



# Strategic Plan

Fiscal Years 2023-2027

# Idaho Workforce Development Council 2023-2027 Strategic Plan

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## Agency Overview and Core Functions

The Idaho Workforce Development Council, as an independent office under the Governor, was established in October 2017 by Executive Order 2017-13. The executive order responded to recommendations made by Governor Otter's Workforce Development Task Force to "Increase the role and responsibilities of an industry-driven Workforce Development Council to champion the development and implementation of a statewide, strategic workforce development plan that meets industries' needs today and tomorrow." The executive order also charges the Council with ensuring the recommendations of the Task Force are implemented.

In conjunction with the executive order, membership of the Council was reestablished to come into compliance with the Workforce Innovation and Opportunity Act, as the Council also serves as the State Workforce Investment Board. While the number of members on the Council increased from 25 to 36, the increase was largely due to increasing private sector involvement. The executive order also stipulated that the executive committee of the Council be selected from the private sector members.

During the 2018 Legislative session, House Bill 432 was introduced to codify the changes made to the Council by executive order. In addition, the responsibility for the Workforce Development Training Fund was shifted wholly to the Council. House Bill 432 was signed into law on March 12, 2018.

In May 2019, Governor Little updated the Executive Order with two changes:

- Increased the membership of the Council from 36 to 37 members, adding a seat for a representative of the State Department of Education.
- Added a sixth member to the Executive Committee, representing a labor union.

The Workforce Development Council is staffed by an Executive Director and ten professional staff. Staff responsibilities are tied to the core functions of the Council:

- Business Partnership Manager, Federal Project/Contract Manager, Child Care Grants Manager, and 2 Grants & Contracts Analysts - Improve the effectiveness, quality and coordination of programs and services designed to maintain a highly skilled workforce.
- Finance Manager, Management Assistant, Technical Records Specialist, and Administrative Assistant – Provide for the most efficient use of federal, state and local workforce development resources.
- Chief Communications & Operations Officer – Increase public awareness of and access to career education & training opportunities.

The executive director and management assistant ensure that the directives of the Council are carried out effectively and efficiently in addition to meeting all the federal requirements as the state workforce investment board.

## Core Functions/Idaho Code

Chapter 12, Title 72 governs the Workforce Development Council. This Chapter and the Governor's Executive Order (2019-08) complement each other to establish the membership

and core functions of the Council (executive order) and the scope of authority (statute) for the Council.

The Workforce Development Council does not have authority to promulgate administrative rules. In the spirit of assisting the Governor with the Red Tape Reduction Act, the Council assists agencies in review of rules that may be costly, inefficient or outdated. Specifically, the Council is collaborating with the Department of Labor, the Division of Professional and Occupational Licensing and the Transportation Department.

## Appropriations

The total appropriation for FY22 is \$49,569,100

Source	Personnel & Operating	Trustee Benefits	Total
General Fund	\$125,000		\$125,000
Dedicated	\$849,800	\$7,684,500	\$8,534,300
Federal	\$273,300	\$636,500	\$909,800
ARPA Fiscal Recovery	\$759,600	\$24,240,400	\$25,000,000
ARPA Child Care	\$181,600	\$14,818,400	\$15,000,000

## Vision

We envision a future where Idaho's diverse and prepared workforce meets the needs of our unique communities and employers.

## Mission

We champion strategies that prepare Idahoans for careers that meet employers needs.

## Goals

**GOAL #1 - Increase public awareness of and access to career education & training opportunities.**

Objective 1A – Identify, develop, connect, and activate a diverse network of influencers throughout the state that together can promote information about resources in a way that effectively reaches their market/membership/locale.

Objective 1A.1 – Utilize personal contact, digital, and traditional media to communicate with our target audiences and those who influence and support them.

Objective 1A.2 – 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.

Objective 1B --Promote awareness of workforce services, education services, and information to the diverse current and potential workforce.

Performance Measure with Targets and Explanations		
Type	Measure	FY23 Target
Quantitative	Percentage increase of visits, and visit length, to Next Steps Idaho, Idaho LEADER, and Launch websites	<sup>1</sup> Increase visits for each site by 10%.
Explanations: 1. Based on joint project plan between the State Board of Education and Workforce Development Council.		

**GOAL #2 - Improve the effectiveness, quality and coordination of programs and services designed to maintain a highly skilled workforce.**

Objective 2A – Create, align, and sustain partnerships with stakeholders to implement workforce development programs.

Objective 2B – Support development in work-based learning and innovative programs to drive Idaho’s present and future workforce solutions.

Objective 2C – Leverage existing local employer-focused initiatives to build and support effective pathways to connect Idahoans to careers.

Objective 2D – Cultivate a high quality One-Stop Career System that connects employers and workers and facilitates access to workforce services, education services, and information.

Objective 2E – Champion public policy initiatives that enable a dynamic response to evolving industry needs.

Objective 2F – Create a baseline to allow for measurement of success in the future.

Performance Measure with Targets and Explanations		
Type	Measure	FY23 Target
Quantitative	Number of youth, age 16-24, placed in registered apprenticeship programs.	200 <sup>1</sup>
Quantitative	Increase percentage of industry sector, innovation, outreach and Launch awards from the workforce development training fund and/ or American Rescue Plan Act special appropriations.	80% <sup>2</sup>
Quantitative	Increase the number of available childcare slots in Idaho through the Child Care Expansion Grant program.	Increase childcare slots statewide by 350 <sup>3</sup>

Explanations:

1. Aligned to target in US Department of Labor funded grant.
2. Supports shifting investment strategies to support Objective 2A and 2B.
3. Based on a statewide goal of 1,000 seats by the end of 2024.

GOAL #3 - Provide for the most efficient use of federal, state and local workforce development resources.

Objective 3A – Be objective, data driven, and accountable.

Objective 3B – Identify gaps and opportunities in the workforce system and initiate or support policy and/or allocate resources to meet them.

Objective 3C – Identify opportunities for alignment across projects and resources to enhance results across all stakeholder groups.

Performance Measure with Targets and Explanations		
Type	Measure	FY23 Target
Qualitative	Implement joint performance reporting across WIOA core partners.	<i>Monitor individual partner performance until federal agencies require joint reporting.<sup>1</sup></i>
Explanations: 1. Baselines were identified in FY21 and individual performance is being reviewed quarterly. Federal agencies will negotiate joint performance measures with the state within a year or two. At that time, this will become a qualitative measure and the targets will reflect the state performance goals under WIOA.		

## Key External Factors

### Leadership

The effectiveness of the Workforce Development Council is strongly influenced by the Governor's leadership and the members appointed to the Council. The Council is 37 members, yet has the responsibility of representing all of Idaho's employers and citizens.

### Collaboration

The execution of the Workforce Development Council's strategic plan relies on partnerships with other state agencies, education and employers. The Council's staff is designed to be small as the Council will generally not operate workforce development programs. Instead, the Council will support, with advocacy and resources, the programs of its partners that align to the Council's comprehensive, statewide strategic workforce development plan.

### Funding

The funding available through the Workforce Development Training Fund, a sub-award from the Workforce Innovation and Opportunity Act, the federal Youth Apprenticeship Grant, and an appropriation from America Rescue Plan Act are expected to be sufficient to address the needs of the Council in executing its responsibilities for FY23. The Council is working towards a predictive model to identify future needs for investments into workforce development activities. Collaboration with the Council's partners to align existing state and federal funding resources to the workforce development plan is required. Outside of those resources, the Council may need to seek additional funding from foundations, grants and possibly state general funds.