IDAHO
DEPARTMENT OF LABOR
C.L. "BUTCH" OTTER, GOVERNOR
ROGER B. MADSEN, DIRECTOR

October 1, 2012

Ms. Virginia Hamilton
Region VI - Regional Administrator
U.S. Department of Labor/ETA
90 7th St., Suite 17-300
San Francisco, CA 94103-1516
hamilton.virginia@dol.gov

VIA E-MAIL

and

WIA.AR@dol.gov

Dear Ms. Hamilton:

Enclosed please find an electronic copy of the State of Idaho's WIA Annual Report for PY 2011 as per Training and Employment Guidance Letter (TEGL) No. 29-11.

The enclosure includes the state's WIA Annual Report and Cost of Workforce Investment Activities (Return on Investment-ROI) narratives as prescribed via federal guidance. The required Annual Report Data for PY 11 (Tables A through O) have also been submitted electronically.

Please contact Rico Barrera if you have any questions regarding this report. You may contact Rico at (208) 332-3570, ext 3316 or via e-mail at rbarrera@labor.idaho.gov.

Sincerely,

Susan Simmons
Assistant Deputy Director

STATE OF

IDAHO

WORKFORCE INVESTMENT ACT

ANNUAL REPORT - PY 2011

OCTOBER 2012

WIA Title I Report for the State of Idaho

Report Narrative

(Return on Investment and Performance Data follows this section)

Idaho has managed to do more with less over the past several years by successfully working with its many workforce partners. The partners in Idaho's One-Stop system have worked together to address a variety of issues, and created innovation on a smaller scale with minimal investment. By providing leadership at all levels and extending a hand to partner agencies, educators and legislators, the system has become an essential and indispensable problem solving entity.

The changing economic conditions have transformed how Idaho's One-Stop system has performed and operated. Previously, the majority of the system's customers could be identified by their lack of education, skill or training which has contributed to their lack of success in obtaining employment. This has changed. Idaho's current One-Stop customer profile shows that 50.5 percent of the state's active customers have identified themselves as having at least one year of college education. Nine and a half percent of the total group indicated having a Bachelor's degree, while a little more than seven percent have obtained an Associate's degree. This profile has been consistent over the past three years, coinciding with the impact of the Great Recession. A majority of the One-Stop system's customers having an education level higher than a high school diploma. This still leaves too few with degrees or certificates beyond high school but provides an opportunity to move individuals to higher skill levels. Idaho is continually striving to make changes to meet these changing demographics.

A) Unique programs & accomplishments

1) **Veterans**

   a) **Veterans Serving Veterans AmeriCorps Program**

   For the third time since 2010, the department was awarded an AmeriCorps grant to support veterans' services in twelve offices throughout the state by recruiting volunteer members. Through this program 12 military veterans have been trained to navigate the extensive One-Stop resources available to veterans. Over 5,000 veterans were contacted, with more than 20 percent of these individuals receiving services and referrals to other service agencies. AmeriCorps members received guidance from existing veteran staff on One-Stop programs and job readiness skills. Members also continue work on veterans' service directory targeting the multitude of resources available to veterans. This directory will soon be available to all One-Stop staff to enhance veterans' services throughout the state. The $131,000 the department received in grant funding provides living stipends and health insurance benefits to the AmeriCorps members.

b) *"Wounded Warrior"* Veteran Transportation Program

In conjunction with the Idaho Transportation Department, the Federal Highway Administration awarded the state a second round of funding, over $45,000, to continue the Idaho Department of Labor's *Wounded Warrior* CDL Truck Driving Program for veterans interested in transportation occupations. With many veterans in the area interested in transportation and heavy equipment operation, combined with similar experience obtained during their military service, the program helps to offer a "hand up" to those separating from the military by covering the participant's tuition and supportive services.

Since its inception, 23 veterans have participated and graduated from a CDL or Flagging Safety program with almost 83% having found employment. The remaining participants continue to work with One-Stop veterans' representatives to secure employment. This program has been nationally recognized by The American Association of State Highway and Transportation Officials (AASHTO) as a proactive approach to helping veterans get back to work.

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

Over the past several years, the state of Idaho has made an effort to focus on targeting on-the-job training opportunities for job seekers. The state received over $625,000 for an On-the-Job Training (OJT) NEG project the summer of 2010. A concentrated outreach campaign helped to launch the project, which included employer outreach brochures, group presentation materials, statewide media news release and flyers on the agency's website to attract interested employers. The NEG was used as a tool by the One-Stop's business solutions specialists, making employers aware of the program's benefits. Seventy-three OJTs were created during the life of the grant. A total of 72 individuals successfully exited the program with permanent employment earning an average of $16.92 an hour. The U.S. Department of Labor offered the state an additional $630,000 to continue this successful effort.

3) Grow Green

Idaho's public schools, colleges, vocational programs and agencies are continuing to do more to help students upgrade their skills in sustainable industries. Since 2010, the three-year $6 million SESP grant from the U.S. Department of Labor has helped place state-of-the-art equipment in 15 secondary, 6 post-secondary and 3 apprenticeship program entities across the state that will serve over 2,000 students during the life of the grant.

In addition to the enhancements in equipment and curriculum, One-Stop staff, workforce system partners, schools and industry experts, continue to work regionally to support the development of articulation agreements that allow dual credit for high school students, help with the transition to employment as student's complete training, identify specific areas where training can be enhanced to meet the needs of business, the development of on-the-job trainings, and setting the foundation for partnerships that will continue long after the grant program has ended.

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

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

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

Construction:
Strengthens secondary students' green home building skills.

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

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

Environmental Collision Repair and Auto Refinishing Technology:
Includes painting, welding, minor repair, and plastic bumper repair.

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

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

Renewable Energy Technician Certification:
The program, at Idaho State University in Pocatello, offers online, evening, and Saturday classes.

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

4) Idaho Commission for Libraries Broadband Technologies Opportunity Program

During 2011 and 2012, the Idaho Commission for Libraries used a Bill and Melinda Gates Foundation grant to provide broadband Internet and public-access computers to rural libraries across Idaho in collaboration with the One-Stop system. By partnering with the Idaho Department of Labor, which included a combination of Governor’s 5% and Wagner-Peyser funds for the effort, the department developed new customer tools including an online, e-learning job search workshop and a series of online videos on how to file an unemployment insurance claim. This partnership effectively expanded the reach of the 25 One-Stop offices to rural libraries across the state as well as to any location with computer access. In this strong working relationship with the libraries, the department has educated library staff on these available tools so they can effectively assist their patrons with job search, finding educational opportunities

or filing for unemployment insurance. This has been a tremendous opportunity to leverage resources and improve service delivery in rural Idaho.

For job seekers, new outreach material recently rolled out to all the One-Stop Centers and libraries throughout the state -- brochures, rack cards in both Spanish and English promoting the online job search workbook and workshop and posters promoting the job search services we offer, driving customers to participate with all the job seeker services the agency offers online.

5) Services to those with disabilities

Over the past year the Idaho Department of Labor engaged in delivering more intensive employment services to individuals with disabilities through the implementation of a pilot project in the Treasure Valley called PACE Club (Prepared And Connected = Employed). In collaboration with the Idaho Division of Vocational Rehabilitation, customers receiving services from VR are referred to a series of classes facilitated by IDOL to:

- Educate customers on critical job search techniques;
- Develop job seeking skills;
- Produce necessary and basic job search documents such as applications and resumes; and
- Enhance their interpersonal skills to become successful in their search for employment.

IDOL also incorporates community networking opportunities, tours of local businesses, guest speakers and employment recruiters into the schedule to help reintroduce participants back into the community from which they are often disengaged. PACE Club is a customized version of the past job club model which offers recurring schedules and structured settings to mimic the world of work, introduces participants to each other allowing them to establish new connections and support networks and allows for intensive services to be delivered to a broader audience utilizing available resources more efficiently.

While the employment outcomes are currently being evaluated, participant reviews and verbal feedback are indicative of high levels of success in areas of improved knowledge and understanding of job search techniques, increased self-confidence, communication and interpersonal skills needed to obtain and retain employment.

The Idaho Department of Labor has also conducted extensive research on becoming an Employment Network for Ticket to Work over the past year and with the recent award of a Veterans Workforce Investment Program grant, IDOL will be submitting its Employment Network application and begin the implementation process within the next few months. IDOL anticipates that bringing the Employment Network component into the state's One-Stop system stands to further enhance accessibility to and impact of Employment Services and reduce the duration of unemployment for individuals with disabilities desiring employment.

B) State 5% Fund Activities

The formula WIA Governor's 5% Reserve Funds continue with the same strategy used the last program year - funding basic administrative staff, offering incentives for the consortium partners, providing funding for youth in need, offering additional support for the One-Stop system and providing support for optional activities. These optional activities included providing a portion of support for the Workforce Development Council, funding of additional labor market information and establishing a small outreach budget. The funds also helped to provide research necessary to support Governor Otter's Health Professions Education Council and to expand data mining tools developed for statewide use.

The State of Idaho also typically allocates Governor's 5% to innovative projects designed to add service options or create models that can be sustained with local funds at the conclusion of pilots. To maximize the reach of these projects, the state requires matching funds from other resources, including other federal funds. Examples of these projects include the following:

1) **Idaho Health Care Workforce Planning Partnership**

The Idaho Workforce Development Council's Health Care Workforce Planning Grant was awarded in October 2010 by the Health Resources and Service Administration. The goal of the project is to develop a coordinated workforce data and information system to make sound workforce supply and demand decisions. The primary care disciplines addressed in Idaho's project are:

- Physicians (family practice, general internal medicine, pediatrics and obstetrics/gynecology;
- Physician Assistants;
- Nurses (including nurse practitioners and licensed practical nurses)
- Dentists and Dental Hygienists; and
- Mental Health Professionals (psychiatrists, clinical social workers, clinical psychologists, psychiatric nurse specialists and marriage and family therapists)

In November 2011 the Health Care Workforce Planning Steering Committee held a meeting with health care stakeholders to gather information to inform policy decisions to advance each occupation. Forty-six people attended the meeting with representatives from educational institutions, licensing boards, occupational associations and health care non-profit associations. Nominations from the attendees helped to expand the Health Care Workforce Planning Steering Committee from nine to twenty-one members. The new members represent the designated primary care occupations. They reviewed and contributed to the grant benchmarks for the grant's final performance report. Grant activities were completed June 30, 2012.

The opportunity afforded by the 5% funds would be lost without a stable funding source that provides adequate lead time to develop the partnerships and funding needed to sustain these efforts.

2) Idaho Youth Corps

During the 2011 program year, Idaho youth benefitted again from the continuation of the Idaho Youth Corps program. The summer program which began as a stimulus project has maintained its presence in the state with the help from the Governor's 5% funds. These leveraged funds utilize two dollars from public and non-profit worksites for every WIA dollar invested to allow for a small summer work experience program, providing opportunities for at risk, low income youth to work in natural resource areas. The Idaho Legislature also authorized the department to accept private donations to finance these youth work experience programs. Sixty at risk, low income WIA youth participants were employed for an average of eight weeks, developing basic work skills and gaining exposure to their identified occupations of interest.

Partners during the PY11 program year include; the Boise & Clearwater National Forests, Bureau of Land Management and the Idaho Commission for Libraries. These partners provided over $96,000 to pay for crew member and crew leader salaries in addition to providing project oversight, materials, transportation and valuable training for Idaho's youth.

Over 35 youth were placed in approximately 20 libraries throughout Idaho as digital literacy coaches during the summer in small communities where the libraries have a single librarian trying to serve patrons who rely on the library as the community's central cultural and educational resource. Over 70 percent of Idaho's public libraries are the community's only free source of Internet access. The libraries participated in the "Online @ Your Library" project, which includes computer upgrades, faster access to the Internet and online resources, free access to job skills training and adult basic education and informal learning resources for children.

Digital literacy coach program wages were paid with Governor's 5% funds and a federal Broadband Technology Opportunities Program grant received by the Idaho Commission for Libraries. The digital literacy coach program targeted students from low-income families, allowing them to earn minimum wage and learn workplace skills like punctuality, initiative and strategies for developing good relationships with coworkers. The digital library coaches' goal is to aid the unemployed as they work to increase their computer skills and help library users make the most of available training and e-government resources and serve as valuable assistance to local staff.

3) Customized On-the-Job Training

The Workforce Development Council earmarked a portion of the Governor's 5% funds to support customized training, on-the-job (OJT) training, internships and other work-based training activities to increase business expansion opportunities in support of the Idaho Department of Labor's Business Solutions initiative. These funds encouraged matching resources from Idaho businesses and workforce partners to leverage these resources as much as possible, helping not only job seekers but business customers in need as well. This specific effort has resulted in a program exit wage of $14.55 per hour for its participants.

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

During the program year, the Idaho Department of Labor implemented and continued several initiatives to address service strategies for job seekers and employers. The department supplements the federal Employment Service funds it receives by approximately $2.5 to $3 million a year with state Administrative Tax funds.

Statewide ES Work Group Implemented/Regional ES Teams to follow:
A team comprised of One-Stop Center Employment Services and administrative staff has been convened to focus on addressing statewide ES training issues, knowledge gaps and identification and implementation of innovative service delivery strategies for the One-Stop Career Centers throughout the state. The team developed plans to deliver just-in-time training modules for new staff and live meeting sessions to effectively deliver basic ES training throughout the state.

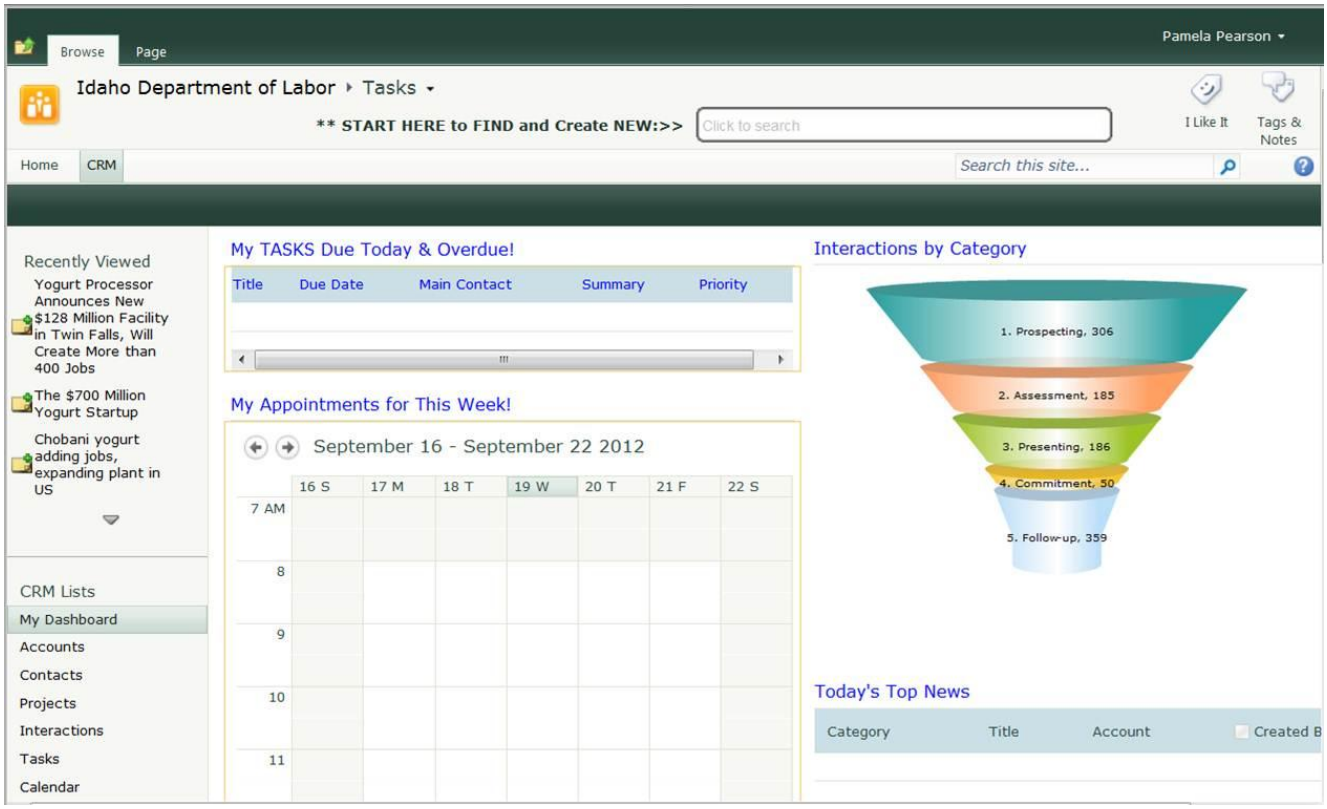
Regional ES teams are also being implemented to re-energize service delivery, share innovative practices and refine processes. These regional teams will work alongside the Statewide ES work group to support the improvement to ES services throughout the state.

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

The state has dedicated these funds to support the following priorities under the Business Solutions Initiative:

- Dedicate selected One-Stop staff as regional business solutions specialists;
- Staff training for selected One-Stop workforce consultants and managers within the 25 One-Stop Centers on business outreach techniques, outreach and promotion of services and how to effectively work with industry sectors prioritized by the planning process.
- Enhanced business services activities focused on a sector strategy such as outreach, one-on-one meetings with targeted employers to learn their workforce needs, office team discussions and strategy session on how best to respond to identified employer needs and coordinating workforce needs with education, economic development and workforce partners;
- A Customer Relationship Management system, providing automated business services tracking and information management to all One-Stops to:
    1) Streamline service delivery
    2) Enhance collaboration throughout the state's One-Stops
    3) Monitor real-time sector activity, trends and needs at the local, regional and statewide level.

A screen shot of Idaho's CRM system is included on the following page:



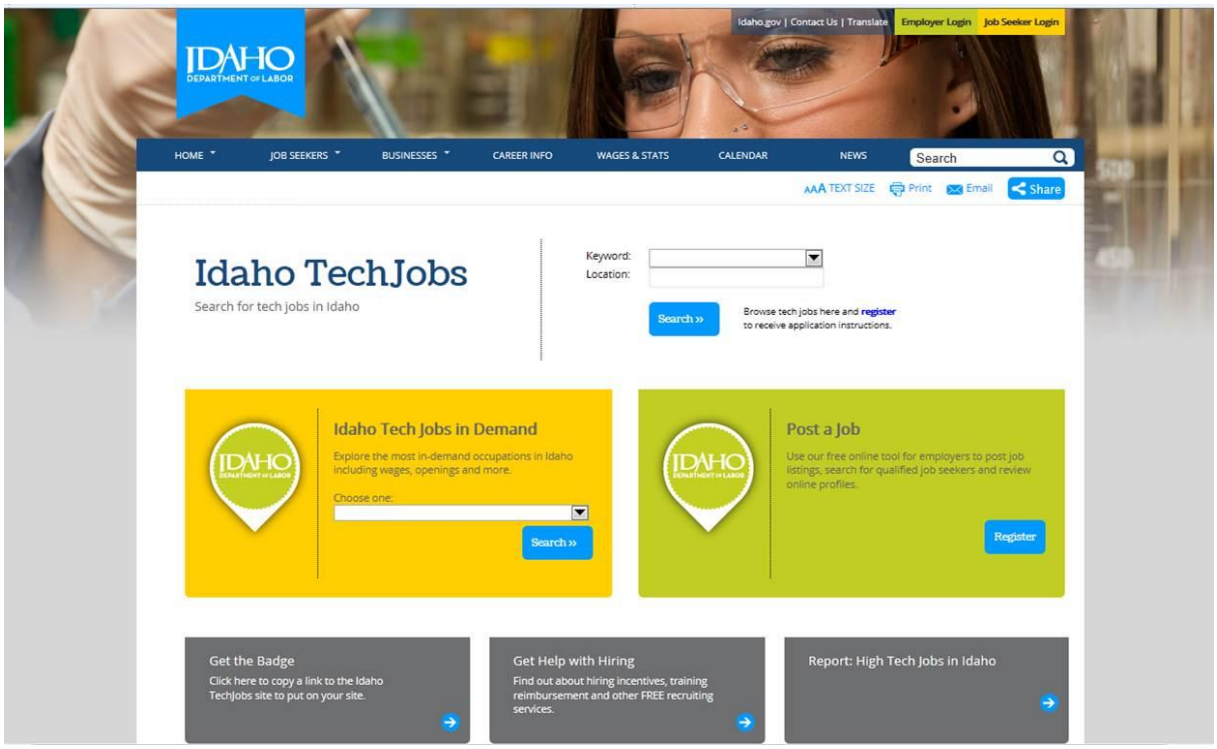
Benefits to this "sector strategy" based business initiative include the following:

1) Sector initiatives are considered highly responsive to industry demand when compared to traditional job-matching and training services because they:
   a) Are problem-oriented, not program-oriented;
   b) Address needs interdependently, not independently;
   c) Work with employers in a target industry collectively, not as individual firms; and
   d) Develop customized, accurate solutions to the needs of employers in the target industry.

2) Sector initiatives better serve both employer and workers by meeting the skill, recruitment, and retention needs of employers and the training, employment, and career advancement needs of workers. Sector initiatives:
   a) Address the needs of employers by focusing intensively on the workforce needs of a specific industry sector over a sustained period, often concentrating on a specific occupation or set of critical occupations within that industry;
   b) Address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs;
   c) Bolster regional economic competitiveness by engaging economic development experts in workforce issues and aligning education, and workforce development planning;
   d) Engage a broader array of key stakeholders through partnerships organized by workforce intermediaries; and

e) Promote systemic change that achieves ongoing benefits for the industry, workers and community.

Microsites:
There is a significant workforce demand in the technology sector in Idaho (one of Idaho's targeted industries in our sector strategy approach) and the state has been unable to attract the skilled workforce it needs to fill vacancies. A misconception in the technology arena has been identified that Idaho is not often considered as a desirable option for jobs in the technology industry, and in an effort to address this issue, IDOL partnered with technology industry leaders to develop a targeted microsite designed specifically for the purpose of highlighting Idaho's Tech Sector and the jobs available to improve recruitment capacity. IDOL staff are collaborating with the state's largest economic development organization and the Idaho Technology Council and leading technology companies to plan and execute a comprehensive outreach plan and launch, projected for October 2012 - http://test.labor.idaho.gov/dnn/idl/home/idahotechjobs.aspx.



Media:
For business customers, a 12-page services pamphlet has been developed along with a rack card promoting all of the online and personal services we offer to businesses and a presentation folder to use at trade shows, presentations and meetings with business customers. Trade show materials are being distributed throughout the state for local offices to share and use at a variety of events.

The next page contains a summary of the work done throughout the state with the targeted industry sectors through the state's business initiative strategies noted earlier:

I. Aerospace Industry Sector

In north Idaho, a business specialist organized employer meetings for aerospace companies and suppliers to the industry back in 2011. Since then the Idaho Aerospace Alliance formed and began to tackle important supply chain issues and workforce training initiatives to retain and expand jobs in Idaho. Through the business specialists' efforts, this alliance has expanded from seven employers to 17. Since then business specialists in southern Idaho have been diligently working to organize its regional employers to come together and join the sector alliance with a goal of developing a statewide alliance that would meet semi-annually or annually

To assist employers with their employee recruitment, regional business service specialists have utilized the Idaho Department of Labor's LinkedIn site, a professional website for those seeking employment, and other regional professional recruitment sites across the country. The results of these efforts have been met with impressive success that advance manufacturing employers that used the state's workforce development system as a last resort are now calling One-Stop centers first for their assistance.

II. Technology Industry Sector

Tech companies in southwest Idaho are struggling to find software engineers and programmers. To address this need, the department has joined a sector partnership with Boise State University, the Idaho Technology Council and dozens of technology companies throughout the state.

III. Health Care Industry Sector

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

These business specialists organized targeted job fairs for health care. Between two events, over 19 employers, including hospitals, long term care facilities, home care operations and medical billing businesses, and 400 job seekers attended. Several employers conducted interviews and 46 job seekers were hired or pending a hire. An internship for a WIA participant was arranged through this event. The most recent event hosted 12 diverse healthcare-related employers, which was attended by 326 job seekers some of which were interviewed and hired on-site. Results to date indicate 12 individuals hired and 39 pending. One employer reported that an RN from California attended the fair, was offered a job and has since relocated to the Treasure Valley to accept the position.

Health care employers have increased their use of the One-Stop Centers for recruitment; this is due to outreach efforts from the business specialists.

A Business Educator Exchange, partially funded by the Micron Foundation, was organized for health care employers. The goal was to create an opportunity for businesses and educators in the community to meet and discuss items of interest, promote communication and make each aware of the others' needs. This free two-day professional workshop provided a hands-on look at the needs of area employers and how schools can prepare students to succeed in the workplace. It included presentations on school-business relationships, visits to local companies and small group discussions.

Workforce Investment Act case managers had received inquiries from potential program participants regarding their interest in dialysis technician training. The local educational institution indicated that there was high demand for this training. The case managers were not familiar with the occupation and requested the business specialist' help. The specialist made arrangements to conduct two employer visits to the region's largest dialysis centers. These visits were instrumental in determining that industry employers create their own on-the-job training opportunities, bypassing the need for classroom training, offering $12-$14.49 an hour with benefits during the training.

IV. Advanced Manufacturing -- Food Processing Sector

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

During the past year business specialists in the region have worked to establish relationships with the varied dairy processing companies. Through this process we have learned there is a lack of credential portability for industry lab technicians. When a company recruits a lab technician that individual must be certified for that company regardless of their previous experience and credentials working as a lab technician in the industry, even if they have been a certified Lab Technician in another plant within Idaho. This lack of credential portability causes delays for employers, incurs additional costs for certification, and impacts the business process for the industry. The Idaho Department of Labor in conjunction with industry, the College of Southern Idaho and others are working to establish a portable credential for this occupation. This effort involves the identification of appropriate curriculum that can be taught at the secondary and post-secondary levels, established credentialing criteria and ongoing education needed to maintain certification as well as an appropriate time frame for recertification.

While still in its infancy, this effort is a model for addressing workforce issues on an industry or sector level rather than individual business level.

V. Energy Industry Sector

Efforts are currently underway to develop a Nuclear Talent Taskforce to address the needs of the nuclear industry. This effort is developing as part of the Governor's Leadership in Nuclear Energy (LINE) Commission convened during the past year. The Idaho Department of Labor is providing staff resources to the LINE commission in terms of staff, research and analysis, and convening sector partners to support this effort.

VI. Freight & Transportation Sector

The need for a new local driver training facility was recently identified by the Freight and Transportation sector in South Central Idaho. Seventeen companies participated in a discussion about the lack of an adequate applicant pool from which to recruit drivers. Industry leaders offered to lead a discussion on how to create a local driver training facility. This group will include industry leaders, education – both public and private institutions, and the Idaho Department of Labor. This effort is relatively new and just beginning such conversation. This need was identified as a result of visits to a local company as part of business services.

E) State Evaluation Activities

In its effort to garner customer feedback on the value of its services to customers and businesses throughout the state, in mid-PY10 the department initiated a statewide survey and a series of focus groups targeting both job seekers and employers. The initial goals of these efforts include learning ways to address the following:

1) Identify department service strengths and opportunities
2) Guide program decisions to help-
    a. Promote the department as an information resource
    b. Job seekers connect with employment through job postings, training and support services
    c. Employers improve the quality of their workforce through job postings, hiring, training and other workforce services.

Once the data was compiled, the department discovered opportunities to address its service delivery and areas that may need improvement based on customers' comments. The results permitted the department to look at its service delivery and the areas that may need improvement based on customers' comments. Although both customer bases reacted positively to the department's services, the majority of both groups felt they were unaware of the full range of services that the agency offered to either side.

In the beginning of PY11, the department created a list of findings, needs and opportunities to identify changes to enhance service delivery to better meet the changing demands of its customers, all based on the customer feedback from the survey and focus groups. The list below contains some of the items included in the department's findings:

- Action Opportunities –
  - Increase customer experience with the department through various means. Use the media to drive this effort.
- Job Listings –
  - Increase the number and range of jobs posted;
  - Increase the number of strong candidates applying;
  - Increase the number of successes and their documentation
- Personal Service –
  - Increase the positive, personal touch to both customer bases.

The department mobilized its staff to address several of these items through the implementation of several initiatives. To increase customer experience with the department, it instituted an outreach campaign to increase the awareness and use of the workforce services offered through the One-Stop Career System. Elements of this effort include:

1) ***TV and Radio Public Service Announcements*** –The department launched a series of 30-second television ads promoting job seeker services available through the One-Stop system, including its "Maximize Your Job Search" workbook and online workshop available through the department's website. A series of radio ads encouraged businesses to report their new hires to the department, helping to secure relevant data measuring the department's service efforts.

2) ***Social Media*** – The department's presence on LinkedIn, Facebook and Twitter continues to evolve as new uses are discovered. LinkedIn target's professionals and businesses; Facebook target's a younger audience, high school students, young professionals and Baby Boomers; one Twitter account targets media and businesses; a second targets job seekers. All are updated regularly. Customers who leave messages receive prompt replies. The department's YouTube account features Labor's recent television spots, interviews and presentations about the economy and workforce issues; how-to videos on such topics as filing for unemployment insurance; and stories focusing on Labor's services (http://www.youtube.com/watch?v=7lhEOGrO7qg&feature=related). Social networking sites serve several purposes:
   i. Connect job seekers to jobs
   ii. Connect businesses and community groups involved in workforce development activities
   iii. Inform businesses about new and existing services
   iv. Promote job seeker services

3) ***Outreach Material –*** A new department branding and outreach strategy was identified based on market research. Branding included establishing a new modernized "look and feel" that included more eye-appealing graphics, colors, fonts and formats. For job seekers, outreach material rolled out to all the One-Stop Centers and libraries throughout the state -- brochures, rack cards in both Spanish and English promoting the online job search workbook and workshop and posters promoting the job search

services offered by the department, driving customers to participate with all the job seeker services the agency offers online. For business customers, a 12-page services pamphlet was developed along with a rack card promoting all of the online and personal services offered to businesses.

The department also plans to redesign its entire **labor.idaho.gov** Web portal to improve navigation for One-Stop customers, updating the look to reflect the agency's new branding. Plans are to launch its business portal first, followed by a job seeker portal.

The department has worked to increase personal interaction among both customer bases. With the department's business solutions initiative, meeting employers on a face-to-face basis to provide a personal touch was accomplished by setting up appointments to assess individual business and industry sector needs. One-Stop business services specialists have dramatically increased their employer contacts as a result of this effort. These contacts are documented in the Customer Relationship Management application profiled earlier in the report.

One of the ways the department facilitated personal contact with job seekers was through the extensive revision of its Re-employment Eligibility Assistance (REA) program. It has undergone operational changes by increasing the number of REA in-person interviews conducted with claimants. REA interviews are designed to assess a claimant's job search efforts, provide job search guidance and connect claimants to One-Stop employment and training services. The state is mandated to conduct REA interviews with any claimant who receives an extension to their UI benefits. By the end of 2012, Idaho anticipates the number of claimants requiring an REA interview to reach approximately 10,000. With additional funding received through a supplemental budget request, Idaho has set a goal to conduct an additional 6,700 interviews in an intensive effort to effectively reduce unemployment.

To determine the impact of the state's efforts to enhance its service delivery, it reviewed the outcomes of several measures from PY11 and compared them to the results from PY10. In PY11, the state noted a five percent increase in the number of employers active within the labor exchange system, *IdahoWorks*, over the previous year, leading to an overall increase of 17.6 percent in the number of job listings during the same period. The targeted industry sectors of manufacturing and technology saw an increase of nine and a half percent and 34 percent, respectively, in the number of job listings in *IdahoWorks*.

The impact to job seekers during the same time frame was also notable. The number of those finding employment from one year to the next increased more than three percent. And the earnings reported by those same newly employed individuals increased five percent during that time.

In the coming year, the department plans to conduct future surveys and focus groups to continue to garner the necessary feedback from its job seeking and business customers to continue its ever evolving approach to improve its service delivery.

F) State Waivers

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

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

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

2) STATEWIDE REGIONAL PLANNING AREA—SINGLE STATEWIDE COUNCIL

In the PY2005, the State of Idaho sought a waiver to apply 20 CFR 661.300(f), which permits a state board to carry out the roles of a local board in a single local area to a statewide regional planning area. The waiver allowed the state to address ETA's strategic priorities and to further reforms envisioned in the Workforce Investment Act. To maximize resources available for service delivery, the state continued to use the Workforce Development Council as the local workforce board throughout the state. This saved the WIA program in the state approximately $1.5 million dollars by removing the administrative overhead of maintaining six regions throughout the state. Since then, these former administrative funds have been utilized as program funds allowing for more participants to be served.

3) UTILIZATION OF COMMON MEASURES

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

4) AN EXEMPTION FROM THE COMPETITION REQUIREMENT FOR THE FOLLOW-UP, SUPPORT SERVICES AND WORK EXPERIENCE COMPONENTS, TO INCLUDE INTERNSHIP AND SUMMER WORK EXPERIENCE, AND HAVING

THOSE SERVICES CATEGORIZED AS PART OF THE DESIGN FRAMEWORK
WIA Section 123, Section 117(h)(4)(B)(i), and 20 CFR Part 664.400

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

5) AN EXEMPTION FROM THE PROHIBITION ON USING WIA YOUTH DOLLARS TO FUND INDIVIDUAL TRAINING ACCOUNTS (ITAS) FOR OLDER YOUTH
WIA Section 129 and WIA Regulations 29 CFR 664.510

The State of Idaho received a waiver to allow WIA Youth service providers to employ the use of ***Individual Training Accounts*** (ITA s) for out-of-school youth. An ITA allows youth to receive individual training in accordance with systems established for WIA Adult and Dislocated Worker programs. The ITA is applicable to older youth who lack the occupational skills to be successful in employment and whose individual service strategy reflects that skill training is appropriate and necessary to attain self-sufficiency. It offers service provider options for youth, maximizing efficiency and customer choice. The waiver was established to help increase the: 1) number of youth entering into employment; 2) percentage of youth receiving credentials; and, 3) number of youth being retained in employment. However, because ITAs for youth were only recently implemented, its impact will not be evident in the state's outcomes.

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

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

F) RETURN ON INVESTMENT

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

reduced public assistance) provides a measure of success beyond the required program performance standards.

Each WIA program demonstrates a positive ROI impact for the community resulting from participation in the program. For individuals enrolled in the Adult program, $4.13 is returned to the community for each dollar spent and the investment is returned by the participant in 7.2 months. For dislocated workers, the investment is returned in 6.2 months with those exiting the program returning $5.47 to the community for each dollar invested.

Youth, particularly younger youth, are less likely to be directed toward immediate employment upon program completion. A primary goal for these at-risk youth is to encourage them to return to school or to assist them in continuing their education. In recognition of these goals, the analysis considers future impact resulting from continued participation in education through high school and beyond for younger youth. Impacts for older youth who are employment directed upon program completion are computed in the same manner as adults and dislocated workers. The results of our analysis demonstrate that investments in youth are repaid in approximately 13.7 months and youth are expected to return $2.50 to the community for each dollar invested in their training.

IDAHO
Adult ~ Program Year 2011
Summary at a Glance

Increased Income Tax Contributions (State & Federal)	$2,241,184
Increased FICA payments	$1,688,568
Reduced Public Assistance Dependency	$1,479,024
TOTAL ANNUAL TAXPAYER BENEFIT	$5,408,776
Monthly Taxpayer Benefit	$450,731
ADULT PROGRAM COST (Expenditures, PY 2011)	$3,238,702
Number of months to pay back Taxpayer Investment	7.2

IMPACT OF WIA INVESTMENT
Adult ~ Program Year 2011
Summary at a Glance

Annual Increased Net Earnings of Participants	$7,950,925
Annual Increase in FICA Contributions	$1,688,568
Annual Increase in Federal Income Tax Payments	$1,500,116
Annual Increase in State Income Tax Payments	$741,068
Annual Decrease in Public Assistance	$1,479,024
TOTAL ANNUAL IMPACT	$13,359,701
ADULT PROGRAM COST (Expenditures, PY 2011)	$3,238,702

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
$1.00	$4.13

IDAHO

Dislocated Worker ~ Program Year 2011

Summary at a Glance

Increased Income Tax Contributions (State & Federal)	$4,121,999
Increased FICA payments	$3,073,566
Reduced Public Assistance Dependency	$644,040
TOTAL ANNUAL TAXPAYER BENEFIT	$7,839,605
Monthly Taxpayer Benefit	$653,300
D.W. PROGRAM COST (DW & Rapid Response Expenditures, PY 2011)	$4,072,834
Number of months to pay back Taxpayer Investment	6.2

IMPACT OF WIA INVESTMENT

Dislocated Worker ~ Program Year 2011

Summary at a Glance

Annual Increased Net Earnings of Participants	$14,429,884
Annual Increase in FICA Contributions	$3,073,566
Annual Increase in Federal Income Tax Payments	$2,759,895
Annual Increase in State Income Tax Payments	$1,362,104
Annual Decrease in Public Assistance	$644,040
TOTAL ANNUAL IMPACT	$22,269,489
D.W. PROGRAM COST (DW & Rapid Response Expenditures, PY 2011)	$4,072,834

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
$1.00	$5.47

IDAHO
Youth ~ Program Year 2011
Summary at a Glance

Increased Income Tax Contributions (State & Federal)	$1,421,765
Increased FICA payments	$1,074,883
Reduced Public Assistance Dependency	$ 240,348
TOTAL ANNUAL TAXPAYER BENEFIT	$2,736,996
Monthly Taxpayer Benefit	$228,083
YOUTH PROGRAM COST (Program Expenditures, PY 2011)	$3,118,200
Number of months to pay back Taxpayer Investment	13.7

IMPACT OF WIA INVESTMENT
Youth ~ Program Year 2011
Summary at a Glance

Annual Increased Net Earnings of Participants	$5,066,174
Annual Increase in FICA Contributions	$1,074,883
Annual Increase in Federal Income Tax Payments	$946,277
Annual Increase in State Income Tax Payments	$475,488
Annual Decrease in Public Assistance	$240,348
TOTAL ANNUAL IMPACT	$7,803,170
YOUTH PROGRAM COST (Program Expenditures, PY 2011)	$3,118,200

Overall Impact of Investment (Impact divided by Program Cost)

Investment	Impact
$1.00	$2.50

Return on Investment

BACKGROUND

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

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

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

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

METHODOLOGY

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

Annual public assistance costs are calculated by multiplying the number of cash welfare recipients by the maximum monthly welfare grant times twelve; Food Stamp costs are calculated by multiplying the number of food stamp recipients by the average monthly food stamp amount times twelve. Decreased public assistance costs were derived by determining whether an individual who was on assistance at intake was working more than 25 hours a week at $7.25 per hour. If so, she or he would not have qualified for cash assistance, so the maximum monthly benefit as of July 1, 2011, for both cash assistance and food stamp assistance was counted as savings.

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

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

TAXPAYER RETURN ON INVESTMENT

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

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

IMPACT OF INVESTMENT

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

ASSUMPTIONS

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

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

Earnings
Employed/Unemployed Status
Public Assistance Grant Amounts
Family Size

OTHER ASSUMPTIONS:

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

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

OTHER TAXPAYER BENEFITS

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

Table Section

The following tables are not applicable to the state of Idaho and are excluded from this report: –
Table A - Workforce Investment Act Customer Satisfaction Results;
Table H.2 – Older Youth (19-21) Program Results;
Table I – Outcomes for Older Youth Special Populations;
Table J – Younger Youth (14-18) Results; and
Table K – Outcomes for Younger Youth Special Populations

Table B – Adult Program Results

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78.00%	82.3%	313 / 379
Employment Retention Rate	82.00%	86.9%	362 / 418
Average Earnings	$10,000	$12,057	$3,942,673 / 327
Employment & Credential Rate	NA	63.9	278 / 435

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment	82%	192 / 235	95%	19 / 20	65.9%	27 / 41	75%	21 / 28
Employment Retention	86%	195 / 228	79%	19 / 24	84%	32 / 38	60%	15 / 25
Average Earnings	$10,723	$1,898,043 / 177	$13,986	$251,749 / 18	$10,762	$279,833 / 26	$13,682	$164,186 / 12
Employment & Credential Rate	61%	153 / 251	81%	17 / 21	44.7	17 / 38	70%	19 / 27

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	82%	261 / 317	83%	52 / 62
Employment Retention Rate	87%	297 / 339	82%	65 / 79
Average Earnings Rate	$12,569	$3,406,230 / 271	$9,579	$536,443 / 56

Table E – Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80%	86.2%	627 / 727
Employment Retention Rate	85%	87.8%	560 / 638
Average Earnings	$12,000	$15,603	$8,207,547 / 526
Employment & Credential Rate	NA	69%	491 / 705

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82%	47 / 57	83%	29 / 35	85%	77 / 91	75%	15 / 20
Employment Retention Rate	86%	49 / 57	84%	16 / 19	88%	73 / 83	92%	22 / 24
Average Earnings Rate	$17,788	$764,882 / 43	$13,519	$189,264 / 14	$15,908	$1,065,872 / 67	$10,493	$220,369 / 21
Employment & Credential Rate	67%	39 / 58	71%	25 / 35	68%	54 / 80	48%	10 / 21

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	86%	563 / 653	86%	64 / 74
Employment Retention Rate	87%	483 / 551	88.5%	77 / 87
Average Earnings Rate	$15,220	$6,910,017 / 454	$18,021	$1,297,531 / 72

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

	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	70%	78%	301 / 385
Attainment of Degree or Certificate	60%	80%	325 / 404
Literacy and Numeracy Gains	25%	47%	29 / 62

Table L – Other Reported Information

	12-Month Retention Rate		12-Month Earnings (Adults & Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry in Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86%	394 / 461	$5,211	$2,162,764 / 415	12%	38 / 313	$6,053	$1,797,821 / 297	67.4%	176 / 261
Dislocated Workers	89%	565 / 636	123%	$8,369,005 / $6,790,768	16.4%	103 / 627	$7,223	$4,312,651 / 597	69.8%	393 / 563

Table M – Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	299,087	300,533
Total Adult Self-Service Only	296,642	299,173
WIA Adult	297,736	299,721
WIA Dislocated Worker	1,416	839
Total Youth (14-21)	1,188	495
Younger Youth (14-18)	802	331
Older Youth (19-21)	386	164
Out-of-School Youth	675	285
In-School Youth	513	210

Table N – Cost of Program Activities

Program Activity			Total Federal Spending
Local Adults			$ 3,238,702
Local Dislocated Workers			$ 3,330,865
Local Youth			$ 3,118,200
Rapid Response (up to 25%) WIA134 (a) (2) (A)			$ 741,969
Statewide Required Activities (Up to 15%) WIA134 (a) (2) (B)			$ 676,953
Statewide Allowable Activities §134(a)(3)	**Program Activity Description**	Primary Health Care Planning & WIA Outreach	$ 29,068
		Idaho Youth Corps	$ 104,727
		Business Expansion	$ 23,545
		Total of All Federal Spending Listed Above	$ 11,264,029

Table O: Local Performance

Local Area Name **Region I – Idaho Balance of State**	**Total Participants Served**	**Adults**	268,969
		Dislocated Workers	1,319
		Older Youth	349
		Younger Youth	732
ETA Assigned # **16005**	**Total Exiters**	**Adults**	270,513
		Dislocated Workers	795
		Older Youth	150
		Younger Youth	315

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	**Program Participants**		
	Employers		
Entered Employment Rate	**Adults**	78%	82.5%
	Dislocated Workers	80%	85.9%
	Older Youth		
Retention Rate	**Adults**	82%	86.3%
	Dislocated Workers	85%	87.5%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	**Adults**	$10,000	$12,078
	Dislocated Workers	$12,000	$15,541
	Older Youth		
Credential/ Diploma Rate	**Adults**		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	**Younger Youth**		
Placement in Employment/Education	**Youth (14-21)**	70%	77.7%
Attainment of Degree or Certificate	**Youth (14-21)**	60%	80.4%
Literacy or Numeracy Gains	**Youth (14-21)**	25%	47.5%
Skill Description of Other State Indicators of Performance			

Overall Status of Local Performance	**Not Met**	**Met**	**Exceeded**
		YES	

Table O: Local Performance

Local Area Name	Total Participants Served		
Region II – East Central Idaho		Adults	28,767
		Dislocated Workers	97
		Older Youth	37
		Younger Youth	70
ETA Assigned #	Total Exiters	Adults	29,208
16010		Dislocated Workers	44
		Older Youth	14
		Younger Youth	16

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	78%	83.3%
	Dislocated Workers	80%	94.1%
	Older Youth		
Retention Rate	Adults	82%	91.7%
	Dislocated Workers	85%	93.8%
	Older Youth		
	Younger Youth		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	$10,000	$11,712
	Dislocated Workers	$12,000	$16,745
	Older Youth		
Credential/ Diploma Rate	Adults		
	Dislocated Workers		
	Older Youth		
	Younger Youth		
Skill Attainment Rate	Younger Youth		
Placement in Employment/Education	Youth (14-21)	70%	92.3%
Attainment of Degree or Certificate	Youth (14-21)	60%	82.4%
Literacy or Numeracy Gains	Youth (14-21)	25%	0%
Skill Description of Other State Indicators of Performance			

Overall Status of Local Performance	Not Met	Met	Exceeded
		YES	

Published by

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