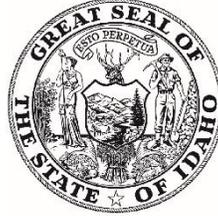


BRAD LITTLE
GOVERNOR

Wendi Secrist
Executive Director



Trent Clark
Chair

B. J. Swanson
Vice Chair

WORKFORCE DEVELOPMENT COUNCIL

317 W Main Street, Boise, Idaho 83735-0510

Date: Wednesday, January 8, 2020
Time: 8:00 a.m. – 5:00 p.m.
Location: Crystal Ballroom, Hoff Building
802 W. Bannock St. Ste. 202
Boise, ID 83702

WORKFORCE DEVELOPMENT COUNCIL AGENDA

*Action Required

8:00 – 8:30 am	Welcome <ul style="list-style-type: none">Roll Call & Introductions*Review/Approve Agenda*Approve Minutes from October 9, 2019 Meeting	Trent Clark, Chair
8:30 – 9:00 am	Executive Committee & Chair's Report Executive Director's Report <ul style="list-style-type: none">Financial UpdateFY20/21 Budget RequestCommittee updates	Trent Clark, Chair Wendi Secrist
9:00 – 9:30 am	*Policy Presentation – Legislative Initiatives	Kelly Kolb
9:30 – 10:30 am	Our Kids, Idaho's Future	Bill Gilbert
10:30 – 10:45 am	Break	
10:45 – 11:45 am	Partner Agency Legislative Updates <ul style="list-style-type: none">Department of LaborDepartment of CommerceSTEM Action CenterState Board of EducationState Department of EducationCareer & Technical Education	Jani Revier Tom Kealey Angela Hemingway Matt Freeman Marilyn Whitney Clay Long
11:45 – 12:00 pm	*Approve FY20 Legislative Priorities	Trent Clark, Chair
12:00 – 1:00 pm	Lunch <ul style="list-style-type: none">Economic Outlook	Craig Shaul, IDOL

1:00 – 1:30 pm	*WIOA State Plan Priorities	Wendi Secrist
1:30 – 2:00 pm	Data Informed Decision Making <ul style="list-style-type: none"> • Defining High Quality Credentials • Preliminary WDTF Evaluation Results 	Wendi Secrist
2:00 – 2:30 pm	Talent Pipeline Management Initiative	Alex LaBeau, Idaho Association of Commerce & Industry
2:30 – 2:45 pm	Break	
2:45 -3:45 pm	Workforce Development Training Fund Priorities	Deni Hoehne, Chair – Grant Review Committee
3:45 – 4:00 pm	Closing Remarks	Trent Clark, Chair
4:00 – 5:00 pm	Tour of Kount 1005 W Main Street, Boise	Kate Lenz

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Wendi Secrist
Executive Director



Trent Clark
Chair
B. J. Swanson
Vice Chair

WORKFORCE DEVELOPMENT COUNCIL

317 West Main Street, Boise, Idaho 83735-0510

Meeting Minutes

Date: Wednesday, October 9, 2019
Time: 8:00 a.m. – 12:15 p.m. (Mountain Time)
Location: Hilton Garden Inn Boise Downtown
348 S. 13th Street
Boise, ID 83702

Council Member Attendees: Trent Clark, B.J. Swanson, Shelli Bardsley, Elli Brown, Donna Butler, Linda Clark, Brian Cox, Jane Donnellan, Audrey Fletcher, Jeff Greene, Dave Hannah, Marie Hattaway, Angela Hemingway, Deni Hoehne, Dwight Johnson, Tom Kealey (Eric Forsch as proxy), Kelly Kolb, Kate Lenz, Joe Maloney, Jeff McCray, Jan Nielsen, Jani Revier, Angelique Rood, Tom Schultz, Todd Schwarz, John Smith, Michelle Stennett, Scott Syme, Matt Van Vleet, Marilyn Whitney, Steve Widmyer, Lori Wolff, Travis Woolsey, John Young

*Workforce Development Council is hereafter referred to as WDC

Call to order at 8:05 am

Roll Call – quorum met

Introductions

Each Council Member introduced themselves.

Review/Approve Agenda

A report from Ms. Hoehne and Ms. Donnellan will be added to the beginning of the agenda.

The agenda needs to reflect that “Approve Minutes from April 11, 2019 Meeting” should be “Approve Minutes from July 18, 2019.”

Unanimous consent to approve the agenda with the above changes.

Approve Minutes from July 18, 2019 Meeting

Motion by Commissioner Smith to approve the July 18, 2019 as written. Second by Dr. Clark. Motion carried.

Domestic Violence Awareness

October is Domestic Violence Awareness month. Employers have a unique opportunity to recognize the symptoms of domestic violence that others may not see including those that could be seen as poor performance:

- Not showing up for work regularly
- Many phone calls from home
- Never have any cash
- Is not able to go out after work
- Being dropped off and picked up at work by the significant other

There are three steps to recognizing abuse: recognize, respond, and refer. Recognize the symptoms of abuse, respond to the victim, offering to assist them in getting the help they need, and refer them to experts on this issue. It is a dangerous situation when someone is involved in abuse and coworkers should never intervene directly. If a victim is ready to get help, help the victim find resources to get out of the situation. There is a domestic violence hotline they can be directed to. Let the victim use the work phone to make calls in case they are unable to use their personal cell. Following the three steps of recognizing, responding, and referring can help save a life.

Update on WIOA Listening Sessions and One-Stop Committee Activities

Over the past few months the WDC Staff and agency partners (Idaho Vocational Rehabilitation, Idaho Department of Labor, Career & Technical Education, etc.) conducted listening sessions around the state to gather feedback for the Workforce Innovation and Opportunity Act state plan. All of the session went well. The WDC staff was able to collect valuable feedback from the communities about the struggles they face when it comes to receiving services. The WDC staff and agency partners thank the public libraries for providing so many of the meeting locations and being great partners in this project.

Ms. Donnellan shared a flyer for a survey the Idaho Division of Vocational Rehabilitation (IDVR) is conducting to learn more about the needs of businesses and employers with respect to partnering with IDVR and employing and accommodating workers with disabilities. Ms. Donnellan encouraged the Council Members to participate in the survey and provide feedback by October 30, 2019. Please see attached flyer.

The One-Stop Committee is evaluating the certifications of all the One-Stop Centers. Mr. Terry Butikofer is conducting the reviews of the One-Stop Centers and bringing back recommendations to the One-Stop Committee. Most of the One-Stop Centers are being provisionally certified for the time being. The Committee is seeking guidance from the State Equal Opportunity Officer on how long a One-Stop Center may be provisionally certified.

The Idaho Department of Labor will be conducting a review of the new service delivery model soon.

Executive Committee & Chair's Report

The Executive Committee was invited to attend an IACI board meeting to hear a presentation from the US Chamber Foundation on their Talent Pipeline Management Initiative. The Initiative is compatible with the Council's strategic plan. The goal of the Talent Pipeline Management Initiative is to help employers better communicate with educators about the skills needed for future workforce. The US Chamber Foundation has been piloting the initiative across the nation and is considered very successful from the perspectives of business and education.

Senator Burgoyne is developing a piece of legislation to help ease the transition into career education pathways. There is a fiscal note of \$850,000 attached to the legislation. Senator Burgoyne has submitted the legislation to the Council to get feedback. Ms. Secrist will send out the proposal to the Council. The Council has been asked to provide Ms. Secrist any comments on legislation and she will pass them on to Senator Burgoyne.

The Executive Committee also met with the Idaho State Board of Education Board members to talk about the 60% goal (having 60% of Idahoans possess a postsecondary credential) and High-Quality Credentials. The State Board and WDC have shared interest in understanding which credentials are going to be of the most value to employers. The Executive Committee asked the State Board whether they were considering adding to the existing definition of "postsecondary credential" to include apprenticeships and industry certifications. Reconsideration of this goal is a great opportunity to highlight the importance of all types of degrees, certifications, apprenticeships, etc., not just 4-year degrees. The percentage should reflect something that is achievable. The State Board of Education has been working on changing the message that "go on" is not just about attending college, it is about preparing for a career. There are many different types of career pathways that are not being accounted for in the current model. Idaho's growth towards the goal has been stagnant for a number of years at about 42%.

Executive Director's Report

The WIOA listening sessions went very well. The Council staff and agency partners held 15 sessions with approximately 200 participants, plus the input from the Council members during the July meeting.

Businesses/Employers said the State needs to do a better job of not only coordinating but packaging/delivering information that employers need in one place. Businesses and employers also said they would like to see labor market information.

From an individual's perspective, the people who are still unemployed are those with the most barriers to employment. Transportation and using technology in the job search process were brought up. The unemployed need more personalized support to help them get jobs

Interesting facts learned around the state include:

- In Salmon and St. Anthony, people are figuring out how to make a living with only seasonal work and many people are said to not be interested in year-round jobs. If money gets tight during the winter, the people in that region travel to Big Sky, MT and work at the ski resort for a little while. The WDC staff and agency partners also learned that the best jobs in the

communities are not typically available to local citizens: the jobs are with federal agencies such as the Forest Service, Bureau of Land Management, etc. and there are no education pathways available to prepare people for these jobs. The agencies recruit people from out of the area, or even from out of state, for these jobs.

- Along the southeast border of the State, Logan, Utah sends public transportation into Preston to transport people to jobs in Logan, much to the dismay of local employers who are trying to grow.
- In the Treasure Valley, employers indicated that some of the “personal” connections from the agencies in helping employers connect to individuals that would support affirmative action plans have decreased. There is an opportunity here to focus a highly coordinated business services strategy agencies in support of employers who are federal contractors as the launch point.
- In Northern Idaho, the tribes have become very large employers. The Nez Perce Tribe shared that they believe they have become the largest employer in Region 2 after a recent acquisition of the Boys and Girls Club in Clarkston (which they plan to relocate to Lewiston). The Coeur d’Alene Tribe has a detailed college and career planning effort for every one of their youth. They have mapped out the activities for their youth from birth to earning a PhD. Ms. Secrist had the opportunity to share this college and career planning map with the Our Kids, Idaho’s Future Task Force as an example of what could be potentially be done for all of Idaho’s youth.

Financial Update



WORKFORCE DEVELOPMENT COUNCIL OPERATING BUDGET - September 30, 2019

STATE EXPENDITURE CATEGORY	WDTF Budget	Total WDTF YTD Spent	Total Ending WDTF	WIOA Budget	Total WIOA YTD Spent	Total Ending WIOA	TOTAL BEGINNING BUDGET	TOTAL YTD Spent	TOTAL YTD Spent %	TOTAL ENDING BALANCE
Salary & Benefits	\$390,100	\$83,474	\$306,626	\$95,400	\$24,278	\$71,122	\$485,500	\$107,752	22%	\$377,748
PERSONNEL	\$390,100	\$83,474	\$306,626	\$95,400	\$24,278	\$71,122	\$485,500	\$107,752	22%	\$377,748
Administrative Services & Supplies	\$6,000	\$527	\$5,473	\$1,000	\$271	\$729	\$7,000	\$798	11%	\$6,202
Communication Costs	\$3,500	\$1,047	\$2,453	\$0	\$0	\$0	\$3,500	\$1,047	30%	\$2,453
Computer Services & Supplies	\$20,850	\$10,967	\$9,883	\$0	\$0	\$0	\$20,850	\$10,967	53%	\$9,883
Employee Development, Memberships & Subscriptions	\$7,500	\$288	\$7,212	\$19,450	\$2,200	\$17,250	\$26,950	\$2,488	9%	\$24,462
Employee Travel Costs	\$30,000	\$3,593	\$26,407	\$7,000	\$7,766	-\$766	\$37,000	\$11,359	31%	\$25,641
General & Professional Services	\$271,350	\$11,671	\$259,679	\$0	\$0	\$0	\$271,350	\$11,671	4%	\$259,679
Miscellaneous Expenditures	\$8,400	\$216	\$8,184	\$22,550	\$10,028	\$12,522	\$30,950	\$10,244	33%	\$20,706
Rentals & Operating Leases	\$4,500	\$1,820	\$2,680	\$0	\$0	\$0	\$4,500	\$1,820	40%	\$2,680
OPERATING	\$352,100	\$30,129	\$321,971	\$50,000	\$20,265	\$29,735	\$402,100	\$50,393	13%	\$351,707
Grand Total	\$742,200	\$113,602	\$628,598	\$145,400	\$44,543	\$100,857	\$887,600	\$158,145	18%	\$729,455

STATE EXPENDITURE CATEGORY	TOTAL BEGINNING BUDGET	TOTAL YTD Spent	TOTAL ENDING BALANCE
TRUSTEE AND BENEFITS (Spending Authority for Grant Reimbursements)	\$7,684,500	\$229,269	\$7,455,231



WDTF Financial Summary - September 30, 2019	
WDTF Cash Balance 9-1-19	\$17,268,467
Revenue	\$10,991
Interest	\$35,670
Payments	\$53,222
WDTF Cash Balance 9-30-19	\$17,261,905
Obligated Employer Grants	\$5,025,353
Obligated Industry Sector Grants	\$2,752,735
Obligated Innovation Grants	\$93,305
*Obligated Outreach Projects & Allocated Budget	\$1,018,547
FY 20 WDTF Admin Costs	\$628,598
WDTF Obligated Balance	\$9,518,538
Unobligated Balance	\$7,743,367
Proposals Under Review	\$1,983,256
Outreach Proposals Under Review	\$0
Unobligated Balance if all funded	\$5,760,111

*Includes all Outreach funding made available for the Committee to allocate for FY20.

WDTF FY20 Revenue	Transfer In	Interest	Collection Cost
July	\$393,367	\$34,528	
August	\$587,161	\$33,013	
September	\$10,991	\$35,670	
October			
November			
December			
January			
February			
March			
April			
May			
June			
FY20 Totals	\$991,519	\$103,212	\$0

Historical WDTF records show that employers typically request only two-thirds of the total grant funds awarded to them. However, since the Council took responsibility for the fund, more grantees have been requesting reimbursement for the total grant amount. This is being monitored and will help in future budgeting exercises.

- What happened to the remaining balance if the employer does not request reimbursement for the full amount of their grant?
 - If the grantee does not request the full grant amount by the end of their contract, the remaining grant funds revert back into the cash balance of the fund when the grant closes.

Ms. Secrist reviewed all of the grants that the Council have awarded. Please see attached document.

FY21 Budget Request

Ms. Secrist shared talking points with the Council on the FY21 budget. See attached talking points.

The Council may need to go to the legislature with a supplemental request to increase spending authority for the Workforce Development Training Fund for the current fiscal year. The Council has \$7.68 million in spending authority for FY20. Ms. Secrist analyzed all the existing grants and projected the amount and timing of reimbursement requests. At the end of the year, the Council will potentially have grant requests that very closely match or exceed the spending authority limit.

Ms. Secrist included a line item request to add \$4.3 million to the Council's spending authority for the Workforce Development Training Fund on an ongoing basis starting in FY21. That would give the Council a total of \$12 million in spending authority.

Ms. Secrist shared the talking points on the One-Stop Operator Procurement with the Council. Please see attached talking points.

It is the responsibility of the Council as a local workforce board to select service providers for the Workforce Innovation and Opportunity Act (WIOA) funding. The Council needs to select the One-Stop Operator and Adult and Dislocated Worker service providers. If the Idaho Department of Labor were to not want to continue providing the Youth Services, the Council would need to select a provider for those programs as well. The Council staff are working with the Division of Purchasing to draft the RFP for selecting the One-Stop Operator. The goal is to have a contract in place to start on July 1, 2020. The One-Stop Operator contract is being procured first and the Adult and Dislocated Worker programs will be procured once the WIOA State Plan is approved to start July 1, 2021.

Strategic Plan Summary

Ms. Secrist shared a condensed version of the information from the Council's Strategic Planning session. Please see attached charts.

Governor's Summit Debrief

Council members shared their reactions to attending the Governor's Summit on the Future of Work: Age of Agility.

A consistent theme among speakers at the Summit was about the responsibility of employers to actively engage in partnerships with education. Methods for employers to connect with schools may vary significantly by school; but both employers and education need to take the initiative to build collaborative relationship with the other:

- The regional superintendents could be a primary liaison between local schools and businesses. If the Council created a fact sheet about career pathways and resources for the education institutions, Dr. Clark would be willing to pass it along to the superintendents at their next monthly meeting. All the regional superintendents need to know about the Council's work and strategic plan. It would be very productive for a WDC staff member to attend one of the monthly superintendent meetings to share information about the Council's priorities and activities.
- There are many collaborative efforts going on between schools and employers across Idaho, but not all the groups know what the other groups are doing. There are many efforts working

towards the same goal of providing students with employability skills and career pathways, but they are not all connected.

- There has been a discussion between education and employers about how to translate what skills a student has when he/she earns a degree. Education and employers need to collaborate to ensure graduates have skills employers need so they can get into jobs after they graduate college. There needs to be a third-party facilitator between education and business to help guide the discussions and create better partnerships. Employers and education already have a lot on their plate so having a designated facilitator to initiate and guide the discussions would be beneficial.

Information presented by Burning Glass at the Summit made it clear that Idaho needs to promote shorter skill-based certificates and stackable credentials to help boost the employability and income earning power of students. The Council's strategic initiatives currently do not address credentials. The Council may want to discuss the possibility of including the creation and promotion of credentials in our strategy. At the last Council meeting, the Apprenticeship Committee was tasked with diving deeper into how the Council could better support work-based learning and how the Council could better support it. The Council needs to focus more on work-based learning.

Postsecondary education institutions need to reconsider what factors they use when evaluating student applications for admission. Right now, postsecondary education has high expectations of applicants' extracurricular activities and time spent volunteering. If the students are involved with both of those things, it leaves no time for the students to get jobs and start learning work-place skills.

There needs to be more discussion on how the education needs of employers can be met in rural Idaho. In addition, it must be recognized that Idaho has not only rural areas, but remote areas as well, and the difference in resources available in remote areas is significant.

The Grant Review Committee and the Policy Committee need to re-evaluate the criteria for Workforce Development Training Fund Grants. At the Summit it was discussed how quickly the skills that are being taught are becoming obsolete. It is important to look at the training that is being funded and ensure it is training for the skills of the future.

Ms. Nielebeck will send out a survey to the Council to get additional feedback on the logistics of the Governor's Summit.

Policy Committee Discussion – Council Support for Legislative Initiatives

Mr. Kolb gave a presentation on policy elements for 2020 legislative Initiatives. Please see attached slides.

Discussion:

- The Council needs to make sure that the definition of "advising" on legislation is clear.
- The State Board of Education works very closely with the Governor's Office to ensure that the items being brought forward by the State Board of Education have the Governor's support. The

State Board of Education does actively testify at initiatives with the approval of the Governor. Full approval from the Board comes first before being brought before the Governor's Office.

- The Council should not host events, take legislators out to meals, etc.
- One Council member should never speak on behalf of the full Council unless the Council has established a position on the issue, and the Councilmember is conveying information in alignment with that position.
- The Policy Committee should be responsible for ensuring that any legislative issue that is brought before the full Council aligns with the Council's strategic plan.

How should the legislative policies or positions of the Council be established?

- The Council does not have a process for this currently. Last year, prior to the legislative session, the Council staff asked all the partner agencies to share what line item requests, budgets, and proposed legislation they were going to submit to the Legislature. In January, a one-page summary of legislative positions was brought before the Council. The Council then voted to support the issues/positions on the summary.
- The Council needs to have a plan to be able to respond quickly if an issue comes up in the middle of the session or if changes are made to a piece of legislation the Council supports.
- Would the Policy Committee be willing to serve as a clearing house for these issues that need prompt action? Someone needs to make sure that things that come up during legislative session do not contradict any policies or the Council's strategic plan. It is a big burden to put on Ms. Secrist.
 - New proposals for legislation should come through the Policy Committee (or another committee) to vet the ideas. During the session, if something requires a quick reaction, the Council staff needs to be trusted to handle it. All positions taken by the Council need to be approved by the Governor's Office.
- The Council's committee structure currently functions smoothly with recommendations coming from a committee and going to the Executive committee for final approval. The policy for legislative priorities needs to include that some processes can be done electronically. However, Open Meetings Laws need to be followed.
- It is important to ensure that the full Council is aware of any decisions that are being made and that groups affected by the legislation are aware of them.

The Policy Committee will take the feedback and start drafting a policy to address these issues. The policy draft will be sent to all Council members in advance of the January Council meeting.

Break 10:26 am – 10:36 am

Presentation – Idaho Job Corps

Ms. Tina Polishchuk gave a presentation on the new state-delivered Idaho Job Corps program. Please see attached presentation.

Will there be any residential programs?

- In March 2020 the residential program will be opened to 50 students.

How many staff does Job Corps have? Who is Job Corps partnering with?

- When the residential program launches, Idaho Department of Labor will have a staff of 26 for the Job Corps program. CWI will bring on 7 additional staff. Job Corps is partnering with many non-profits on this project.

What will Job Corps look like across the state?

- Each of the other regions will be serving 50 students. A staff of 5 will be hired to handle these programs. Job Corps is working with the community colleges to find spaces for classes, etc.

How does Job Corps define low income?

- It is defined by the federal guidelines.

Is the program projected to continue past the September 2022 date?

- This is a demonstration project. The goal is for the program to extend past that date. If the program is working, then Idaho Department of Labor will consider asking for more funding.

How does Job Corps differentiate with Vocational Rehabilitation or is there a partnership between the two entities?

- There will be some students who may be referred to Job Corps from VR and vice versa.

Presentation – Adult Promise Initiative

Ms. Marjorie Price gave a presentation on the Adult Promise Initiative. Please see attached presentation.

Is there a cost to the Veteran to have their credits transcribed?

- There is a small cost for the program to participants.

Could the military give members of the military academic credit as part of their service?

- Transcribing general education credits is new. The Department of Defense, National Guard, and others have taken interest in the model. Once the Lumina grant is completed a credit finder tool will be created. This tool will allow students from any military occupation to look at articulations available for their experience.
- If the Department of Defense (DOD) took on the job of awarding credit, would it make the transition smoother? This would allow for people to come out of the military with an Associate degree.
 - The DOD already does some of this work. Educational institutions are required by the VA to review credit for prior learning, but they are not required to grant the credit. Usually these credits are applied as an elective, not toward the student's major. It is being considered to require the institutions to grant credit for all military experience.

Apprenticeship Committee Update – State Apprenticeship Agency Overview

Ms. Rood gave a presentation on what a state apprenticeship agency is and the work the Apprenticeship Committee has been doing. Please see attached slides.

The Idaho Department of Labor has a new 3-year grant to promote apprenticeships in the state and promote enrollment in apprenticeships in Idaho. IDOL has to have 800 individuals enrolled in an apprenticeship program in order to meet grant requirements. IDOL will be partnering with employers to promote apprenticeship programs. IDOL does not believe that the grant funding will be cut in the future.

The US Department of Labor is working to hire a person to replace Bill Kober as the State Apprenticeship Director. There is a backlog of apprenticeship programs that need approval. IDOL is working to get the approval of the new apprenticeship programs moving along.

Recently Idaho Career & Technical Education applied for a grant to expand apprenticeships in non-traditional programs through the technical colleges. CTE is hopeful that the grant application will be successful.

Could the Council review data on how the State Apprenticeship Agencies in other states are performing in comparison to the federal program?

- Ms. Rood, Mr. Thomsen, and Mr. John Russ have been conducting interviews of the 25 states who have State Apprenticeship Agencies to learn about best practices, lessons learned, outcomes, etc.

It is important to keep the reciprocity of the apprenticeship certificate in mind while exploring these options.

- The certifications are still awarded by USDOL under the State Apprenticeship Agency model.

Chair's Closing Remarks

Mr. Dwight Johnson will be retiring later this fall and may not be participating on the Council anymore. Chairman Clark and the rest of the Council thank him for his participation on the Council and for his valuable input. Mr. Johnson has been a great resource for Idaho Career & Technical Education and the State of Idaho.

During the January 2020 meeting, the Council is hoping to be able to tour Kount's new headquarters.

Chairman Clark reminded the Council that October is Next Steps month as proclaimed by the Governor.

Motion by Mr. Schwarz to adjourn. Second by Ms. Revier. Motion carried.

Adjourned at 12:22 pm

Committee Reports

Executive Committee Report		
Date of Meeting	Agenda Item	Overview/Status
October 9, 2019	College of Southern Idaho - Industry Sector Grant	Approved \$1,114,424.70 to serve approximately 830 individuals to become certificated teachers.
October 9, 2019	Boise State University - Industry Sector Grant	Approved \$833,958.00 to serve approximately 200 students in a cybersecurity certificate program.
November 14, 2019	Budget Report & Supplemental Spending Authority Discussion	Ms. Secrist shared that based on recent grant approvals, a supplemental request to increase spending authority for the WDTF would be needed.
November 14, 2019	JFAC and Legislative Committee Presentation	Ms. Secrist asked the committee to provide feedback on ideas for JFAC and Committee presentations for the 2020 Legislative Session.
November 14, 2019	Committee Membership - Quorum & Committee Responsibilities	Ms. Secrist provided an update on committee membership. She was asked to reach out to members to confirm interest in ongoing participation on Council committees.
November 14, 2019	Conflict of Interest Policy Update	Approved a minor update to the Conflict of Interest Policy to make it applicable to both Council and Committee members.
November 14, 2019	Talent Pipeline Management Initiative Update	Discussed IACI's interest in moving forward with the Talent Pipeline Initiative. They will be applying for a WDTF grant to support the cost of the initial training.

Executive Committee Report		
Date of Meeting	Agenda Item	Overview/Status
November 14, 2019	Request from State Board of Education to Help Define High-Impact Fields	The State Board is reviewing its performance measures and asked for input on two terms that need to be defined more clearly.
December 12, 2019	Executive Director Updates	Ms. Secrist provided updates on a request to partner with the Cable Broadband Association and IACI's Talent Pipeline Management Initiative.
December 12, 2019	Mountain Home Aviation Academy - Innovation Grant	Approved \$24,200 to train 8 individuals and purchase airplane maintenance equipment.
December 12, 2019	St. Vincent de Paul - Innovation Grant	Approved \$24,999.94 to serve approximately 40 individuals who are transitioning out of the corrections system into paid internships with significant supportive services.
December 12, 2019	College of Eastern Idaho - Innovation Grant	Approved \$5,543.18 to train 20 individuals on GPS/GIS for job opportunities with federal and state land management agencies. Stipulated that grant funded training not be provided to incumbent workers of the federal/state agencies.
December 12, 2019	Review/Approve Scope of Work for One-Stop Operator RFP	Reviewed scope of work for the One-Stop Operator and provided feedback for Ms. Secrist to finalize the document.
December 12, 2019	Review Draft January Council Meeting Agenda	Reviewed draft meeting agenda for January 8 Council meeting.
December 19, 2019	Approve Scope of Work for One-Stop Operator RFP	Approved Scope of Work for One-Stop Operator RFP.

Executive Committee Report		
Date of Meeting	Agenda Item	Overview/Status
December 19, 2019	Idaho Association of Commerce & Industry (IACI) - Innovation Grant	Approved \$100,000 to launch the Talent Pipeline Management program by training 30 individuals statewide.

Grant Review Committee Report		
Date of Meeting	Agenda Item	Overview/Status
October 22, 2019	Mountain Home Aviation Academy - Innovation Grant	Mountain Home Aviation Academy requested changes to their original grant proposal that was recommend on July 23, 2019. They decreased the number of trainees from 48 to 8. After review, the Committee asked Mountain Home Aviation to put all intended outcomes in writing to be reviewed at the November meeting.
October 22, 2019	Idaho State University (Nursing) - Industry Sector Grant	The Committee requested clarification from Idaho State University on the commitments of the industry partners.
October 22, 2019	Strategic Plan Objective - Incorporating Data Into Our Decision-Making Process	The Committee provided feedback on data that should be reported in the WDTF Annual Report and Evaluation.
November 26, 2019	Mountain Home Aviation Academy - Innovation Grant	Recommended approval of \$24,200 to train 8 individuals and purchase airplane maintenance equipment.
November 26, 2019	St. Vincent de Paul - Innovation Grant	Recommended approval of \$24,999.94 to serve approximately 40 individuals who are transitioning out of the corrections system into paid internships with significant supportive services.

Grant Review Committee Report		
Date of Meeting	Agenda Item	Overview/Status
November 26, 2019	American Semiconductor - Employer Grant	The Committee requested additional information from American Semiconductor on the transferability of skills provided through the requested training.
November 26, 2019	College of Eastern Idaho - Innovation Grant	Recommended approval of \$5,543.18 to train 20 individuals on GPS/GIS for job opportunities with federal and state land management agencies. Stipulated that grant funded training not be provided to incumbent workers of the federal/state agencies.
December 16, 2019	American Semiconductor - Employer Grant	Recommended approval of \$22,500 to train 9 employees.
December 16, 2019	Idaho State University (Nursing) - Industry Sector Grant	Recommended approval of \$340,834 to train approximately 30 individuals with the stipulation that the grant amount in the second and third year be adjusted according the tuition collected.
December 16, 2019	IACI - Innovation Grant	Recommended approval of \$100,000 to launch the Talent Pipeline Management program by training 30 individuals statewide.
December 16, 2019	Discuss Use of Real-Time Labor Market Information in Grant Review	Reviewed labor market report available to support the need for, and transferability of, skills for employer grant requests (and sector/innovation grant requests when applicable).
December 16, 2019	Provide Feedback to Chair on Grant Review Process	Committee members provided input for Ms. Hoehne to use during January 8 Council Meeting.

Apprenticeship Committee Report		
Date of Meeting	Agenda Item	Overview/Status
October 23, 2019	Supporting Work-Based Learning Opportunities	During the Council's July 2019 quarterly meeting, Council members suggested the Apprenticeship Committee consider expanding its scope of work to include other forms of work-based learning. The Committee reviewed the Idaho LEADER Continuum and decided to combine the November and December committee meeting with a 2-hour work session focused on all forms of WBL.
October 23, 2019	Outreach Materials Timeline	Ms. Solace shared an update on creating assets for outreach. Materials will be available for review in early 2020.
October 23, 2019	National Apprenticeship Week Activity Update	National Apprenticeship Week is scheduled for Nov. 11th -15th 2019. Governor Little will issue a proclamation on Nov. 12th. Additional events include a signing ceremony in Mini Cassia to promote the STRAP programs; an open house at the Dennis Technical Education Center; and an event in Pocatello hosted by the Iron Workers Local 732 that will promote registered apprenticeships in the construction trades.
October 23, 2019	Idaho Department of Labor Grant Update	Idaho Department of Labor (IDOL) has hired two workforce consultants - one in Post Falls and the other in Idaho Falls. The initial focus will be getting employers registered in Idaho Works to list apprenticeship opportunities in one location.
December 10, 2019	Work-Based Learning Work Session	The session focused on areas of work-based learning that exist within the LEADER Initiative Continuum. Notes from the work session were sent to the committee for further comment. Discussion on next steps will take place at the January meeting.

Apprenticeship Committee Report		
Date of Meeting	Agenda Item	Overview/Status
December 10, 2019	CareerWise Materials	CareerWise is a youth apprenticeship model that was developed in Colorado. The program has successfully developed multiple pathways in non-traditional areas like banking and information technology with support from industry and education. The program is being adopted by several other states in the US. Ms. Secrist obtained the materials developed by CareerWise through a license sharing agreement. The information will be shared with the committee with an expectation that if anything is used or changed that it is communicated to Ms. Secrist so that it is shared back with Colorado per the license agreement.
December 10, 2019	IBEW Update	Ethan Secrist attended the Pacific Northwest Conference and expressed how a similar event would be beneficial to Idaho. The event could also target employers who are interested in developing an apprenticeship program. Mr. Secrist asked the committee for volunteers to participate in the planning.
December 10, 2019	U.S. Department of Labor Update	Mr. Schneider filled the vacancy as State Director for the US Department of Labor Office of Apprenticeship. He has been working closely with the Idaho Department of Labor to complete the backlog of applications that have built up since May. He is interested in helping Idaho explore additional options for youth apprenticeship.
December 10, 2019	Idaho Department of Labor Update	Ms. Robison reported on the collaboration that is taking place with the US Department of Labor and their goal of streamlining the application process for registering apprenticeship programs, so the process is simple and timely. She and her team are currently working on creating a strong internal support structure and developing/adjusting processes.

One-Stop Committee Report		
Date of Meeting	Agenda Item	Overview/Status
October 24, 2019	Pocatello Certification Review	Postponed to future meeting.
October 24, 2019	WIOA State Plan - Timeline Overview	Reviewed the timeline for completing the state plan.
October 24, 2019	Infrastructure Cost Sharing Discussion	Discussed challenges with incorporating maintenance cost for Live Better Idaho in the calculation and need for participant counts for all regions. Briefly discussed option of state funding mechanism.
October 24, 2019	ADA/EO Update	Partner office ADA assessments are due by end of calendar year. Statewide EO training is scheduled for Nov. 15.
October 24, 2019	One-Stop Operator Procurement Process	Ms. Secrist asked for volunteers to serve on review committee.
November 12, 2019	State Plan Strategy Session	Full-day strategy session to develop goals for WIOA State Plan.
December 10, 2019	Infrastructure Cost Sharing Update	Updated cost-sharing numbers with Live Better Idaho incorporated were reviewed. The Department of Health & Welfare declines to receive funds from One-Stop partners. Ms. Secrist and Ms. Carr will determine next steps and discuss with USDOL when they visit in January.
December 10, 2019	Benefits/Workforce Services Program Support by Income Level	Ms. Brady and Ms. Secrist presented a draft graphic that shows when TANF, SNAP, Medicaid, and WIOA benefits end by income level. Additional programs will be added.
December 10, 2019	Pocatello One-Stop Certification	Postponed to future meeting.

One-Stop Committee Report		
Date of Meeting	Agenda Item	Overview/Status
December 10, 2019	AJC Certification Policy	Committee reviewed the redline draft and provided feedback.
December 10, 2019	Review WIOA Advisory Group's Refinement of State Plan Priorities	The Committee provided additional refinements to the State Plan Priorities. They will be presented to the Council in January.
December 10, 2019	State Plan Deadline Discussion	Discussed whether an extension to the deadline should be made. The Committee will review progress in January.

Outreach Committee Report		
Date of Meeting	Agenda Item	Overview/Status
October 2, 2019	Agency Partner Outreach Updates	Update from Idaho Public television on the American Graduate program. They are creating a 360 tour of Rekluse for Age of Agility.
October 2, 2019	Age of Agility Update	Planning update for the Age of Agility.
October 21, 2019	Veteran's Services - Outreach to Recent Veterans to Fill Critical Employment Vacancies Outreach Project	Veteran's Services sought funding to run a marketing campaign and create a website to recruit potential truck drivers to Idaho truck driving schools. This was approved for \$10,000.
October 21, 2019	AFL-CIO - Idaho Workers Opportunity Network Outreach Project	\$63,315 was approved to continue the AFL-CIO's IWON program which was previously supported by IDOL. This program advocates and promotes all apprenticeship programs in Idaho.

Outreach Committee Report		
Date of Meeting	Agenda Item	Overview/Status
November 6, 2019	Clearwater Economic Development Association - Stimulating the Dreams of North Central Idaho Students for Future Idaho Careers Outreach Project	\$53,155 approved over the course of 2.5 years to engage 8th grade students in a series of career awareness events.
November 6, 2019	WDC Mission Outreach - Sharing the WDC's Mission, Grant Opportunities, and Partnership Relationships	Discussion regarding the promotion of WDTF programs. This will drive more competitive applications. Request for staff to put together a plan.
November 6, 2019	Outreach Application Process Review	Plan to send out a survey to committee to provide feedback on project award process.
November 6, 2019	RISE - Senior Exit Survey Data - Partner Update	Shared presentation from RISE regarding the data from the Treasure Valley senior exit survey.
December 12, 2019	WDC/WDTF Outreach Efforts Update	Update and adoption of a new guiding document that outlines the mission, scope, and action items for the committee.
December 12, 2019	Workforce Development Council - LEADER Initiative Portal Update	Approval of \$33,000 to update the LEADER portal with the goal of being able to market it to employers with the release of the future Next Steps.

Outreach Committee Report		
Date of Meeting	Agenda Item	Overview/Status
December 12, 2019	Outreach Application Process Review	Review of the survey results regarding the outreach award process. Adoption of changes to application in order to make better decisions based on better information.
December 12, 2019	Southwest Idaho Manufacturers' Alliance Partner Update	Partner update about their recent event and efforts to become a connector for apprenticeship.
December 12, 2019	Idaho Associated General Contractors Partner Update	Partner update regarding progress of We Build Idaho, and the potential to bring a similar program to more rural communities.

Workforce Development Policy Committee		
Date of Meeting	Agenda Item	Overview/Status
October 15, 2019	WDC Policy for Legislative Initiatives - Review Draft	Discussed first draft of policy based on feedback provided by Council.
October 15, 2019	Workforce Development Training Fund Status Update	Ms. Secrist reviewed a status update conducted by IDOL researchers on the WDTF. Focus was on improvements to data collection and process.
November 19, 2019	Legislative Initiatives Policy	Committee reviewed and approved the final draft of the policy. Will be considered by Council in January.
November 19, 2019	Review Partner Legislative Priorities	Committee reviewed and approved partner legislative priorities to be included on the Council's Legislative one-sheet.

Workforce Development Policy Committee		
Date of Meeting	Agenda Item	Overview/Status
November 19, 2019	ETP Policy Update	Ms. Secrist shared information from two appeals based on the new policy. The Committee would like to start reviewing options to modify the policy as time allows over the coming months.
December 17, 2019	Preliminary WDTF Evaluation Results	Reviewed the preliminary WDTF Evaluation findings and provided feedback to incorporate into report.
December 17, 2019	Demo of Real-Time LMI Available for Decision Making	Ms. Secrist shared information available through Burning Glass' Labor Insight Tool. Committee discussed how the data could be used to craft policy and/or improve how investments in training programs are made.

Legislative Initiatives Policy

Adopted XX-XX-XXXX

Introduction

Executive Order 2019-08 states that the Idaho Workforce Development Council (“Council”) is responsible for advising the Governor, Legislature and appropriate executive agencies on matters related to developing and implementing a comprehensive workforce development strategy for Idaho that:

- Increases public awareness of and access to career education and training opportunities.
- Improves the effectiveness, quality and coordination of programs and services designed to maintain a highly skilled workforce.
- Helps provide for the most efficient use of federal, state and local workforce development resources.

In furtherance of this responsibility, the Council may, from time to time, develop initiatives that require legislative approval and/or provide supportive comments on initiatives sponsored by partner organizations. This policy provides a framework for the approval of initiatives and the conduct of Council members and staff in communicating with policymakers.

The Council considers “advising” to be the provision of opinions, or sharing of information, based on expertise on initiatives that align to the Council’s role and strategic plan at forums where policymakers are requesting input. As a state government entity, the Council shall not expend funds for the purpose of influencing the approval, modification or rejection of any legislation by the legislature of the state of Idaho.

The Council serves at the pleasure of the Governor and will align any positions, statements or initiatives with the Governor’s priorities. This requires that all positions, statements and initiatives be approved by the Governor’s office prior to any Council member or staff communicating on behalf of the Council. Council members, when representing their own businesses or entities, must be careful to keep separate their own initiatives from those of the Council.

Process – Council-led Initiatives

Council members and partners are welcome to propose ideas to the Policy Committee at any time by requesting that the topic be added to the agenda of a standing Policy Committee meeting. The Policy Committee shall evaluate the idea against the Council’s strategic plan and determine if it should be referred to another committee for refinement or proposed to the full Council. If another committee is working on a concept that may require legislative approval (including budget approval), the committee chair should seek input from the Policy Committee as soon as feasible. Generally, these types of initiatives should be vetted well in advance of the legislative session such that they can be discussed and approved at the fall Council meeting, if there is no budget impact. Items with budget implications will need approval at the summer Council meeting in order to be included when the Council submits its budget on September 1.

Process – Partner-led Initiatives

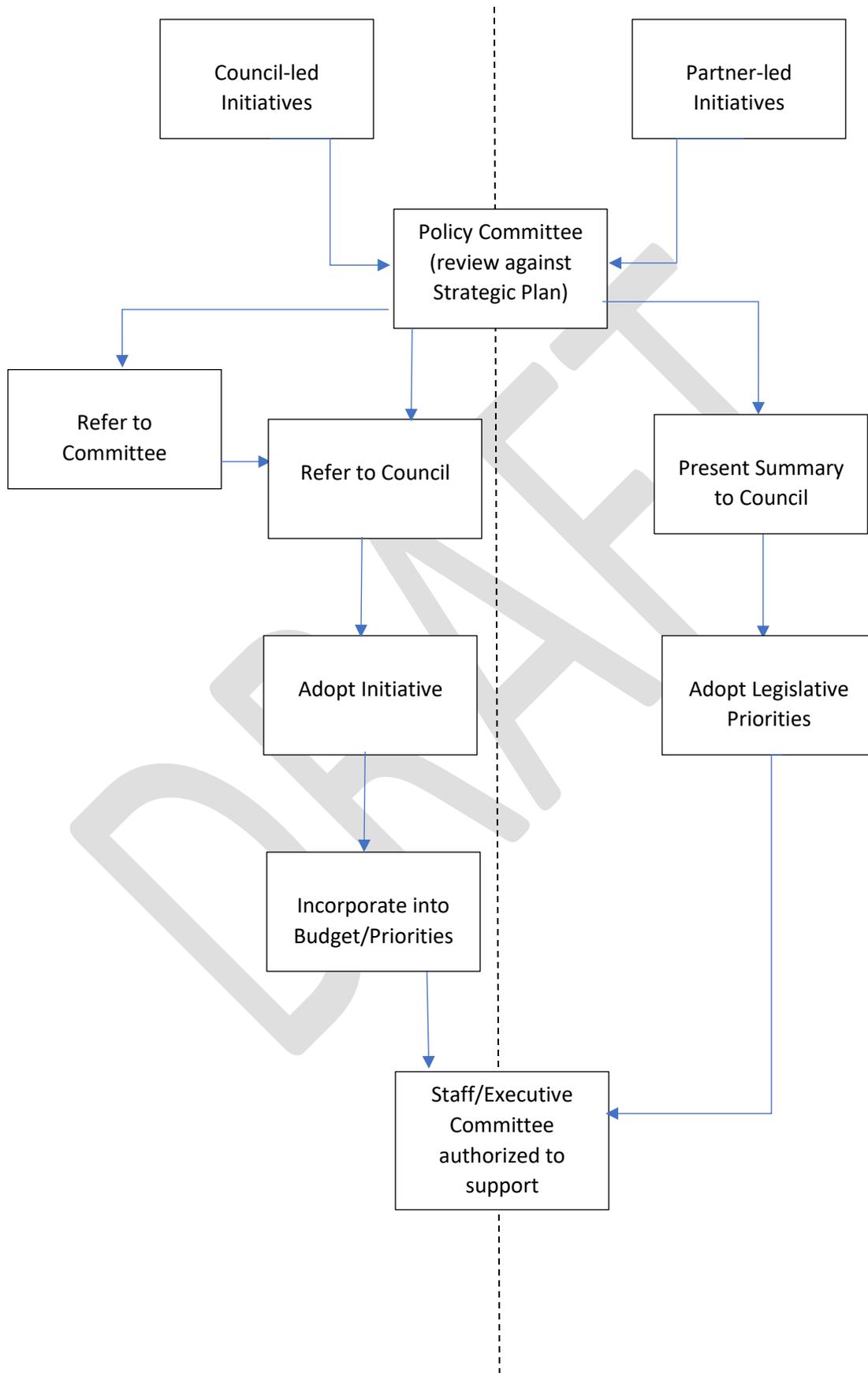
Council staff will request information on the legislative priorities of partners in October of each year and present them to the Policy Committee in November. The Policy Committee will determine which initiatives align with the Council's strategic plan and present a "Legislative Priorities" summary to the Council at its January meeting. The Council shall finalize and formally adopt such document, subject to approval from the Governor's office.

Guidance on Approved Initiatives

Once initiatives/legislative priorities have been approved by the Council and Governor's Office, Staff and Executive Committee members are permitted to testify in legislative committee hearings/meetings. With approval from the Chair, other Council members may testify as appropriate. All members of the Council are welcome to discuss the legislative priorities of the Council within the framework of advocacy, as described in the Introduction section of this document.

Time Sensitive Issues

The processes described above should be utilized whenever possible; however, when an issue comes up during the legislative session that needs immediate action, the Executive Director has authority to advise on issues that are clearly aligned to the Council's strategic plan and approved by the Governor's Office. The Executive Director should seek input from the Executive Committee, if he/she has any questions. The Executive Director shall report to the Executive Committee and Council any testimony provided on behalf of the Council by the end of the week that the testimony is provided.



The Council champions strategies that prepare Idahoans for careers that meet employers' needs.

Though the council does not have any pending legislation we support these initiatives, as well as policies that support college credit for work-based learning.

Our Kids, Idaho's Future (K-12 Task Force) Recommendations

- Statewide accountability focusing on K-3 literacy.
- Greater all-day kindergarten opportunities to support K-3 literacy and future student achievement.
- Building out and updating the career ladder salary allocation program to elevate the profession and retain effective educators.
- Addressing social and emotional issues to support student learning.
- Strategic alignment and increased flexibility in the K-12 funding formula.

Idaho State Board of Education:

- **Opportunity Scholarship:** The FY20 budget for Scholarships & Grants included \$7 million in additional one-time funding to increase the number of Opportunity Scholarship awards. As a result, nearly 2,200 additional Idahoans – including recent high school graduates and adult learners returning to school, received scholarships in fall 2019. Making the \$7 million one-time funds permanent by adding it to the FY21 scholarship base budget will provide more Idahoans the opportunity to earn professional certificates or college degrees and help meet the skilled workforce demands of our employers.

Idaho Department of Commerce:

- **Small Employer Incentive Act - Business Advantage (FY20 – Sunset Extension)** – allows tax credits for businesses that invest a minimum of \$500,000 in facilities and creates at least 10 new jobs averaging \$40,000 annually plus benefits. Offers both enhanced personal and real investment tax credits, high wage job credits, sales tax rebate on construction materials, and potential property tax exemption from the county. This incentive was created in 2005 and went through years of legislative amending it did not start being utilized until 2009. This incentive is due to sunset in 2020. Idaho Commerce is recommending that this incentive be extended until 2030.

Idaho Department of Labor

- **Idaho Job Corps Demonstration Project:** (FY21 --\$6,700,000 Spending Authority) The Idaho Department of Labor will partner with the community colleges to serve 300 students annually across the state. Income-eligible youth, ages 16-24 will be connected to training and workplace opportunities that will provide the students skills training to prepare them for sustainable careers in Idaho. Students will receive training and access to wide variety of social services.

Idaho Career Technical Education

- **Maintenance Funding for Secondary CTE Programs:** (FY21 – \$400,000) – “Added-Cost” funds for equipment, supplies and teacher professional development are available to support regular enrollment growth in high school CTE programs.

STEM Action Center

- **Computer Science Initiative:** (\$500,000 ongoing and \$500,000 onetime) for the Computer Science education initiative (Idaho Code 33-1633 including educator professional development, camps, student competitions, and grants. As a national leader in Computer Science education, and in partnership with other state agencies, Idaho STEM Action Center will work collectively to build a workforce prepared to fill the growing number of Computer Science jobs available in Idaho.

State Department of Education

Superintendent Ybarra's Fiscal Year 2021 budget request for public schools totals \$1.99 billion, including \$100 million in new General Fund, which is a 5.3 percent increase over the current year's appropriation.

- **Teacher Compensation:** (\$40 million) to extend the career ladder with an emphasis on improving pay for Idaho's veteran teachers. This request supports the direction of the Governor's Task Force to enhance the career ladder. While the first five years of the career ladder focused on boosting pay for new and early career educators, more must be done to reward experienced teachers, recognizing their value and encouraging them to stay in Idaho schools despite higher pay in other states.
- **Literacy:** (\$26 million ongoing or current amount) to continue funding literacy intervention programs to support struggling readers. The funding will provide district's with financial stability for literacy intervention programs in grades K-3.
- **Social/Emotional Training:** (\$1 million) to develop and implement social/emotional training for all educators and district staff to identify and better respond to students' needs, including how to de-escalate unsafe situations and how to coordinate resources from state, local, and non-profit groups to provide "wraparound services." Social-emotional learning is vital to helping children develop the self-awareness, problem-solving and impulse control needed to overcome challenges and thrive in school, work and community life.
- **Mastery-based Education:** (\$500,000) to continue expanding mastery-based education, boosting the funding from \$1.4 million to \$1.9 million. A student-centered, competency-based support program for districts to transition to a mastery-based education model was launched by the State Department of Education three years ago. Now Idaho is seen as a national leader in mastery education. As many as 48 new schools have applied to join the Idaho Mastery Education Network, more than doubling the total. The new applicants include 14 school districts and 5 charter schools as well as existing participants who are expanding to additional grade levels and schools.

Idaho Bureau of Occupational Licensing

We support IBOL's efforts to streamline occupational licensing and reduce barriers to entry for licensed professions. Specifically:

Morticians: streamline and modernize the education and training requirements for a mortician license and a funeral director license, reducing barriers to entry.

Contractors: allow for inactive licensure status which will save the licensee the unnecessary cost of maintaining insurance during winter months when they are not working.

WIOA State Plan Priorities

(b). State Strategic Vision and Goals

This section of the plan includes the State’s strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This includes:

Vision – a description of the State’s vision for its workforce development system

Goals – a description of the goals for achieving this vision based on the analysis in section (a) of the State’s economic conditions, and workforce development activities.

(1). Vision

Idaho’s Workforce Development System will: improve access to education, economic opportunity, and employment for all of Idaho’s job seekers—especially those with significant barriers to employment; develop a skilled and competitive workforce that meets the needs of Idaho’s employers; stimulate the vitality of our local communities; and promote a strong state economy.

(2). Goals

(A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment* and other populations.**

(B) Goals for meeting the skilled workforce needs of employers.

* Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

** Veterans, unemployed workers, and out-of-school youth and any other populations identified by the State, such as rural Idahoans.

In July 2019, the Idaho Workforce Development Council, the entity that serves as Idaho’s State Board for the purpose of WIOA compliance, finalized a strategic planning process in which it developed strategies and objectives for the three goals set by the Governor for Idaho’s workforce development system. The Council developed this plan over a six-month time period with significant input from partners, employers, and industry associations. (Workforce Development Council Documents, Appendix 2).

The three goals for the State’s workforce system, provided through the Governor’s Executive Order, are outlined below. Under each of these goals, the Council identified several strategies

that relate more specifically to the populations, services, policies, and priorities within the workforce development system.

Goal 1 – Increase public awareness of and access to career education and training opportunities.

Strategy – Identify, develop, connect, and activate a diverse network of influencers throughout the state that can distribute information and resources in a way appropriate to their locale.

- Utilize personal contact, digital, and traditional media to communicate with our target audiences and those who influence and support them.
- Develop and implement an outreach strategy for the one-stop system.
- Implement an outreach strategy to increase awareness and perception of apprenticeships as a pathway to careers for students, parents, teachers, and counselors.
- Collaborate with partners to maximize reach and effectiveness of all outreach efforts; enhance and expand Idahoan’s perceptions of, access to, and persistence in pathways to careers.

Goal 2 – Improve the effectiveness, quality, and coordination of programs and services designed to maintain a highly skilled workforce.

Strategy – Create, align, and sustain partnerships with stakeholders to implement workforce development programs.

Strategy – Support development in work-based learning, and innovative programs to drive Idaho’s present and future workforce solutions.

Strategy – Leverage existing local employer-focused initiatives to build and support effective pathways to connect Idahoans to careers.

Strategy – Cultivate a high-quality One-Stop Career System that connects employers and workers and facilitates access to workforce services, education services, and information.

Strategy – Champion public policy initiatives that enable dynamic response to evolving industry needs.

Goal 3 – Provide for the most efficient use of federal, state, and local workforce development resources.

Strategy – Be objective, data driven, and accountable.

Strategy – Build trust in decision-making based on an understanding of the resources available and projected outcomes.

Strategy – Identify gaps and opportunities in the workforce system and initiate or support policy and/or allocate resources to meet them.

The economic and activities analysis conducted in Section (II) of this plan identified the following priority focus areas that are of special concern for the purposes of improving Idaho’s workforce system under WIOA. These focus areas, listed below, inform the strategies used to meet the goals listed above. These focus areas will also guide the structure of this State Plan, and serve as a continuing theme that unites our goals, strategies, and operational elements.

- **Improving Public Awareness and Access to the Workforce System** – The sixteen public listening sessions conducted by the Council and partners show several gaps that allow various opportunities for system improvement. This includes actionable messaging of the services and benefits available to both jobseekers and employers. Also, increasing referrals and service coordination among programs will help to improve outcomes for those in need. Specific goals for implementation during this state plan period include:
 1. Identify gaps and opportunities – conduct a customer flow exercise across the partners.
 2. Develop a consistent referral process across programs.
 3. Implement a communications strategy that is segmented to specific audiences.
 4. Explore technology solutions to increase efficiencies in referrals and intake.
- **Coordinating Business Services across partners to ensure delivery of streamlined and high-quality solutions** – As previously noted, statewide listening sessions brought to light that employers are seeking services and information in a coordinated and targeted fashion. Based on this feedback, the system must clearly identify the services each program has to offer, develop a coordinated approach to visit/serve employers, and utilize a continuous improvement approach to better serve employers. In addition, an information portal needs to be developed to include information on services available from WIOA and non-WIOA partners. Specific goals for implementation during this state plan period include:
 1. Develop value statements for services offered by the partners.
 2. Implement targeted, coordinated business visits through regional teams.
 3. Launch a comprehensive virtual one-stop source of information for employers.
- **Serving Rural and Remote Communities** - In our activities analysis, nearly every core and partner program identified service to rural and remote areas as a significant challenge. Idaho is largely a rural state, so the importance of this priority cannot be understated. Some WIOA partners have modified service delivery strategies to better reach rural and remote Idahoans and the system is interested in evaluating the success of the model and expanding it as appropriate. Specific goals for implementation during this state plan period include:
 1. Analyze the effectiveness of the distributed service delivery model.
 2. Implement best practices among the partners.
- **Career Pathways/Sector Partnerships** - Our economic analysis revealed that many of Idaho’s in-demand and high-growth occupations are in industries such as manufacturing, construction, health care, technology and tourism. The Council, in partnership with the State Board of Education and the state’s Chamber of Commerce, is beginning to evaluate skills and certifications that are valued across industries to transform the delivery of workforce training and education. Specific goals for implementation during this state plan period include:
 1. Support implementation of the Talent Pipeline Management (TPM) initiative led by the Idaho Association of Commerce & Industry.
 2. Define high-quality industry credentials.
 3. Revisit career pathways in light of the TPM initiative to ensure system alignment.

Specific high-level strategies, by partner, for addressing each of these areas are discussed in Section (II)(c) - State Strategy.