

**BRAD LITTLE**  
GOVERNOR



**Trent Clark**  
*Chair*

**B. J. Swanson**  
*Vice Chair*

## **WORKFORCE DEVELOPMENT COUNCIL**

317 W Main Street, Boise, Idaho 83735-0510

**Date:** Thursday, January 10, 2019  
**Time:** 8:30 a.m. – 5:00 p.m.  
**Location:** Riverside Hotel  
2900 W. Chinden Blvd.  
Boise, ID 83714

### **WORKFORCE DEVELOPMENT COUNCIL AGENDA – Amended 1/7/2019**

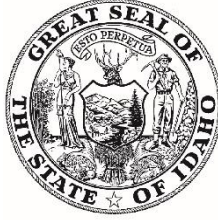
\*Action Required

8:30 – 9:00 am	Welcome <ul style="list-style-type: none"><li>• Introductions</li><li>• *Approve January 10, 2019 Council Agenda</li><li>• *Approve October 24, 2018 Meeting Minutes</li><li>• Financial Report</li></ul>	Trent Clark, Chair
9:00 – 10:00 am	*2019 Legislative Priorities	Trent Clark, Chair
10:00 – 10:15 am	Break	
10:15 – 11:00 am	Executive Director Report	Wendi Secrist
11:00 – 12:00 pm	Economic Forecast	Craig Shaul, Idaho Department of Labor
12:00 – 1:30 pm	Lunch <ul style="list-style-type: none"><li>• Governor’s Workforce Development Priorities</li></ul>	Governor Brad Little
1:30 – 2:30 pm	Strategic Workforce Priorities <ul style="list-style-type: none"><li>• Governor’s Vision</li><li>• WDTF Grant Approval Process</li><li>• Outreach</li><li>• State/Local Workforce Board</li></ul>	Trent Clark, Chair
2:30 – 2:45 pm	Break	

- 2:45 – 4:45 pm      Committee Meeting Breakouts
- Apprenticeship Committee: Ponderosa Room
  - Outreach Committee: Board Room
  - Grant Review/Policy Committee: Tamarack Room
  - One-Stop Committee/WIOA Advisory Group: Cinnabar Room
- 4:45 – 5:00 pm      Chair’s Closing Remarks & Adjourn      Trent Clark, Chair

*Reasonable Accommodations for Persons with Disabilities: Please send requests three days prior to the meeting to Paige Nielebeck, Idaho Workforce Development Council, 208-488-7560, or [paige.nielebeck@wdc.idaho.gov](mailto:paige.nielebeck@wdc.idaho.gov)*

C.L. "BUTCH" OTTER  
GOVERNOR



Trent Clark  
Chair  
B. J. Swanson  
Vice Chair

**WORKFORCE DEVELOPMENT COUNCIL**  
317 West Main Street, Boise, Idaho 83735-0510

**Meeting Minutes**

**Date:** Wednesday, October 24, 2018  
**Time:** 8:30 a.m. – 5:00 p.m. (Mountain Time)  
**Location:** Dennis Technical Center  
8201 W. Victory Rd.  
Boise, ID 83709

**Meeting Conducted By:** Trent Clark, Chairman

**Attendees:**

**Staff:** Wendi Secrist, Paige Nielebeck, Matthew Thomsen, Caty Solace, William Burt

\*Workforce Development Council is hereafter referred to as WDC

**Call to order at 8:30**

**Welcome & Introductions**

Chairman Clark briefly welcomed everyone.

**Roll Call** – quorum met

**\*Review/Approve Agenda**

**Motion by Dwight Johnson to approve the agenda as written. Second by Todd Schwarz. Motion carried.**

**\*Approve Minutes from July 18, 2018 Meeting**

**Motion by BJ Swanson to approve the July 18, 2018 minutes as written. Second by Dr. Clark. Motion carried.**

**Financial Update**

<b>WORKFORCE DEVELOPMENT COUNCIL OPERATING BUDGET</b>				
<b>STATE EXPENDITURE CATEGORY</b>	<b>TOTAL BEGINNING BUDGET</b>	<b>TOTAL YTD Spent</b>	<b>TOTAL YTD Spent %</b>	<b>TOTAL ENDING BALANCE</b>
Salary	\$350,319.75	\$74,350.66	21.20%	\$275,969.09
Benefits	\$121,380.25	\$33,537.33	27.60%	\$87,842.92
<b>PERSONNEL</b>	<b>\$471,700.00</b>	<b>\$107,887.99</b>	<b>22.90%</b>	<b>\$363,812.01</b>
Administrative Services & Supplies	\$5,171.00	\$1,800.59	34.80%	\$3,370.41
Communication Costs	\$7,500.00	\$670.43	8.90%	\$6,829.57
Computer Services & Supplies	\$22,100.00	\$5,612.39	25.40%	\$16,487.61
Employee Development Costs	\$8,500.00	\$349.09	4.10%	\$8,150.91
Employee Travel Costs	\$46,000.00	\$5,014.81	10.90%	\$40,985.19
General & Professional Services	\$337,200.00	\$62,493.00	18.50%	\$274,707.00
Miscellaneous Expenditures	\$47,629.00	\$6,166.58	12.90%	\$41,462.42
Rentals & Operating Leases	\$4,200.00	\$50.00	1.20%	\$4,150.00
Repair & Maintenance Services & Supplies	\$1,600.00	\$1,352.43	84.50%	\$247.57
<b>OPERATING</b>	<b>\$479,900.00</b>	<b>\$83,509.32</b>	<b>17.40%</b>	<b>\$396,390.68</b>
<b>Grand Total</b>	<b>\$951,600.00</b>	<b>\$191,397.31</b>	<b>20.10%</b>	<b>\$760,202.69</b>

<b>% OF YR ELAPSED</b>	<b>25.00%</b>
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<b>STATE EXPENDITURE CATEGORY</b>	<b>TOTAL BEGINNING BUDGET</b>	<b>TOTAL YTD Spent</b>	<b>TOTAL YTD Spent %</b>	<b>TOTAL ENDING BALANCE</b>
<b>TRUSTEE AND BENEFITS (REIMBURSEMENTS)</b>	<b>\$7,601,500.00</b>	<b>\$639,812.59</b>	<b>8.40%</b>	<b>\$6,961,687.41</b>

<b>WORKFORCE DEVELOPMENT FUND GRANT BALANCES</b>	
WDTF Cash Balance 10/15/18	\$18,140,489.53
Obligated Balance Employer Grants	\$7,164,799.06
Obligated Balance Industry Sector Grants	\$1,495,777.19
Obligated Balance Micro Grants	\$87,296.53
FY 19 WDTF Admin Costs	\$645,681.72
<b>WDTF Obligated Balance</b>	<b>\$9,393,554.50</b>
<b>Unobligated Balance</b>	<b>\$8,746,935.03</b>
Proposals before Grant Review Committee	\$1,638,406.00
Proposals in pipeline	\$810,358.00
Unobligated Balance if all funded	\$6,298,171.03

Approximately 20% of the operating budget has been spent with 25% of the fiscal year elapsed. Just over \$1.6 million in grant applications will be reviewed at this meeting. The Workforce Development Training Fund is currently about 50% obligated. There are a few projects still in the works that could bring up the obligated amount to 70%.

**\*Industry Sector Grant – College of Eastern Idaho**

Please see attached Grant Summary

**Motion by Ms. Hoehne to approve the College of Eastern Idaho Industry Sector Grant in the full amount of \$84,000. Second by Bobbi-Jo Meuleman.**

Discussion:

This training is critically important to supporting Idaho's nuclear energy workforce. Governor Otter's leadership and executive order on this subject is greatly appreciated.

Will CEI be charging tuition for these courses?

- The grant is specific for curriculum development and marketing. This is not a grant only specific to INL workers. Employers will be asked to cover the cost of the delivery of the program.

**Motion carried.**

**\*Employer Grant – Simplot**

Please see attached grant summary

**Motion by Deni Hoehne to approve the Simplot Employer Grant in the amount of \$552,438. Second by Melinda Smyser.**

Discussion:

Some of the training that is being requested in this grant falls into the category of safety training. Businesses are required to provide this training to their employees. The Grant Review committee is concerned that this type of the training is not providing transferrable skills. As a result, most of these trainings were removed from the recommended grant amount by the Grant Review Committee.

With employer grants there is concern about tax dollars taken from across businesses, being used to only benefit one business. Safety training is vitally important, and the Council does not want to come across as being unsupportive of safety training, but this is a cost of doing business that some feel should be taken care of by the employer. There is also a concern with the Council being viewed as picking the winners and losers. All employers should be equally important. Representative Syme has provided his proxy to Chairman Clark and asked that his vote be "no" on all the employer grants for these reasons.

It is important to keep track of what training options are not being reimbursed because the Grant Review Committee is setting a precedent. It is important to ensure that all employers are getting equal treatment.

**Motion carried.**

**\*Employer Grant – Basic American Foods**

Please see attached grant summary

**Motion by Deni Hoehne to approve the Basic American Foods Employer Grant in the amount of \$54,990.90. Second by John Young.**

Discussion:

Ms. Nielsen states that she has a conflict of interest on this grant and is recusing herself from voting. There is nothing currently in the bylaws that requires a council member to leave the room during while a grant they have an interest in is being discussed, but this topic is going to be addressed later in the meeting during the Policy Committee Proposal. Ms. Nielsen has volunteered to leave the room while the Council takes action on the Basic American Foods Grant.

There is a concern with approving the ERP training as it is typically company specific and does not necessarily provide transferrable skills. Approving this grant could set a precedent for all of the other employers applying for grants even though there is nothing in the WDTF policy that excludes this type of training. The Grant Review Committee sent the first iteration of this proposal back to the company asking for additional information on how the training would provide transferrable skills.

- Basic American shared with the committee that the majority of their employees had no computer skills – while training them on the ERP, they would be gaining transferrable skills that are a must for any job.
- The ERP training is something that is something that could be added to a resume and is a hireable skill. In the manufacturing industry there is a skills gap in the incumbent workers and the skills that they will need to keep up with advancing technology.
- This is a type of training that will be seen again and again on applications. Is this something that should not be funded? That is a question that the council needs to decide.
- Versions of ERP training are going to keep coming up. Since this is a technology that is continually changing, should be a cost borne the business?
  - If there was a software upgrade Basic American Foods could technically come back and request funding for training for that upgrade and the Council could choose the fund that training.

Is this a commercial off the shelf ERP and how much of the dollars is going towards customization? The return on investment on this is calculated to 58 times. Why is the employer themselves not investing in the ERP training is it has such a large return on investment?

- Basic American Foods has done customization to their system (unsure as to the extent of customization). Why would the council penalize them for making this training customizable to their company?

ERP training is a comprehensive IT system setup software that involves everyone in the plant inputting data. It is a comprehensive method of collecting data and information and then analyzing it to determine the performance of the plants. Part of the training would be learning how to read and interpret the data which would also be a very transferrable skill.

**Motion carried.** (Note – Representative Syme voted no by proxy)

**\*Employer Grant – D & A Glass**

Please see attached grant summary

**Motion by Deni Hoehne to approve the D & A Glass Employer Grant in the amount of \$110,655.  
Second by BJ Swanson.**

Discussion:

D & A Glass has developed an apprenticeship program that is included in this application; however, they did not register the apprenticeship program with the US Department of Labor. Members expressed concern with them not being registered. There should be a requirement in our policy that apprenticeship programs should be registered with USDOL.

How much longer would it take for them to become a registered apprenticeship program?

- From the standpoint of getting the program registered it is not a time issue. D & A Glass pursued registered apprenticeship but once it came time sign the paperwork to make it a registered apprenticeship program they decided to not to based on the accompanying federal requirements.
- This can be a challenge for smaller business because they not have the resources a big company has.

There are a couple of training items that are OSHA required. Were those items taken out of the fund amount?

- Those items were not taken out of the recommended amount.

There is nothing currently in our policy that stipulates that employers have to offer a registered apprenticeship program. It is up to the employer to choose. There is a new program rolling out from US Department of Labor called the Industry Recognized Apprenticeship Program (IRAP) and the Council has the option to choose if they want to engage in the program or not.

There should be a policy created that steers applicants in the direction of registered apprenticeships. Before we can start steering people in that direction the Council needs to work on figuring out how to help smaller businesses with the additional cost of creating registered apprenticeship programs. If the council decides to say that there is only support for registered apprenticeships is that may be limiting for some businesses.

Why is continuing education being funded?

- This training is math skills. On the summary is called Continuing Education in Production, but upon further investigation it was for math skills.

Why are the OSHA 10 and OSHA 30 trainings not excluded?

- OSHA 10 and OSHA 30 on a resume show a level of qualification that some employers may value highly.

By funding this grant it is creating a loophole for businesses because D & A Glass had every opportunity to create a registered apprentice program. There are resources available to businesses for starting up a registered apprentice program. Mr. Maloney will be voting no for the reasons above.

**Mr. Wiesmore amends the motion to approve the D & A Glass Employer Grant by reducing the amount \$4,950 by removing the rigging and fall protection training. Second by Deni Hoehne.**

It important to ensure that the same type of training is being removed from all of the grants. In the first grant the rigging training was not removed.

Why would certification be taken out of a grant?

- Fall protection is something required by an employer. It is a standard. It is the same with the rigging training. There is concern with employers just applying for training to fund their safety training.
- If someone is fall protection certified they could go to another company and have that certification accepted. The person would not have to start as an entry level employee.
  - It depends on the employer. Some would require you to go through the training again.

One thing to consider is whether safety training was incorporated into an Industry Sector Grant would it be funded as part of the grant? Most likely it would be included as part of the grant award. A red flag would be raised if safety training was the only thing requested on the application.

Training costs are a lot higher for small businesses. Registered apprenticeship programs are expensive to run. What is good for all business in Idaho? The registered apprenticeship programs are great for the employees who have the capacity to take them on, but they do not make sense for all areas of Idaho. This is about all of Idaho.

These grants are about training. Rigging and Fall Protection training can be put on a resume and it can earn them an increased wage. It is a transferrable skill.

**The Chair called for a vote on the amended motion. The motion did not pass.**

What is the added cost for registered versus unregistered?

- There are additional payroll costs associated with having a registered apprentice.
- There are systems that can be used for this process that would not cost much.
- For a small business another payroll employee may have to be added in order to handle the increased requirements which is a large cost to a small business.

**The Chair called for a vote on the original motion to approve the D & A Glass Employer Grant in the amount of \$110,655. Motion carried.**

Ken Wiesmore, Joe Maloney, Travis Woolsey, and Representative Syme (by proxy) were opposed.

### **Transition to Community Grants**

The Workforce Development Council is working on transitioning to an online platform for grant applications. Employers will be able to go into the portal and apply for those grants.

Does the Council desire to review the grants in the portal or continue to receive paper copies of the summaries?

- This council was set up with a committee structure for a reason. The Grant Review Committee is expected to do the heavy lifting. It makes sense for the Grant Review Committee to review the full applications and for the Council to receive the summary.
- No one would be voting on the grants through the system. The summaries can still be posted to the general public.



The Council has agreed that they would like the Grant Review Committee to have access and they are satisfied with the summaries being provided to them.

There is concern with having the wage information published in the grant summaries and distributed at meetings. Does the Council desire to have the wage information included in the grant summaries?

- This is competitive information and can cause some conflict with competitors.
- It is useful information and it has been expressed by a few members that they would still like to see this information in the grant summaries.
- This information would have to be provided as part of the public record request but the Council can limit distribution of the information during meetings.

The council has agreed that they would like to continue seeing the wage information in the summaries for decision making purposes. If someone outside the Council would like access to this information they can file an open records request. The wage information will be printed on a different color paper and distributed to the Council at the meeting. After the meeting those sheets will be collected and properly disposed of. If the number of employees is small enough to where people could be individually identified, the summaries will show a percentage of the wage gain or range rather than the specific wage. It might be a good idea to give more aggregated data rather than starting wages.

**Break: 10:15 am – 10:30 am**

#### **Dennis Tech – Student Led Tours**

Mr. Johnson briefly introduced Coby Dennis.

Coby Dennis welcomed everyone and gave a quick overview of the Dennis Technical Center. Jason Hutchison introduced the students who are leading the tours.

The Council members and guests toured the Dennis Technical Center Facility.

**Lunch: 12:00 pm – 1:00 pm**

#### **WDTF Program Goals**

Please see attached presentation

After reviewing feedback from multiple stakeholders, the Workforce Development Policy Committee discussed the goals of the Workforce Development Training Fund so that we could develop policy recommendations with the goals in mind. The program is about providing economic mobility to our citizens through jobs. The Committee also wants to be responsive to businesses but desire to begin a transition towards efforts that serve multiple employers rather than one employer at a time. There are those among the committee that want to see that happen as quickly as possible, but we all agree that proactive talent development strategies are the future. If the council is increasing economic mobility of our citizens and assisting businesses, we will be most definitely supporting the growth of Idaho's economy.

With these proposed policy changes the Committee will be able to better track the return on investment that we are making and share that with our stakeholders. You'll see that we spent time developing and refining the metrics that we will use for the grants.

Innovation and replication of best practices are a high priority for the Council – the Policy Committee is proposing to rename the Micro Grant program to an Innovation Grant and you'll see flexibility built into the program to support “innovate training solutions to meet industry-specific workforce needs or local workforce challenges” which is what the legislature has asked us to do.

As mentioned, many of the ideas the Policy Committee considered were held up to whether they support increased usage of sector and innovation grants. The Committee used the feedback gathered from stakeholders and identified some of the barriers that are keeping our education partners and community leaders from applying. The Committee is not interested in lowering our standards but where we can provide flexibility and simplicity, we are willing to do so.

The Policy Committee weighed how we are using information that is being required in the applications and reports and came to the conclusion that we need to have separate metrics for each program, rather than trying to fit all of them into the same buckets. While knowing whether the money we are investing is directly leading to jobs and/or increased wages, there are important outreach and communications efforts that we need to lead so that we have people developing the skills and entering the training programs that will connect them to employment. The results of those types of efforts aren't immediate and we need to be patient as we transition to a proactive approach in preparing our workforce.

Another area that garnered a lot of discussion is whether the playing field is level between urban and rural Idaho. We identified ways to help do that by making minor modifications to the scoring matrix and simplifying the application process for the Innovation Grants if there is an opportunity to serve more than one part of the state.

Finally, the Committee made an effort to separate policy from process. With our new structure, the way grants are being reviewed and the fact that we now have staff dedicated to the Council, we think it is important to establish clear policies and allow the committees and staff who are doing the work to establish the processes that will meet those expectations.

#### **\*Outreach Committee Proposal**

Mr. Young gave a presentation on the Outreach Committee Proposal. Please see attached presentation.

**Motion by John Young to approve the establishment of an Outreach Project Program under the Workforce Development Training Fund as outlined in the policy recommendation and allocating up to \$500,000 for FY2019 to be awarded by the Outreach Committee. Second by BJ Swanson.**

Discussion:

Is there any plan that the Committee would present their own ideas for outreach efforts?

- Yes. The Workforce Development Council would have the opportunity to propose projects they deem appropriate for outreach efforts for the Council.

One of the challenges the Council faces is a lack of awareness. Awareness needs to be brought of to the public on the workforce programs that are available to them. Having a budget for this kind of work is critical to bringing this awareness.

The budget requested is only through June 30 of 2019, but as the Council prepares a new budget after June 30 the Committee will present a new budget to the Council.

What is the outreach efforts to broadcast these funds?

- The Council members can send out information to their networks and spread the word. This will be a very collaborative project.

In the early stages of the Council a recommendation for a PR program was frequently brought up, but there were never enough funds to put those recommendations into action.

**Motion carried.**

**\*Policy Committee Proposal**

Mr. Smith presented on the Policy Committee Proposal. Please see attached presentation.

What does it mean to reserve the right to intellectual property?

- Through the grant we are paying to produce curriculums, flyers, etc. and would like to retain the right to share that with other businesses across the state. This also helps prevent the duplication of efforts.
- The Council would have the capability to share the underlying curriculum with other entities. It is important to be sharing resources so other programs do not have start from scratch.

**Motion by John Smith to approve the Workforce Development Training Fund Policy for Industry Sector, Innovation, and Employer Grants, along with updating the conflict of interest policy. This includes revoking previous policies for the respective programs. Second by BJ Swanson.**

How does tracking beyond the training happen logistically?

- The employee gives consent to provide their social security number to be able to track them during and after training to see if they are still employed with the same employer, moved on to another employer, etc. The Workforce Development Council is working hand in hand with Department of Labor to track this information. The Committee decided that this information was important to continue tracking to see the impact of the training. Not all the grants will require them to provide Social Security Numbers (Sector Grants do require Social Security Numbers), they will be asked as appropriate to provide those numbers.
- This is also a requirement of the Employer Grants

At one time there was a system that was intended to be able to take a 7-digit educational institution ID number and then it would be able to be linked to their social security number. Is that working?

- An education institution must send a file to the State Board of Education with Social Security numbers to then be replaced with a 7-digit ID number, then the file is sent back, etc. It is a very complicated process.

Should the limit of what can/cannot be funded (safety training, etc.) be a policy or be left up to the Grant Review Committee?

- Department of Commerce has a program that gives funds to businesses who move to Idaho. Some of these funds are used for onboarding training. The Policy Committee had a long discussion of what should be considered as a cost of doing business and what should be funded by a grant. The Committee runs the risk of businesses wondering why their safety training is not being funded. Businesses can only apply for these grants if they are expanding company. The message is not that safety training is not important. Safety training is extremely important and transferrable.
- The Grant Review Committee has requested that the specific trainings that will not be funded be spelled out in the policy.
- Safety training is an extremely broad definition. What is safety training? Also, the businesses are also investing their own resources into the training. Mr. McCray is not in support of this change due to the reasons above.
- It is unfair to those who are applying for Employer Grants for the Council to say no to funding safety training when if they apply for an Industry Sector Grant they are being funded.
- It would also be beneficial to define what safety training is.
- The Council needs to figure out what would disqualify safety training from being funded.

Why are employee wages not being funded?

- This is not a change to the policy. The wages for the internal trainer are being paid for, but not for the employees taking the training.

**Motion by Mr. McCray to amend the original motion of adopting the new policies with the removal of “periodic training to meet specific regulatory requirements” and “safety training” in the “Expenditures that are not Reimbursable” section of the Employer Grant policy, and to send those items back to the Policy Committee for further discussion. This includes revoking previous policies for the respective programs and updating the conflict of interest policy. Second by Mr. Young.**

It is important to define what safety training is, determine what part of safety training would disqualify the training from being funded, and have a thorough discussion on the topic. Safety training is integrated into almost everything that businesses do and it is almost impossible not to give funds to some aspect of safety training.

**The Chair called for a vote on the amended motion. Motion carried to amend the original motion.**

**The Chair called for a vote on the motion. Motion carried.**

#### **WIOA State and Local Board Responsibilities**

Ms. Secrist went over the responsibilities of the WIOA State and Local Board. Please see attached documents.

A One-Stop Procurement Process Policy will have to be created from scratch. Currently our committee structure is not built for this issue. This is an issue important to both committees. Chairman Clark would like to propose the idea of tasking a portion of the One-Stop Committee and a portion of the Policy

Committee to come together to create this policy. This committee would be disbanded once the issue has been resolved.

Do the procurement regulations change from state to state?

- They do change from state to state. There is still an opportunity to reach to other states to look at their policies, but they must be compliant with Idaho's Procurement requirements.

The issue the Federal Department of Labor saw was that it was not procured competitively.

The Council is in full support of creating an Ad Hoc Committee to create the One-Stop Procurement Process Policy.

### **Future Meetings**

Is the Council interested in incorporated into the one-day council meeting or have a full day of Committee meetings either the day before or day after the Council meetings?

This is a great suggestion and it would be a good idea to incorporate it into the one-day meetings.

It is important for the Committee members to meet face-to-face regularly. A lot of work can be accomplished in those meetings.

The Council is in support of incorporating the committee meetings into the one-day Council Meetings.

A reminder that important subjects should not be left to discuss at the last minute. The Council does have to comply with open meeting laws and agendas must be posted at least 48 hours in advance of the meeting.

Was the tour a valuable part of the meeting?

- It was a very valuable opportunity and very informative. It gives the Council members to see the programs in action.
- It is important to ensure that the tours are expanding beyond CTE programs and highlighting the other programs available.

It is laid out in the bylaws that once a year the Council would meet outside of Boise. Is the Council open to having a meeting outside of Boise?

- The Council agrees that this should remain a requirement of the council.
- Keep in mind the weather for those who travel to the meetings.

Would people be able to call in for these meetings?

- It is a goal in the future to be able to use technology for those who can't make it to the meeting.
- There is a lot of benefit from meeting in-person. People network and make connections.

### **Committee Reports**

Ms. Secrist has asked the Council if there are any questions on the Committee Reports.

Please see attached committee reports.

**Break: 3:00 pm – 3:15 pm**

### **Problem Solving – Youth in the Workplace**

Many employers have a perception that they cannot have anyone under the age of 18 in the workplace. There are exemptions that do allow people under the age of 18 to participate in the workplace.

Mr. Sean Kelly from the Dennis Technical Center talked about this reoccurring issue with finding their students work before they are under the age of 18. Under the STRAP (School to Registered Apprenticeships) program there is a waiver that allows students 16 and older to participate in the program. These students are wanting to find work and be part of the workforce but are losing those opportunities since they are under 18. Wisconsin has a student learner exemption written into state code. It is important to message the Apprenticeships are on the same level as other Postsecondary education. On November 13 from 12:30-2:00 the Dennis Technical Center is going to host a youth apprenticeship summit to discuss this topic.

Sometimes the employer says no because if business is done with larger international companies there is a higher standard.

The group has been asked to split up into small groups to come up with a baseline communication plan to address this issue.

The notes from these groups will be summarized, sent out to the Council Members, and post on the Workforce Development Council Website

### **Water/Wastewater Apprenticeship Program – Occupational Licensing**

Dr. Cloonan introduced and gave some background information on herself.

An alarming number of licensees are nearing retirement and not very many people were joining the profession. These are environmental positions and system operators. The Board reached out the Idaho Rural Water Association and Idaho Career & Technical Education to address the issue. These partners along with others worked on creating a Water/Wastewater Apprenticeship Program. This board will be proposing rules to the 2019 Legislature that allow individuals to utilize approved Apprenticeship programs to qualify for a class 2 license in a shorter amount of time. This reduces barriers to employment and recognizes a new pathway to the occupation. These rules allow the Workforce Development Council to promote this program to High School Students. The goal of the board is to protect the public.

Is there a licensing exam?

- Yes, there is a license exam. There is a different exam for each level. It is a different set of exams for drinking water professionals vs. Wastewater professionals.

Is there a requirement to sit for the exam? Can anyone sit for the exam?

- There are some minimal requirements. You must have a certain amount of experience and education required to sit for the exam. The amount needed for the exam goes up according to

the level the person is testing for. The Apprenticeship program is intended to make this process simple and get people the skills they need to move up into the higher levels of the programs.

Each of the Technical Education institutions is now able to administer the exams on an as needed basis. People do not have to travel to Boise to sit for the exam. This has been a very helpful addition.

Does Idaho not have any relevant continuing education classes?

- Idaho does have approved/relevant courses. If the course is approved by any of those states listed Idaho automatically accepts them.

How dependent is the success of this on the Rural Water Association and is it limited by their limitations?

- This program is available to everyone. They do not have to be a member of the Rural Water Association to use this program/host apprentices. It is not limited by the particular association at all. This was a joint effort through many agencies not just the Rural Water Association.

A lot of people have served in the military whose job was to install wastewater systems. Some states are trying to wave the fees associated with testing and licensing. Is this something that would be beneficial to Idaho?

- The fees for the testing and licenses are not high (testing fee is \$37; licensing fee is \$25). Idaho has also recognized the experience that the veterans have gained. Testing is still important for those individuals to do. It would have to be legislative approval for those fees to be waived. There will be more discussion coming in the state government on this issue.

#### **Chair's Closing Remarks**

Chairman Clark thanked everyone for attending the meeting.

The next Full Council Meeting will be on January 10 and the new Governor will be invited to be the keynote.

**Motion by Mr. McCray to adjourn. Motion carried.**

**Adjourned at 4:32**





**IDAHO WORKFORCE DEVELOPMENT COUNCIL FINANCIAL REPORT AS OF DECEMBER 31, 2018**

<b>WORKFORCE DEVELOPMENT COUNCIL OPERATING BUDGET</b>				
<b>STATE EXPENDITURE CATEGORY</b>	<b>TOTAL BEGINNING BUDGET</b>	<b>TOTAL YTD Spent</b>	<b>TOTAL YTD Spent %</b>	<b>TOTAL ENDING BALANCE</b>
Salary	\$ 338,593.04	\$ 160,887.47	47.5%	\$ 177,705.57
Benefits	\$ 133,106.96	\$ 57,442.39	43.2%	\$ 75,664.57
<b>PERSONNEL</b>	<b>\$ 471,700.00</b>	<b>\$ 218,329.86</b>	<b>46.3%</b>	<b>\$ 253,370.14</b>
Administrative Services & Supplies	\$ 5,171.00	\$ 2,480.49	48.0%	\$ 2,690.51
Communication Costs	\$ 7,500.00	\$ 1,378.12	18.4%	\$ 6,121.88
Computer Services & Supplies	\$ 22,100.00	\$ 7,799.89	35.3%	\$ 14,300.11
Employee Development Costs	\$ 8,500.00	\$ 7,899.09	92.9% <sup>1</sup>	\$ 600.91
Employee Travel Costs	\$ 46,000.00	\$ 10,348.51	22.5%	\$ 35,651.49
General & Professional Services	\$ 377,200.00	\$ 117,604.02	31.2%	\$ 259,595.98
Miscellaneous Expenditures	\$ 47,629.00	\$ 11,383.69	23.9%	\$ 36,245.31
Rentals & Operating Leases	\$ 4,200.00	\$ 2,471.70	58.9%	\$ 1,728.30
Repair & Maintenance Services & Supplies	\$ 1,600.00	\$ 2,599.82	162.5%	\$ (999.82)
<b>OPERATING</b>	<b>\$ 519,900.00</b>	<b>\$ 163,965.33</b>	<b>31.5%</b>	<b>\$ 355,934.67</b>
<b>Grand Total</b>	<b>\$ 991,600.00</b>	<b>\$ 382,295.19</b>	<b>38.6%</b>	<b>\$ 609,304.81</b>
		<b>% OF YR ELAPSED</b>	<b>50.0%</b>	
<b>STATE EXPENDITURE CATEGORY</b>	<b>TOTAL BEGINNING BUDGET</b>	<b>TOTAL YTD Spent</b>	<b>TOTAL YTD Spent %</b>	<b>TOTAL ENDING BALANCE</b>
<b>TRUSTEE AND BENEFITS (REIMBURSEMENTS)</b>	<b>\$ 7,561,500.00</b>	<b>\$ 1,815,316.20</b>	<b>24.0%</b>	<b>\$ 6,961,687.41</b>

<b>WDTF Financial Summary</b>	
WDTF Cash Balance 01/02/19	\$17,784,777.34
Obligated Employer Grants	\$6,583,997.28
Obligated Industry Sector Grants	\$1,492,441.50
Obligated Innovation Grants	\$45,259.15
FY 19 WDTF Admin Costs	\$519,043.71
<b>WDTF Obligated Balance</b>	<b>\$8,640,741.64</b>
<b>Unobligated Balance</b>	<b>\$9,144,035.70</b>
Proposals Under Review	\$1,883,392.78
<b>Unobligated Balance if all funded</b>	<b>\$7,260,642.92</b>

<sup>1</sup> \$3,675 of this amount was reimbursed from Idaho Department of Labor for 1/2 of NGA dues, but is included in Revenue and is not shown here.



# Executive Director's Report



## Committee Reports

<b>Apprenticeship Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
October 25, 2018	National Apprenticeship Week Events Follow Up	Multiple events took place throughout Idaho during the week of 11/12/2018 as part of National Apprenticeship Week. Event hosts included Idaho Department of Labor, Dennis Technical Center, College of Eastern Idaho, College of Southern Idaho, and ApprenticeshipIdaho. Many of the events focused on dispelling myths regarding the School to Registered Apprenticeship Programs.
October 25, 2018	Industry Recognized Apprenticeship Program	IRAP is still under development. It appears that a "certifier" must be a non-government entity. The federal office of apprenticeships will provide additional oversight for these programs as they are developed and become certified. IRAP is an ongoing conversation that should be a standing agenda item for the Apprenticeship Committee.
October 25, 2018	Registered Apprenticeship College Consortium Next Steps	College of Southern Idaho and College of Western Idaho are taking steps towards joining the RACC. . CSI has a lot of employers asking for an Associate's of Apprenticeships. They will be making their proposal as early as February. Once they have received approval for the programs they will be moving forward with RACC membership. CWI is interested in taking a similar path and other institutions may follow suit including ISU.
October 25, 2018	Toolkit	The long-anticipated Apprenticeship Toolkit is now available on the Idaho Department of Labor's website. The Toolkit will be promoted by the Idaho Department of Labor's communication team.
November 28, 2018	Colleges as IRAP Certifiers	The Industry Recognized Apprenticeship Program is still under development. USDOL anticipates publishing proposed rules, getting feedback, and then finalizing rules around the end of 2019. The Apprenticeship Committee will continue to discuss the topic at its monthly meeting and provide input to USDOL as appropriate.

<b>Apprenticeship Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 28, 2018	Requirements for State Apprenticeship Council	USDOL feels that Idaho would be a good candidate for a state apprenticeship agency. This committee could act as an advisory body to the state apprenticeship agency. Staff will investigate funding that similar states provide to run their apprenticeship agencies. The Governor would need to take the lead in the request.
November 28, 2018	Next Steps for RACC	The topic of college credit for workforce training and registered apprenticeships will be discussed by the Executive Committee. They will engage the four community college presidents and the State Board of Education at the December 19th Executive Committee Meeting.

<b>Executive Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
December 19, 2018	Discussion with Idaho's Community College Presidents	Shared Council priorities around the Workforce Development Training Fund and stackability of workforce training/apprenticeship into certificates and degrees. Solicited feedback on strengthening partnership between the colleges and the Council.
December 19, 2018	Grant Review Process Discussion	Discussed process for approval of WDTF Grants to provide consistency, timely responses and ensure the full Council has time to focus on strategic issues. Passed a motion to have applications flow through the Grant Review Committee to the Executive Committee. Will provide detailed report during the January Council meeting and seek additional representatives to serve on the Grant Review Committee.
December 19, 2018	Premier Technology Employer Grant	Approved \$423,690 to train 254 individuals.
December 19, 2018	Fiberguide Employer Grant	Declined application based on timing of their expansion. Will consider a request when the expansion begins.

<b>Executive Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
December 19, 2018	WIOA Service Provider Procurement Policy Update	Reviewed the work of the committee to date and discussed strategy for Council action pending legal review from the Governor's office (which cannot be completed prior to the Council meeting).
December 19, 2018	Discussion with Idaho State Board of Education	Met with State Board of Education to discuss outreach efforts, work-based learning initiatives, and State Board legislative priorities.
December 19, 2018	College/Career Advising Evaluation Update	Based on the Workforce Development Task Force Recommendations, the Council is providing \$10,000 from the operating budget to help support the independent evaluation of the college and career advising funding.
December 19, 2018	Job Corps Project	Idaho has been selected by the US Department of Labor to conduct a "demonstration project" where the state will assume responsibility for the Job Corps program. The Idaho Department of Labor and CWI are the primary entities with a plan to expand to the other community colleges over time.
December 19, 2018	2019 Legislative Priorities	Reviewed a draft compilation of legislative priorities from Career & Technical Education, State Board of Education, Department of Labor, Department of Education, and the Bureau of Occupational Licensing. Goal is for Council members to have a one-page information sheet on initiatives important to the Council. Will need to be reviewed by the Governor's office.

<b>Grant Review Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 27, 2018	Premier Technology Employer Grant	Recommended approval of \$423,690 to train 254 individuals.
November 27, 2018	Idaho Milk Employer Grant	Requested revision of application to resubmit a budget that fits within \$111,000 and expand on wage increases.
November 27, 2018	Unitech Employer Grant	Requested revision of application to resubmit a budget that fits within \$2,000 per job and focus on high wage jobs and transferrable skill sets.
November 27, 2018	Fiberguide Employer Grant	Recommended approval of \$6,750 to train 15 individuals.

<b>Grant Review Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 27, 2018	Transition to Online Grant Portal	The Grant Review Committee members agreed to transition to using the online grant portal for the December meeting.
November 27, 2018	Scoring Matrix for Innovation and Industry Sector Grants	The Grant Review Committee has been tasked with creating a scoring model for the Innovation and Industry Sector Grants. Work on this project will begin after the December meeting.
December 18, 2018	Unitech Employer Grant	Recommended approval of \$822,337 to train 421 individuals.
December 18, 2018	Idaho Milk Employer Grant	Recommended approval of \$110,987.75 to train 37 individuals.
December 18, 2018	College of Eastern Idaho Sector Grant	Recommended approval of \$750,000 to train approximately 1,000 individuals.
December 18, 2018	NewCold Employer Grant	Recommended approval of \$139,930 to train 70 individuals.
December 18, 2018	Aviation Specialty Unlimited Employer Grant	Recommended approval of \$60,138.03 to train 20 individuals.

<b>One-Stop Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 13, 2018	ADA Assessment Training - December 17	The details were provided for the upcoming training on programmatic accessibility.
November 13, 2018	One-Stop Certification Review	Additional information on the "career services" provided in the American Job Centers was provided.
November 13, 2018	Available Performance Data	Data on WIOA performance measures was shared showing what can be shown at the office level versus the regional level. The committee agreed to use the regional data along with the funding allocated to each local office and the number of participants served. Other WIOA core partners report at the state level - they will be asked if they are under a performance improvement plan.



<b>One-Stop Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 13, 2018	Physical ADA Assessment Summaries	A summary of the physical ADA assessments was shared for Regions 4, 5 and 6. Data for Regions 1, 2, and 3 is still being compiled.
December 11, 2018	ADA Programmatic Assessment Training	Final details for the programmatic accessibility training was provided.
December 11, 2018	Rubrics for Certification Review	The committee reviewed examples of how other states "measure" whether a one-stop center should be certified, provisionally certified or not certified.
December 11, 2018	Review Certification data for Regions 4, 5, and 6	The committee decided to have Mr. Butikofer conduct the on-site visits for Region 2 and 6, noting deficiencies and developing action plans to correct deficiencies with the office managers. This information will be brought back to the committee to determine the certification status. Information was shared on the other core partners - none are under performance improvement plans.
December 11, 2018	January Meeting Priorities	The committee decided to meet jointly with the WIOA Advisory Group during the January meeting.

<b>Outreach Committee Report</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 11, 2018	Blanket Contract - Strategies 360	The committee discussed the contract for outreach services procured through Strategies 360.
November 11, 2018	Full Council Outreach Presentation Review	The committee debriefed regarding the policy updates regarding Outreach project funding that took place at the full council meeting.
November 11, 2018	Outreach Project Strategy	The committee began discussions regarding specific strategies to seek out outreach opportunities to fund throughout the state.

<b>Workforce Development Policy Committee</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 20, 2018	Upcoming Policy Committee Priorities	Reviewed the topics the committee needs to address over the next few meetings.
November 20, 2018	WDTF Policy and Scoring Rubric	Discussed options to refine employer grant policy to clarify what type of training is eligible for reimbursement. Reviewed what other states (with similar funds) reimburse. Reviewed the quantitative funding matrix and discussed potential changes.
December 18, 2018	In-Demand Occupations	Craig Shaul from the Department of Labor presented a new In-Demand Occupations tool in beta version. The goal is to have it go live by end of January 2019. This tool would support the Eligible Training Provider policy, and could be useful in scoring WDTF applications.
December 18, 2018	WDTF Scoring Matrix	Reviewed options to update the scoring matrix. The committee decided to evaluate: 1) using the County Average Wage with 5% increments for additional points, 2) removing the UI Tax Rate and asking a question on application if company has positive or negative rating and why, if negative, and 3) separating wages and training with 30 points to each.
December 18, 2018	Review Safety and "Soft Skill" Training Data	A summary was provided with all the "Safety" and "Soft Skills" training funded/not funded in 2018. This will be discussed further with the Grant Review committee on January 10th.
December 18, 2018	January 10 Committee Meeting Planning	The goals for a joint meeting with the Grant Review committee were discussed.

<b>WIOA Service Provider Ad Hoc Committee</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 19, 2018	Committee Objective	The charge to the committee was discussed.

<b>WIOA Service Provider Ad Hoc Committee</b>		
<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Overview/Status</b>
November 19, 2018	Workforce Innovation & Opportunity Act One-Stop Service Delivery System Overview	An overview of the Council's responsibilities under WIOA for selecting service providers was shared.
November 19, 2018	Brainstorm Goals for Service Delivery	Goals for service delivery were drafted.
December 3, 2018	Review Committee Goals	A final draft of the goals was reviewed.
December 3, 2018	Procurement Options Overview and Discussion	The procurement options were explained and discussed. The options to award additional contracts based on the One-Stop Operator procurement and to sole source the procurement was ruled out based on discussions with the Idaho Division of Purchasing. The option to award contracts from-public agency-to-public agency is met with caution from the Governor's office based on conflict of interest concerns.





# News Release

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U.S. Department of Labor | December 21, 2018

## **U.S. Department of Labor Provides Idaho Flexibility To Better Serve Job Corps Students**

**WASHINGTON, DC** – U.S. Secretary of Labor Alexander Acosta and Idaho Governor C. L. “Butch” Otter today announced a Job Corps Demonstration Project that will make Idaho the first state in the nation to assume operational control of a Job Corps center and the responsibility to provide skills instruction to Job Corps students.

“Job Corps must focus on what matters most: graduating students into better jobs. As the Department of Labor works to reform the Job Corps program, this demonstration project will help the Department determine how it can use different program models to more effectively serve students,” said **Secretary Acosta**.

“I am proud that Idaho is the first state to be trusted with this important program,” said **Governor Otter**. “The Idaho JOBCorps model is intended to increase access to and enrollment in education and work-based learning for out-of-school and at-risk Idaho youth by leveraging existing resources and programs to better serve Idaho youth in getting the education and training they need in high-demand fields. I want to thank my Department of Labor Director Melinda Smyser; Trent Clark, the Chair of the Idaho Workforce Development Council; Wendi Secrist, Executive Director of the Workforce Development Council, and Dr. Bert Glandon, President of the College of Western Idaho, for their hard work on Idaho’s program proposal. I also extend my appreciation to Secretary Acosta for his willingness to work with Idaho on this unique demonstration project.”

“Providing the tools for Idaho’s ‘at-risk’ students to be highly successful post-graduation is of the utmost importance to me, and that’s what this grant will help Job Corps accomplish,” said **Governor-elect Brad Little**. “This money will be used to customize learning opportunities that fit the unique needs of our state’s future workforce. The best hand up is a rewarding career.”

Through a federal grant, this State-Operated Job Corps Demonstration Project, known as the Idaho JOBCorps Program, will provide flexibility to the state to develop and implement a customized, state-based, approach to serving Idaho Job Corps students. In July 2019, the Department of Labor will transfer operational control of the Centennial Job Corps Civilian Conservation Center property in Nampa, Idaho, from the U.S. Forest Service to the Idaho Department of Labor.

The Idaho Department of Labor will be directly responsible for project outreach, recruitment, work-based learning, and employment related services. The College of Western Idaho will deliver skills instruction at the current Centennial Job Corps Civilian Conservation Center. In the first full grant year, the Idaho JOBCorps Program will serve up to 50 residential students and up to 100 non-residential students through the College of Western Idaho, pending approval from the CWI Board of Trustees. In the second and third years of the grant, the Idaho JOBCorps Program will expand to serve up to an additional 150 non-residential students annually at other community colleges in Idaho.

# # #

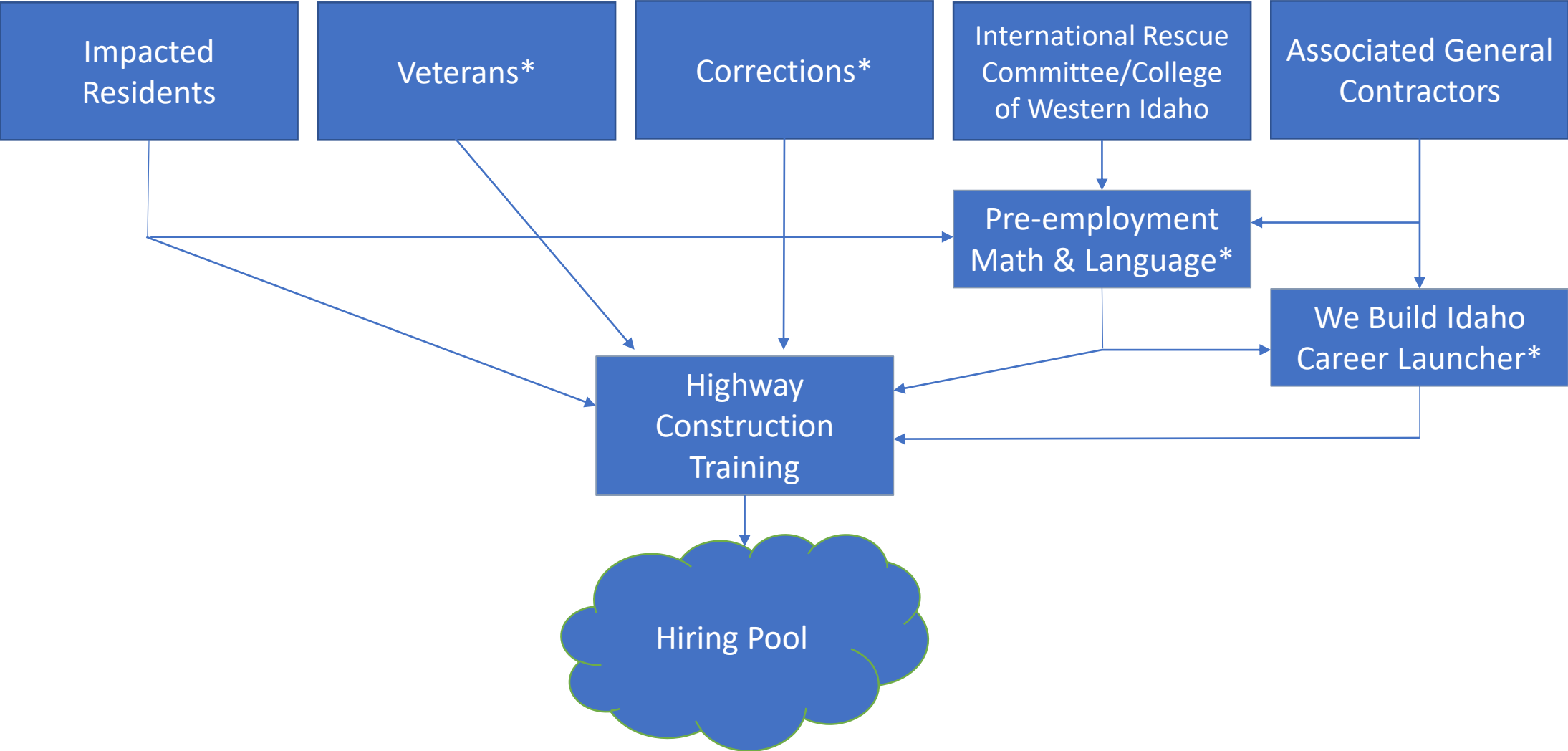
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# I84 Construction Recruiting/Training Pipeline







# **Are you retiring in the next 5 years?**

## **Is anyone prepared to take over when you're gone?**

### **What is the Water/Wastewater Systems Operations Specialist Apprenticeship Program?**

The water/wastewater systems operations specialist apprenticeship program was developed to provide an exchange of knowledge and experience between water and wastewater industry experts and upcoming operations specialists. The program provides instruction and experience in all aspects of the water/wastewater systems operations .

### **Do you know someone who might be interested in becoming an apprentice?**

Have them contact Idaho Department of Labor and/or Idaho Rural Water Association with their resume and preferred employment details (location, system size, public or private).

### **Does your system need help finding an apprentice?**

We can help! Just contact Idaho Department of Labor and/or Idaho Rural Water Association with the system classification and contact information.

### **Are you already a licensed operations specialist and you plan to stick around for awhile?**

Our advanced apprenticeship program qualifies for education requirements for Class III licensure!



### **For More Information, Please Contact:**

John Russ, Idaho Department of Labor [john.russ@labor.idaho.gov](mailto:john.russ@labor.idaho.gov)  
Kelsie Cole, Idaho Rural Water Association [kcole@idahoruralwater.com](mailto:kcole@idahoruralwater.com)





## Problem Solving: Youth in the Workplace (summary of responses from October)

Problem: *Many employers have a perception they cannot have anyone under 18 in the workplace.*

Assumptions for this activity: that there are exemptions (labor law and insurance) that allow individuals under the age of 18 in the workplace.

Activity: In groups of 4 or 5 work through the following worksheet to create communication strategy to dispel employer's perceptions that they cannot have anyone under 18 in the workplace.

What resources are needed to make this effort effective?

**Summary of responses:** There needs to be a facilitator that will take ownership and responsibility over this problem. The facilitator needs to manage a multi-pronged approach toward a diverse set of audiences (both employers and education) that is centered around getting buy in at a high level (HR, Management, Large Corporations, Administrators) first.

- Base-level (simple), snap-shot, and video resources that explain School to Registered Apprentice (STRAP) and how to start
- Telling the stories of those already engaged in in STRAP through video, web, and statistics
- Discussion with insurers
- Clean guidance from OSHA (have a meeting and get their take on it)
- Concise presentation and communication of regulations
  - Reference waivers that explain
- Integration into existing resources such as LEADER, One-Stop/Job Centers
- Easy to follow on ramps: Job shadow – to Intern – to STRAP
- Supportive state-level legislation
- Ensure involved state agencies and industry stakeholders are communicating

What audiences should the efforts be directed at?

- Employers
  - Safety Managers
  - HR Managers
  - Legal Staff
- Industry associations
- Insurance industry / Worker's Comp
- Larger corporations operating in Idaho
- Parents
- Schools
- Counselors
- Teachers
- Coaches
- Career Fairs

What messages would be the most effective?

- This is a way to recruit your future employees
- This is a safe environment to learn skills
- The message of giving back to the community by training students
- Can you hire under 18? – Maybe!
- Tough finding employees? –Hiring under 18 is an option—learn how
- Build your talent pipeline!
- These are good careers!
- How this can help an employer’s bottom line and communicate the time involved
  - Then address concerns
- Have it come from a kid
- Tie it to workplace readiness

What methods would be most effective to reach those audiences?

- Ensuring one-to-one follow-up is happening
- Media
  - Internet:
    - High google search placement and google search ads
    - Social Media
    - NextSteps
  - TV, Radio
    - Public Service Announcements
  - Print
    - Trade Magazines
- Meetings: Use IACI, Chambers, WDC, SHRM and other existing groups to distribute info
- Using and leading with success stories that people will repeat
- Leverage agency staff visits to companies
- Schools

# Strategic Workforce Priorities



# Idaho Workforce Development Council

## 2015 Strategic Plan

### Priorities & Goals

*Promote policies that align workforce, education, economic development, and entrepreneurship to meet industry and employer's workforce needs.*

- Leverage public and private resources (in order to provide greater levels of service to those with barriers to employment and in rural communities)

*Facilitate development of an Idaho workforce that is highly skilled and committed to continuous learning.*

- Provide access to low-skilled and at-risk youth and adults, dislocated workers and others with barriers to employment to a full range of information and supports to prepare for work that leads to economic self-sufficiency.
- Enhance opportunities for lifelong learning by expanding delivery options such as: 1) stackable credentials, 2) compressed scheduling, 3) on-line and distance learning, 4) modularized curriculum and 5) other alternative learning modalities
- Encourage the use of workplace flexibility options such as job sharing, job restructuring, part-time worker pools, flex-time and telecommuting to increase employment opportunities and retain quality workers
- Promote employment practices and workplace environments that encourage a culture of diversity and inclusiveness

*Support a comprehensive education and workforce delivery system.*

- Maintain a quality One-Stop Career System that connects employers and workers and facilitates access to workforce services, education services and information.
- Enhance coordination among workforce system partners and streamline services by eliminating duplication and ineffective or unnecessary practices.
- Provide access to information, financial aid and other supportive services that allow all workers to obtain education and training leading to employment.
- Coordinate a system of work supports for low-income workers to help them stay employed and move toward economic self-sufficiency (e.g. food stamps, child care, and housing) and provide safety nets to those who are in transition in the workforce

### Targeted Industry Sectors

- Advanced manufacturing - specifically aerospace and food manufacturing
- High-tech
- Health care
- Power and energy