One Stop business specialists are working with Amalgamated Sugar to develop a training plan to prepare local college and high school students with the mechanical skills they need to succeed as an entry-level Mechanic Helper position. Students participating in this training will have the opportunity to apply for a paid summer work experience with the company. Successful applicants may then be considered for fall campaign positions. And as full-time positions become open, participants will then be given opportunities for consideration of these higher wage positions.

In the dairy processing industry, business specialists are working to identify employers interested in developing a high school curriculum to prepare science students for laboratory services careers. Dairy processors indicate that a lack of skills related to laboratory occupations exists in the current workforce pool and would relish working with local high schools to prepare students for these positions. Target students are those with an interest in chemistry and biology. The project's goal is to eventually certify students as lab technicians within the food industry while still enrolled in or as they complete high school, which could eventually lead them to pursue careers in food sciences.



#### **IV. Energy Industry Sector**

Weathering the recession, energy-related firms are experiencing robust growth in Idaho. The Eastern Idaho Energy cluster captures all of the significant research and production of the state's energy, this includes associated industries such as extraction of natural resources, manufacturing of energy related devices, and clean-up of previous energy production sites. This region has a successful history of

integrating the workforce, economic development and education fields in its efforts to focus on industry's specific needs. The Regional Workforce Innovation Team (RWIT), originally funded by a USDOL grant, includes representatives of these fields and leads the charge in the move to spearhead energy development throughout the region. The Idaho Department of Labor's One-Stop Business Solution team is a key factor in this effort.

As the administrative entity for the state's USDOL Green Innovation Grant, the Department has worked with Idaho State University Energy Systems Technology and Education Center to expand its curriculum in Renewable Energy. And the business resources directed by the DOL, such as the Hire One employer tax incentive and the Workforce Development Training Fund, have helped to create business opportunities for new and existing companies such as Hoku Material, Premier Technologies and AREVA.

### **Idaho Department of Labor Director Conducts a "Listening Tour"**

Idaho Department of Labor Director Roger B. Madsen met with business owners, legislators, local officials and other leaders from around the state during the summer to hear what was on their minds, answer their questions regarding the workforce system and field their suggestions on how the agency could improve its services. He also strongly encouraged the employers to utilize the services available for employers in each of the state's 25 One Stop centers, touting the agency as an integral part of any company's human resource division.

Madsen also discussed the state's newly enacted "Hire One" tax credit that rewards employers who increase their payrolls as the economy begins recovering from the recession.

"Our goal at the Department of Labor is to maintain a top quality labor force and then link those workers to employers needing skilled people to keep their businesses prosperous," Madsen said. "Our services continue to evolve as the needs of employers and workers change, and it's important for the department to know what's working and where changes need to be made."

The "tour" made stops in the following locations, reaching throughout most of the state – Post Falls, St. Maries, Orofino, McCall, Emmett, Meridian, Mt. Home, Twin Falls, Rupert, Soda Springs and Rexburg. Over 100 employers throughout the state participated in these sessions which addressed topics ranging from taxes to unemployment insurance to employee recruitment.

## **E) State Evaluation Activities**

In the late winter/early spring of 2011, the state sought customer feedback on the value of its services to customers and businesses throughout the state. The goals of this effort included learning ways to address the following:

- 1) Identify Department service strengths and opportunities
- 2) Guide program decisions to help-

- a. Promote the Department as an information resource
- b. Job seekers connect with employment through job postings, training and support services
- c. Employers improve the quality of their workforce through job postings, hiring, training and other workforce services.

The methodology for this project was two-fold. The first and largest approach was in the form of a 14-minute telephone interview of over 500 individuals throughout the state, covering all 44 counties with men and women equally presented. The second approach consisted of 10 focus groups in five locations throughout the state: Idaho Falls, Boise, Lewiston Coeur d'Alene and Twin Falls. These groups included job seekers and employers with recent hiring activity.

Job seekers and employers both expressed similar themes in their perceptions of the Department. However, both were acutely aware of the current labor market's impact with fewer jobs available than workers seeking employment. Two-thirds of those contacted reported a direct experience through a One Stop center or the Department's website, with nearly three-quarters of those using services as job seekers.

Approximately 60% of those contacted conveyed a positive evaluation/perception regarding the Idaho Department of Labor and its services, with about 8 in 10 of those experiencing the Department's services indicating satisfaction with their experience. Of these, 78% had visited the Department's website for services, while 77% had visited a One Stop center to meet their needs.

Eighty percent of all respondents noted that they would recommend the Department to someone (job seeker or business customer) who needs its services, with the most positive view of the Department held by those expecting to search for a job during the next six to twelve months.

The survey also allowed for customer feedback, permitting the state to look at its service delivery and the areas that may need improvement based on customers' comments. Despite the positive reaction to the Department's services, the majority of both job seekers and employers felt they were unaware of the full range of services that the Department offered to both customer groups. Job seekers felt that enhancements could be made within the state's labor exchange system to improve matching with opportunities with available employment. Likewise, employers felt that the system could do a better job of matching candidates to the positions available in their business.

#### A Brief Summary of Findings, Needs and Opportunities

- Action Opportunities –
  - Increase customer experience with the Department through various means. Use the media to drive this effort.
  - Satisfy users who use services, either through the One Stop or the website. Unsatisfying experiences, which occur 17% of the time, are critical in determining if someone will use Department services

- Job Listings –
  - Increase the number and range of jobs posted;
  - Increase the number of strong candidates applying;
  - Increase the number of successes and their documentation
- Applicant Screening –
  - Educate both job seekers and employers on the state’s labor exchange system, its screening tools and how to use them.
- Personal Service –
  - Increase the positive, personal touch to both customer bases.
- Green Message-
  - Job seekers are especially interested in green jobs as a means of improving their future.
  - Establish state’s role in green effort by leveraging interest in green, utilizing Idahoans strong support of education and training for advancement.
  - Link the above with the Department serving as a conduit

The Department plans use findings from the survey and focus groups to identify changes to enhance service delivery to better meet the changing demands of its customers.

## **F) State Waivers**

Federal planning guidelines stress that states should take advantage of flexibility provisions under current legislative authority to tailor service delivery and program design to fit the unique characteristics of their work force. This is done by submitting a request for a waiver of compliance to administrative rules or program requirements. As part of the planning process, the Workforce Development Council is required to review the state’s currently approved waivers and request extensions if desired.

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

The State of Idaho requested and received an extension of an existing waiver regarding the Workforce Investment Act’s time limit on the period of initial eligibility of training providers under 20 CFR 663.530. This waiver has allowed the state’s training providers to continue to participate in the WIA program, alleviating providers strong concerns with the implementation of subsequent eligibility requirements such as confidentiality and excessive administrative burden and costs associated with tracking all students. Had this waiver not been approved, many providers would have felt compelled to remove themselves from participating in WIA, essentially denying the state the ability to continue to provide the broadest range of training options for its WIA participants.

### **2) STATEWIDE REGIONAL PLANNING AREA—SINGLE STATEWIDE COUNCIL**

In the PY2005, the State of Idaho sought a waiver to apply 20 CFR 661.300(f), which permits a state board to carry out the roles of a local board in a single local area to a statewide regional planning area. The waiver allowed the state to address ETA’s strategic priorities and to further reforms envisioned in the

Workforce Investment Act. To maximize resources available for service delivery, the state continued to use the Workforce Development Council as the local workforce board throughout the state. This saved the WIA program in the state approximately \$1.5 million dollars by removing the administrative overhead of maintaining six regions throughout the state. Since then, these former administrative funds have been utilized as program funds allowing for more participants to be served.

### **3) UTILIZATION OF COMMON MEASURES**

Since its availability, the state has sought a waiver to use of the U.S. Department of Labor's six common measures for reporting and performance purposes in lieu of the 17 WIA performance measures. By using these six common measures, Idaho has been able to eliminate duplicative administrative systems, reduce paperwork and labor costs associated with redundant data collection, and establish a simplified and streamlined performance measurement system that has saved the state significant amounts of time and money. This has allowed program resources to target a single set of goals rather than competing goals and costly processes.

### **4) AN EXEMPTION FROM THE COMPETITION REQUIREMENT FOR THE FOLLOW-UP, SUPPORT SERVICES AND WORK EXPERIENCE COMPONENTS, TO INCLUDE INTERNSHIP AND SUMMER WORK EXPERIENCE, AND HAVING THOSE SERVICES CATEGORIZED AS PART OF THE DESIGN FRAMEWORK**

WIA Section 123, Section 117(h)(4)(B)(i), and 20 CFR Part 664.400

The State of Idaho requested and received a waiver to integrate the coordination and provision of these youth activities with the elements of the state's youth program design framework delivered through Idaho's One Stop system and its 25 One Stop Career Centers, all operated by the WIA fiscal agent, the Idaho Department of Labor. Integration of these services has increased 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 has helped to ensure an efficient, cost-effective delivery system by eliminating duplicate processes among providers for work experiences; the waiver has also allowed for a smoother flow of data that documents the delivery of youth services and the outcomes that result from youth participation.

### **5) AN EXEMPTION FROM THE PROHIBITION ON USING WIA YOUTH DOLLARS TO FUND INDIVIDUAL TRAINING ACCOUNTS (ITAS) FOR OLDER YOUTH**

WIA Section 129 and WIA Regulations 29 CFR 664.510

The State of Idaho received a waiver to allow WIA Youth service providers to employ the use of **Individual Training Accounts** (ITAs) for out-of-school youth. An ITA allows youth to receive individual training in accordance with systems established for WIA Adult and Dislocated Worker programs. The ITA is 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. It offers service provider options for youth, maximizing efficiency and customer choice. The waiver was established to help increase the: 1) number of youth entering into employment; 2) percentage of youth receiving credentials; and, 3) number of youth being

retained in employment. However, because ITAs for youth were only recently implemented, its impact will not be evident in the state's outcomes.

#### **6) AN EXEMPTION TO ALLOW FOR AN INCREASE IN THE EMPLOYER REIMBURSEMENT FOR ON-THE-JOB TRAINING FOR SMALL- AND MEDIUM-SIZED BUSINESSES.**

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.420, the State of Idaho requested and received waiver to increase the employer reimbursement rates for costs associated with on-the-job training under the requirements found in WIA Section 101(31)(B) and 20 CFR 663.710, from 50 percent of the OJT participant's wage rate to up to 90 percent of the participant's wage. The state has established the on-the-job training reimbursement costs based on a sliding reimbursement scale for employers, depending upon their size.

### **F) RETURN ON INVESTMENT**

Idaho's "Return-On-Investment" (ROI) provides the required analysis of our workforce investment activities relative to the effect of the activities on the performance of the participants. Reviewing the level of investment (taxpayers' dollars) compared to the return on that investment (participant gains in wages, taxes, reduced public assistance) provides a measure of success beyond the required program performance standards.

Each WIA program demonstrates a positive ROI impact for the community resulting from participation in the program. For individuals enrolled in the Adult program, \$4.00 is returned to the community for each dollar spent and the investment is returned by the participant in 7.8 months. For dislocated workers, the investment is returned in 8.1 months with those exiting the program returning \$4.44 to the community for each dollar invested.

Youth, particularly younger youth, are less likely to be directed toward immediate employment upon program completion. A primary goal for these at-risk youth is to encourage them to return to school or to assist them in continuing their education. In recognition of these goals, the analysis considers future impact resulting from continued participation in education through high school and beyond for younger youth. Impacts for older youth who are employment directed upon program completion are computed in the same manner as adults and dislocated workers. The results of our analysis demonstrate that investments in youth are repaid in approximately 9.5 months and youth are expected to return \$3.61 to the community for each dollar invested in their training.

**IDAHO**  
 Adult ~ Program Year 2010  
 Summary at a Glance

Increased Income Tax Contributions (State & Federal)	\$1,492,175
Increased FICA payments	\$1,236,332
Reduced Public Assistance Dependency	\$967,032
<b>TOTAL ANNUAL TAXPAYER BENEFIT</b>	<b>\$3,695,539</b>
Monthly Taxpayer Benefit	\$307,962
<b>ADULT PROGRAM COST (Expenditures, PY 2010)</b>	<b>\$2,416,412</b>
Number of months to pay back Taxpayer Investment	7.8

**IMPACT OF WIA INVESTMENT**  
 Adult ~ Program Year 2010  
 Summary at a Glance

Annual Increased Net Earnings of Participants	\$5,970,263
Annual Increase in FICA Contributions	\$1,236,332
Annual Increase in Federal Income Tax Payments	\$1,027,650
Annual Increase in State Income Tax Payments	\$464,525
Annual Decrease in Public Assistance	\$967,032
<b>TOTAL ANNUAL IMPACT</b>	<b>\$9,665,802</b>
<b>ADULT PROGRAM COST (Expenditures, PY 2010)</b>	<b>\$2,416,412</b>

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
\$1.00	\$4.00

## IDAHO

### Dislocated Worker ~ Program Year 2010 Summary at a Glance

Increased Income Tax Contributions (State & Federal)	\$2,408,200
Increased FICA payments	\$1,980,088
Reduced Public Assistance Dependency	\$432,180
<b>TOTAL ANNUAL TAXPAYER BENEFIT</b>	<b>\$4,820,468</b>
Monthly Taxpayer Benefit	\$401,706
D.W. PROGRAM COST (DW & Rapid Response Expenditures, PY 2010)	\$3,238,619
Number of months to pay back Taxpayer Investment	8.1

### IMPACT OF WIA INVESTMENT Dislocated Worker ~ Program Year 2010 Summary at a Glance

Annual Increased Net Earnings of Participants	\$9,543,510
Annual Increase in FICA Contributions	\$1,980,088
Annual Increase in Federal Income Tax Payments	\$1,663,692
Annual Increase in State Income Tax Payments	\$744,508
Annual Decrease in Public Assistance	\$432,180
<b>TOTAL ANNUAL IMPACT</b>	<b>\$14,363,978</b>
D.W. PROGRAM COST (DW & Rapid Response Expenditures, PY 2010)	\$3,238,619

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
\$1.00	\$4.44

**IDAHO**  
Youth ~ Program Year 2010  
Summary at a Glance

Increased Income Tax Contributions (State & Federal)	\$1,475,647
Increased FICA payments	\$1,097,732
Reduced Public Assistance Dependency	185,700
<b>TOTAL ANNUAL TAXPAYER BENEFIT</b>	<b>\$2,759,079</b>
Monthly Taxpayer Benefit	\$229,923
<b>YOUTH PROGRAM COST (Program Expenditures, PY 2010)</b>	<b>\$2,193,381</b>
Number of months to pay back Taxpayer Investment	9.5

**IMPACT OF WIA INVESTMENT**  
Youth ~ Program Year 2010  
Summary at a Glance

Annual Increased Net Earnings of Participants	\$5,150,206
Annual Increase in FICA Contributions	\$1,097,732
Annual Increase in Federal Income Tax Payments	\$986,070
Annual Increase in State Income Tax Payments	\$489,577
Annual Decrease in Public Assistance	\$185,700
<b>TOTAL ANNUAL IMPACT</b>	<b>\$7,909,285</b>
<b>YOUTH PROGRAM COST (Program Expenditures, PY 2009)</b>	<b>\$2,193,381</b>

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
\$1.00	\$3.61

# Return on Investment

## BACKGROUND

Each person who applies for WIA services completes an application that supplies information on employment status, cash welfare and/or food stamps recipient status, number in the family and number of dependents. Unemployment Insurance records are also accessed for pre-program wage information. This information constitutes the raw data used as pre-program information.

Upon completion of the training, information is recorded on each individual regarding his or her employment status and earnings. This information constitutes post-program data.

For younger youth whose goal is not immediate employment, pre-program information is based on the mean earnings of those with less than a high school education as reported in the most recent Current Population Survey (CPS.) Post-program information is the mean earnings for high school graduates from the same survey. While this does not report actual earnings, it is used as an indicator of future program impact.

The raw data collected at these points is used to project and compute employment rate, net (take home) pay of the employed, FICA and federal and state income tax contributions and public assistance costs. By comparing pre-program and post-program data, we can reasonably determine the benefit of the program compared to the cost of the program.

## METHODOLOGY

Federal and state income taxes paid are calculated by using federal and state tax tables, based on average income, average family size, and the most frequently occurring filing status of participants. Increased tax contributions are derived from subtracting pre-program contributions from post-program contributions.

Annual public assistance costs are calculated by multiplying the number of cash welfare recipients by the maximum monthly welfare grant times twelve; Food Stamp costs are calculated by multiplying the number of food stamp recipients by the average monthly food stamp amount times twelve. Decreased public assistance costs were derived by determining whether an individual who was on assistance at intake was working more than 25 hours a week at \$7.25 per hour. If so, she or he would not have qualified for cash assistance, so the maximum monthly benefit as of July 1, 2010, for both cash assistance and food stamp assistance was counted as savings.

FICA contributions are calculated to be 15.3 percent of gross earnings.

Net (take home) earnings of the employed are calculated by computing the annual gross income and subtracting employee FICA and income taxes. Pre-program earnings are based on earnings reported in unemployment insurance records; post-program earnings are based on employment data collected at program exit.

## TAXPAYER RETURN ON INVESTMENT

The Taxpayer Return on Investment represents the rate of return of taxpayer dollars, through increased tax contributions and decreased welfare costs.

To calculate the Taxpayer Return on Investment, the Total Annual Benefit is divided by twelve to produce a Monthly Taxpayer Benefit. The Program Cost is then divided by the Monthly Taxpayer Benefit to calculate the number of months it takes to pay back the taxpayer investment in WIA for the year in question.

## IMPACT OF INVESTMENT

This is a measure of the program's overall benefit to the community. When calculating the Impact of Investment, net earnings of the participants are included, as well as the increased tax contributions and decreased welfare costs. Even though these earnings are not directly returned to the taxpayer, they represent a measure of increased productivity.

## ASSUMPTIONS

The ideal calculation of the return on WIA investments would contain raw data on individual participants for an entire year prior and subsequent to participation in WIA. The cost of collecting such data, however, would far outweigh the benefit of doing so. As such, these calculations rely on a number of assumptions about the data and about pre- and post-program conditions of participants. These are identified below.

In general, it is assumed that the following data, collected during program intake and exit as well as from unemployment wage records, remained constant for the entire year prior and subsequent to program participation, respectively:

- Earnings
- Employed/Unemployed Status
- Public Assistance Grant Amounts
- Family Size

## OTHER ASSUMPTIONS:

Using the average income, average family size, and most frequently occurring filing status to calculate tax contributions will yield a representative, yet conservative, estimate for the individuals being counted.

Individuals are receiving all public assistance benefits for which they are eligible both prior and subsequent to program participation.

## OTHER TAXPAYER BENEFITS

The benefits reflected in these calculations include only a portion of those actually accruing to the taxpayer for these programs. Other welfare costs associated with Medicaid, subsidized housing, and Supplemental Security Income, for example, will generate significant savings if no longer received by program completers. Reduced Unemployment Insurance costs may generate additional savings. These measures also reflect increased tax contributions only for state and federal income taxes, without the inclusion of local and sales taxes. Information needed to calculate these related savings, however, is either not available or cost-prohibitive to produce.

## Table Section

The following tables are not applicable to the state of Idaho and are excluded from this report: –

Table A - Workforce Investment Act Customer Satisfaction Results;

Table H.2 – Older Youth (19-21) Program Results;

Table I – Outcomes for Older Youth Special Populations;

Table J – Younger Youth (14-18) Results; and

Table K – Outcomes for Younger Youth Special Populations

**Table B – Adult Program Results**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78.00%	77.4%	$\frac{311}{402}$
Employment Retention Rate	82.00%	84.2%	$\frac{373}{443}$
Average Earnings	\$10,000	\$11,462	$\frac{\$3,942,908}{344}$

**Table C – Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment	78%	$\frac{163}{209}$	75%	$\frac{18}{24}$	67.3%	$\frac{35}{52}$	63.9%	$\frac{23}{36}$
Employment Retention	81.8%	$\frac{180}{220}$	85.2%	$\frac{23}{27}$	82.2%	$\frac{37}{45}$	81.8%	$\frac{18}{22}$
Average Earnings	\$10,229	$\frac{\$1,728,763}{169}$	\$16,218	$\frac{\$340,575}{21}$	\$12,507	$\frac{\$400,234}{32}$	\$11,126	$\frac{\$189,147}{17}$

**Table D – Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	79%	230 291	73%
Employment Retention Rate	86.1%	303 352	76.9%	70 91
Average Earnings Rate	\$11,671	\$3,244,513 278	\$10,582	\$698,395 66

**Table E – Dislocated Worker Program Results**

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	80%
Employment Retention Rate	85%	90%	449 499
Average Earnings	\$12,000	\$14,379	\$6,010,688 418

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	70.6%	48 68	75%	12 16	79.2%	84 106	76%
Employment Retention Rate	91.5%	43 47	92.3%	12 13	91.5%	54 59	29.3%	24 26
Average Earnings Rate	\$15,093	\$558,439 37	\$10,262	\$123,148 12	\$11,666	\$559,982 48	\$9,724	\$233,374 24

**Table G – Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	82.9%	469 566	85%
Employment Retention Rate	90.3%	380 421	88.5%	69 78
Average Earnings Rate	\$13,984	\$4,950,368 354	\$16,568	\$1,060,320 64

**Table H.1 – Youth (14-21) Program Results**

	Negotiated Performance Level	Actual Performance Level	
		Placement in Employment or Education	70%
Attainment of Degree or Certificate	60%	77.4%	285 368
Literacy and Numeracy Gains	25%	20.6%	13 63

**Table L – Other Reported Information**

	12-Month Retention Rate		12-Month Earnings (Adults & Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry in Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	86.7%	338 390	\$4,324	\$1,534,899 355	14.5%	45 311	\$4,712	\$1,375,829 292	60.4%
Dislocated Workers	93.5%	415 444	97.4%	\$5,612,191 \$5,761,163	18.1%	102 565	\$6,324	\$3,402,189 538	62%	291 469

**Table M – Participation Levels**

	Total Participants Served	Total Exiters
Total Adult Customers	327,291	326,692
Total Adult Self-Service Only	324,789	325,404
WIA Adult	325,706	325,945
WIA Dislocated Worker	1,636	768
Total Youth (14-21)	1,010	432
Younger Youth (14-18)	697	286
Older Youth (19-21)	313	146
Out-of-School Youth	565	271
In-School Youth	445	161

**Table N – Cost of Program Activities**

Program Activity		Total Federal Spending
<b>Local Adults</b>		\$ 2,416,412
<b>Local Dislocated Workers</b>		\$ 3,048,194
<b>Local Youth</b>		\$ 2,193,381
<b>Rapid Response</b> (up to 25%) WIA134 (a) (2) (A)		\$ 190,425
<b>Statewide Required Activities</b> (Up to 15%) WIA134 (a) (2) (B)		\$ \$ 1,049,476
<b>Statewide Allowable Activities</b> §134(a)(3)	Program Activity Description	
	Health Care & Data Mining	\$ 37,714
	Workforce Development Council shared costs	\$ 7,774
	Idaho Youth Corps	\$ 45,738
	Business Expansion	\$ 9,168
<b>Total of All Federal Spending Listed Above</b>		\$ 8,998,282

**Table O: Local Performance**

Local Area Name  Region I – Idaho Balance of State	Total Participants Served	Adults	293,518
		Dislocated Workers	1556
		Older Youth	288
		Younger Youth	661
ETA Assigned #  16005	Total Exiters	Adults	293,983
		Dislocated Workers	729
		Older Youth	138
		Younger Youth	272

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	78%	77.5%
	Dislocated Workers	80%	82.9%
	Older Youth		
Retention Rate	Adults	82%	83.6%
	Dislocated Workers	85%	89.6%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,000	\$11,161
	Dislocated Workers	\$12,000	\$14,347
	Older Youth		
Credential/ Diploma Rate	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment/Education	Youth (14-21)	70%	65.3%
Attainment of Degree or Certificate	Youth (14-21)	60%	77.4%
Literacy or Numeracy Gains	Youth (14-21)	25%	21%
Skill Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met		Exceeded
			YES

**Table O: Local Performance**

<b>Local Area Name</b>  Region II – East Central Idaho	<b>Total Participants Served</b>	<b>Adults</b>	32,188
		<b>Dislocated Workers</b>	80
		<b>Older Youth</b>	25
		<b>Younger Youth</b>	36
<b>ETA Assigned #</b>  16010	<b>Total Exiters</b>	<b>Adults</b>	31,962
		<b>Dislocated Workers</b>	39
		<b>Older Youth</b>	8
		<b>Younger Youth</b>	14

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>		
	<b>Employers</b>		
<b>Entered Employment Rate</b>	<b>Adults</b>	78%	75%
	<b>Dislocated Workers</b>	80%	88.9%
	<b>Older Youth</b>		
<b>Retention Rate</b>	<b>Adults</b>	82%	93.1%
	<b>Dislocated Workers</b>	85%	94.6%
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	\$10,000	\$15,138
	<b>Dislocated Workers</b>	\$12,000	\$14,789
	<b>Older Youth</b>		
<b>Credential/ Diploma Rate</b>	<b>Adults</b>		
	<b>Dislocated Workers</b>		
	<b>Older Youth</b>		
	<b>Younger Youth</b>		
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>		
<b>Placement in Employment/Education</b>	<b>Youth (14-21)</b>	70%	83.3%
<b>Attainment of Degree or Certificate</b>	<b>Youth (14-21)</b>	60%	66.7%
<b>Literacy or Numeracy Gains</b>	<b>Youth (14-21)</b>	25%	0%
<b>Skill Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
			YES