

# MONTANA ANNUAL REPORT

## WORKFORCE INVESTMENT ACT



**Program Year 2009  
July 1, 2009 through June 30, 2010**



## A Message from the Governor Of the State of Montana

September 2010

I am honored to present the WIA Program Year 2009 Annual Report.



As Montana economy continues to grow and diversify, it's more important than ever to keep investing in our most precious natural resource, our workers; it's the hard working men and women of our state that will keep us moving forward.

We continue to be one of only two states operating 'in the black' and our unemployment rate remains well below the national average. Just more proof that despite the impact the national recession has had on Big Sky Country we have outperformed the rest of the nation.

Montana's economy has been recognized nationally by the U.S. Chamber of Commerce Foundation as the number one state for entrepreneurship and overall business start-up activity. Over \$1.5 billion has been invested in wind energy development advances throughout the state and we are leading in oil, coal, and natural gas production growth. Combine those successes with the geothermal and biomass potential; Montana is a national leader in energy development.

In order to meet the demands of new economic opportunities in new technology, biotech, and energy we must invest in our workforce. That includes training youth, adults, and dislocated workers in new exciting fields and updating current skills to meet the demands of changing technologies.

We all know that Montana is the best place to raise a family, start and grow a business, and build a community. As stakeholders in the development of Montana's workforce we must ensure that our workers are ready for tomorrow's jobs today.

Sincerely

A handwritten signature in blue ink, which appears to read "Brian Schweitzer". The signature is stylized and fluid, with a large initial "B" and a long, sweeping underline.

Brian Schweitzer  
Governor

## EXECUTIVE SUMMARY

Montana's vision for its workforce investment system is based upon two long-term goals:

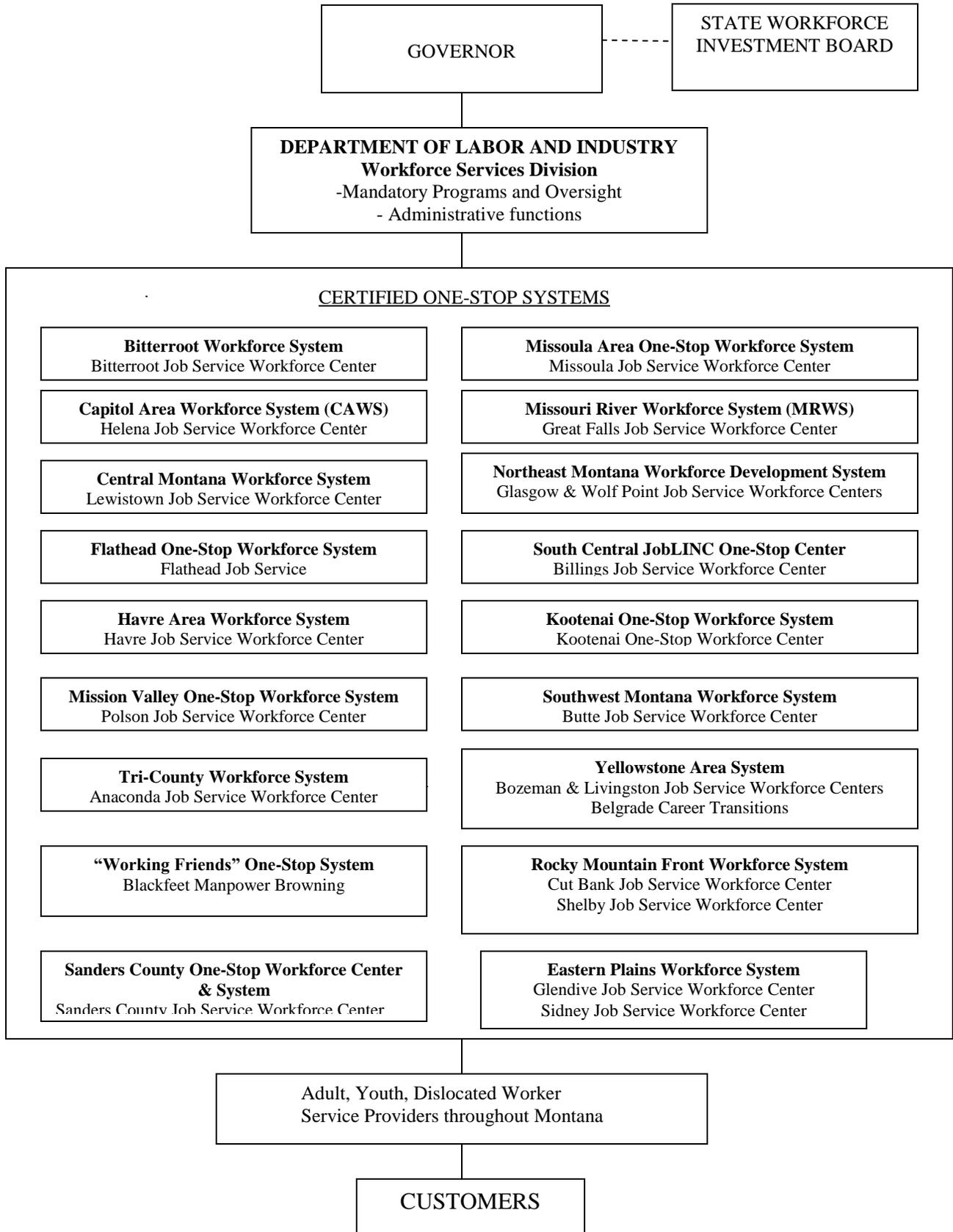
- 1) promoting a diverse economy by providing skilled workers to emerging Montana industries, specifically those in information and advanced technology, health services, value-added agriculture, and communications; and
- 2) promoting continual skill development, increasing wages, and an enhanced standard of living for all Montanans while preparing Montana's youth with the knowledge and behavior skills necessary to enter and succeed in high skill, high wage careers.

These two objectives are guided by the following five key principles:

- Our workforce system must be accountable to the people we serve;
- Our workforce system must be customer driven to meet individual needs and choices;
- Our workforce system must be accessible to all;
- Our workforce system must be efficient in providing services to guarantee maximum impact; and
- Our workforce system must be focused on promoting personal responsibility.

CONTENTS:	PAGE
Executive Summary.....	2
Montana's Workforce System .....	3
Leadership .....	4
State Workforce Investment Board 15% Set-Aside (Discretionary Funds)	
Montana's Labor Situation .....	8
Montana's Workforce Activities and Successes .....	9
WIA Title 1B Programs .....	25
Adult Dislocated Worker Youth (Younger and Older)	
Financial Analysis.....	30
Evaluation and Continuous..... Improvement	34
Achieving Performance, Waivers, Customer Satisfaction and Success.....	48
Program Performance .....	52

**WORKFORCE SYSTEM  
ORGANIZATIONAL CHART**



# LEADERSHIP

## **Governor's State Workforce Investment Board**

The **mission** of the Governor's State Workforce Investment Board (SWIB) is to engage, encourage and lead alignment across workforce development, education and economic development so that the maximum numbers of Montanans are gainfully employed. The SWIB advises the Governor on responding to industry's needs for skilled workers, and workers' needs for good jobs.

The SWIB's **vision** is to promote Montana's economic vitality and sustainability by ensuring that jobseekers have the education, skills and workforce preparation to meet employers' needs.

The SWIB's primary role in achieving its mission and vision is to:

- ❖ Build an aligned system of education and training that is responsive to Montana's industries
- ❖ Focus on workforce challenges in priority industries (Energy, Healthcare, Early Childcare/education)
- ❖ Oversee WIA Programs

The Montana workforce investment system is comprised of a large network of stakeholders. Each plays a vital role in ensuring that employers have access to a prepared workforce and that jobseekers have access to services and resources that will enable them to obtain and keep good jobs. The SWIB acts as a leader in this network through its ability to both make connections among these stakeholders and leverage Workforce Investment Act (WIA) resources to bolster the overall effectiveness of the system.

As a high-performing, business-led Board, the SWIB's charge is to lead broad strategic initiatives that leverage resources beyond WIA funding, while providing necessary system oversight. In 2009 the SWIB underwent an intensive planning process that resulted in identifying the following as key priority areas for action.

- ❖ Sector Strategies (forest/timber, energy i.e. coal & bio mass/bio fuels, healthcare i.e. IT nursing, allied health & long term care, green), Industry Skills Panels
- ❖ Youth - Statewide GED Initiative & Summer Employment Programs
- ❖ Life Long Learning Opportunities, Models i.e. I-Best Pilot
- ❖ Technical Assistance Award on Pathways, Bridge Programs and Adult Credentialing - Governor's Forum on Adult Credentialing
- ❖ Pathways Projects- PEP Talk, I-Best, College Now grant, Governor's Forum
- ❖ WIN/Work Keys Pilots/ Projects
- ❖ Incumbent Worker Program - New State Program
- ❖ Apprenticeship - on going outreach, modernization and new opportunities i.e. Curriculum, pre-apprenticeship (line-man, culinary with Women's Prison)
- ❖ Interagency Rapid Response
- ❖ UI - grant with job service one/stop workforce centers
- ❖ One-Stop Center Coordination & Service Gap Identification
- ❖ 2 Year College System Changes and the Adult Learner (College! Now)

The SWIB committees include the Executive Committee, Workforce Investment Act (WIA) Committee, Life-Long Learning Committee, Sector Strategies Committee, and The Youth Council. These committees conduct business as an advisory body to the Governor on statewide workforce system issues, as well as to assume responsibility for performing all Workforce Investment Act (WIA) local workforce board duties.

**Executive Committee:** The Executive Committee consists of private sector leaders from each of the three workgroups (described below), appointed representative(s) from the WIA Committee, the SWIB Chair, the SWIB Director, and others as deemed necessary. The Executive Committee leads the SWIB workgroups and has the authority to act on behalf of the SWIB. The Executive Committee's responsibilities are to:

- ❖ Oversee implementation of the strategic plan;
- ❖ Track workgroup plans and progress;
- ❖ Offer leadership around alignment of Workgroups;
- ❖ Offer leadership around leveraging system partners; and
- ❖ Drive the provision of critical workforce data

**WIA Committee:** The WIA committee is the Regulatory committee that provides oversight, ensures compliance with the applicable laws and regulations governing WIA Title IIB employment and training programs and develops meaningful accountability measures and outcomes.

**Lifelong Learning Committee:** The Lifelong Learning Committee's focus is on training and education models that provide the current and future workforce with lifelong learning opportunities that are also responsive and aligned with new and changing economies. Such models emphasize "earn while you learn"; lifelong learning/advancement; meeting employers needs immediately (i.e. on-the-job-training, apprenticeship, workplace-based); and using skills upgrading as a strategy to re-build declining economies.

**Sector Strategies Committee:** Sector Strategies work to develop deeper understanding of the interrelationships between business competitiveness and the workforce needs of the target industry, crafting workforce tailored solutions to that industry and its region.

**Youth Council:** The Youth Council provides leadership by serving as a catalyst to connect out-of-school youth and at-risk youth with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities.

### **Program Year 2009 State Workforce Investment Board Activities**

As a high-performing, business-led Board, the SWIB's charge is to lead broad strategic initiatives that leverage resources beyond WIA funding, while providing necessary system oversight. In 2008 the SWIB underwent an intensive planning process that resulted in identifying three key priority areas for action.

- ❖ **Build An Aligned System Of Education And Training That Is Responsive To Montana's Industries:** Connect and facilitate alignment so that supply-side systems are efficiently and effectively meeting the demand of industry for skilled workers;
- ❖ **Focus On Workforce Challenges In Priority Industries:** Using a sector-based approach, convene system stakeholders and develop solutions for key industry workforce challenges that leverage both WIA and external resources; and
- ❖ **Oversee WIA Programs:** Direct and monitor Federal investments and system service delivery, developing policies and standards to increase efficiency and performance

**Governor's Discretionary (15% Set-Aside):** The following are projects that were funded using the 15% Set-Aside funds:

- ❖ Jobs for Montana's Graduates (JMG): JMG received \$60,000 to continue their statewide program expansion goals, off-set overhead and indirect costs, and retain programs at their current funding levels. The discretionary funds will also be used to fund improvements to the JMG database used for the collection of information for high schools and middle school JMG teachers for progress tracking. The funds will also allow the JMG conferences to remain as the highlight of the student organization activities and allow students the continued opportunity to participate. The conferences generally have about 425 people in attendance, 325 which are students.
- ❖ Apprenticeship and Training Program, working in partnership with Montana State University - Northern, received \$44,000 to fund the development of 6 to 8 technical study online courses that would emphasize "green energy" technology. The development of a "green curriculum" could be utilized by a multiple number of construction related occupations in such fields as plumbing, electrical, carpentry, HVAC, and other heating and cooling related occupations. The curriculum would range from basic weatherization, to solar installation, to ground water heating. The curriculum could be blended with existing required apprenticeship related instruction, or taken as an option. The Program could issue a certificate of completion in "green technology" based on completion of all courses offered in the course of study. The green curriculum would not necessarily be exclusive to registered apprenticeship but could be utilized for incumbent worker training as a venue for journeyman upgrade. The Program would allow for industry input into the design and development of the curriculum. The Goal is to have course work going by the end of 2009.
- ❖ National Center for Health Care Informatics received \$24,955.05 to fund the assessment project conducted by the National Center for Health Care Informatics. The assessment project falls in line with the national push towards the use of simulation technology for medical/clinical education and with the funding comes a unique opportunity for the development of a simulation center to serve the healthcare training needs of rural Montana as well as a broader rural America. The potential for the completion of the center to serve healthcare training has the potential of providing 150 jobs when operational, \$10 million annual payroll, enhanced healthcare training for Montana, and increased local business development.
- ❖ Rocky Mountain Supercomputing Centers, Inc. (RMSC) received \$80,000 from the Governor's set-aside to fund the proposed curriculum for competencies in computational science. The proposal requests \$40,000 annually for two years. Rocky Mountain Supercomputing Centers, Inc. (RMSC) has developed its own approach toward workforce development and training. By taking the best ideas of other centers and their own goals and objectives into account, RMSC wishes to develop a curriculum centered on specific computational science areas that will have the greatest impact on removing barriers to innovation for the region's businesses and industries and is aligned with the goals of the State, Regional, and National STEMs initiatives. RMSC's approach is to provide an integrated model that allows individuals access to the training material along different paths of their development. As individuals develop their skill sets, additional training is available that is consistent and integrated with what has been previously learned.
- ❖ Montana Associations of Counties (MACO) received \$7,500 from Set-Aside funds to support the SWIB's MACO representative's attendance at the national association. Currently one MACO representative serves on the SWIB.

- ❖ WIN Courseware/WorkKeys System: The Governor's set-aside provided funding in the amount of \$80,000 to be used for eight job service workforce center sites across Montana to implement the in a two year pilot project. The amount requested reflects WIN at \$24,000 each year and \$16,000 a year for ACT site development and training. The WIN Courseware provides basic workplace skills training, based on the ACT, Inc. *WorkKeys*® assessment system. The system is composed of three parts that work together to build and validate workplace skills. The Career Readiness Certificate is the result of combining the three components. There are three levels of certification: gold, silver, and bronze. The certificates measure the areas of applied math, reading for information, and locating information. Currently the location of the eight sites has not been determined. Each region will be surveyed for need and accessibility to the most job seekers. A positive outcome of workplace skills training is that a person who obtains the Career Readiness Certificate may receive extra consideration when applying for a position.
- ❖ Wind Montana Project: MSU-Great Falls COT received \$10,000.00 of the Governor's WIA discretionary funds the Wind Montana project. The project is a workforce development program designed to equip program participants with the knowledge, skills, and abilities to work in occupations of industrial technology and wind energy technology. The funds may only be used by WIA eligible students to help cover costs for tuition, books, supplies, materials, tools and other educational expenses incurred by those students.
- ❖ Math and Science Initiative: The Governor's discretionary funds in the amount of \$72,000 were set aside to promote math and science as a key to preparing a workforce capable of competing in a global economy. Proposed activities include:
  - Redesigning a website that informs the public on opportunities and resources across the state that promotes education and careers in math and science.
  - Participation in a steering committee leveraging post secondary resources to increase the quantity, quality, and diversity of mathematics and science teachers and expanding outreach to teachers' organizations.
  - Montana's participation in a consortium of states and federal grant program to adopt internationally benchmarked college and career ready standards to better align K-12 and higher education and apprenticeship programs.
  - Growing a program of Roadside Geology Markers that provide innovative teaching opportunities for early childhood and K-12 classrooms. The signs are tied to career pathways by connecting volunteer scientists to future jobs in the students' communities.
  - Creating a new set of math and science trading cards focused on the energy sector to spark an early interest in math and science leading to emerging job fields in Montana.
  - Award recognition of a community organization, a private research organization, and an individual who have partnered with Montana's school systems to enhance math and science education tied to high-demand fields.
  - Numerous statewide outreach events ranging from science fairs to water monitoring to inspire students to study math and science as a pathway to careers.

## MONTANA'S LABOR SITUATION

Montana is in the Rocky Mountain area of the northwestern United States, bordered by the Canadian provinces of British Columbia, Alberta, and Saskatchewan on the north, Idaho on the west, Wyoming on the south, and North and South Dakota on the east. Montana is sparsely populated with 974,989 people spread over 147,138 square miles. It is the 4<sup>th</sup> largest state in land area and 44<sup>th</sup> in population.

Montana continues to experience positive growth in population as indicated by an increase of about 6,954 people from 2008 to 2009, or 0.72 percent. Examining the population increase since 2000, 31,184 more births to deaths have been recorded, with an additional increase of 42,980 accounted for by new entrants to the state.

Over the last year, Montana's economy has continued to expand, growing 4.7 percent from 2007 to 2008, with a decline in employment and a slight increase in wage growth from 2008 to 2009. Some highlights of the past year include:

- Montana's total personal income decreased by 1.1 percent in 2009, this was the 23<sup>rd</sup> smallest decline over the year. Per capita personal income decreased by 1.8 percent over the same time period, which ranked 20<sup>th</sup> among all states for growth. Montana's rank among all states for per capita income was 39<sup>th</sup> in 2009.
- The average annual wage grew by \$454, which represents a 1.4 percent increase between 2008 and 2009. Montana ranked 49<sup>th</sup> among all states in average annual wage and 15<sup>th</sup> in average wage growth.
- The Consumer Price Index saw an increase of 1.2 percent between July 2009 and July 2010.
- Covered wage and salary employment decreased by 15,978 jobs between 2008 and 2009. This represents a change of -3.7% over the year, which was the 19<sup>th</sup> lowest rate of decline in the nation.
- Montana's unemployment rate, seasonally adjusted was 7.3 percent of the workforce (July 2010), while the U.S. rate was 9.5 percent over the same period.

Unemployment in Montana has continued to remain one of the lowest in the nation. In July of 2010, the statewide unemployment rate reached 7.3%, which is the 16<sup>th</sup> lowest in the nation. Montana is expected to continue to maintain one of the lowest unemployment rates in the nation during the current economic contraction. The current national recession has not affected all of the areas in Montana to the same extent. Counties heavily dependent on construction and the production of wood products have seen large declines in employment and economic growth, while counties with large public and health care sectors have been less affected by the current economic readjustment.

## MONTANA'S WORKFORCE ACTIVITIES

- **State Workforce Investment Board Certified One-Stops**

The State Workforce Investment Board has 18 One-Stop Systems and 24 Certified One-Stop Centers as well as the first Tribal One- Stop on the Blackfeet Reservation. Recertification occurs every two years. SWIB staff has created a web based recertification process and currently over a dozen have successfully been recertified for another two year period. The recertification process focuses Standards for Management and Planning, i.e., Leadership, Community Management Team Membership & Quality, Planning, Human Resources), Standard of Facilities, Standards for Service Delivery (Customer Focus, Access, Core , Intensive, Training and Employer Services ) and Long and Short Term Goals accomplished and challenges faced along with the establishment of new Long and Short Terms Goals for their next two year certification period.

This strategy includes promoting the role of Community Management Teams (CMTs). Community Management Teams were organized under the original WIA 5-Year State Plan in regions – areas within a hundred miles of a community that offers workforce development services. The CMTs include mandatory and many optional partners. Under the guidance and support of the Private Industry Councils and the State, those original CMTs began the process of preparing for One-stop certification under the WIA of 1998.

Promoting the role of the CMTs under the State Plan will afford maximum flexibility for local development of the certified One-Stop System. MACo has played a greater role in collaborating with CMTs, Job Service Employer Councils (JSECs), the State Board, and regional and local economic development organizations, and participates in the development of the one-stop system at the most local level.

Co-location of One-Stop Centers will be encouraged, however Virtual One-Stops and affiliate sites are allowable under this plan where local CMTs and the State Board determine it is in the best interest of the community, or when it is not financially or otherwise reasonable to co-locate. The focus will continue to be providing access to services, not to a single “site”. This will actualize the Governor’s vision to coordinate and integrate services to effectively leverage local resources and meet needs at the local level.

The SWIB goal to certify a minimum of one new One-Stop in each of Montana’s 12 Montana Association of Counties (MACo) Districts is being for promotion of One-Stop system development efforts through coordinating communication and involvement of Community Management Teams (CMT's) within Montana communities, and with the State Board. Certified One-Stops are listed in this report and may also be found at the Governor’s State Workforce Investment Board at [www.swib.mt.gov](http://www.swib.mt.gov):

### ***Bitterroot Workforce One-Stop System***

Serving Ravalli County, the Bitterroot Workforce System utilizes a campus approach to their One-Stop System. They have three levels of participation in their system. Level 1 is the Campus One-Stop Management Team, comprised of 39 partners. Level 2, the System Management Team, has six partners; it represents a higher level of commitment and responsibility. Level 3, the Community Management Team has two partners. The mission of the Bitterroot Workforce System is to “Respond to the unique

needs of Ravalli County, focus on customer-centered services, assist workers in attaining self-sufficiency, and respond to business needs for a skilled workforce.” The designated One-Stop Center is at the Bitterroot Job Service Workforce Center in Hamilton. An affiliate site is located at the District XI HRDC. The communities of Corvallis, Darby, Hamilton, Stevensville, and Victor have satellite sites.

### ***Capitol Area Workforce System (CAWS)***

The Capitol Area Workforce System (CAWS) Community Management Team is a group of employment and training providers serving Lewis & Clark, Broadwater, Jefferson and Meagher counties who came together to form a new partnership in September of 1998. The CAWS Mission & Vision is to “Provide a customer-focused employment and training system that prepares, trains and connects a highly skilled workforce to the business community.” The designated One-Stop Center is the Helena Job Service Workforce Center.

### ***Central Montana Workforce System***

The Central Montana Workforce System (CMWS) is made up of two formalized entities, the CMWS Community Management Team (CMT) and the Central Montana One-stop Center (CMOC). These two entities are made up of numerous agencies, organizations, and individuals located throughout MACo District VI as well as agencies and organizations from outside the district whose service area includes parts of MACo District VI. Levels of involvement vary considerably among the entities, with those who plan and actively promote the CMWS, the CMT, and the CMOC have a formal involvement as CMT members. Remaining entities use the system as a method of information gathering and dissemination for the purpose of serving their clients. Over 200 different entities and programs offered throughout the district leverage their resources to serve Ferguson, Judith Basin, Petroleum, Wheatland, Golden Valley, and Musselshell Counties. The designated One-Stop Center is located at the Lewistown Job Service Workforce Center.

### ***Eastern Plains Workforce System***

The Eastern Plains 1-Stop System serves a large portion of Eastern Montana, with 1-Stop Centers located in Dawson and Richland counties, and outreach sites in Dawson, Garfield, Prairie, Richland, McCone, and Wibaux counties, eastern Roosevelt County, and southeastern Sheridan County. Required partners are collocated at the Glendive Job Service and Sidney Job Service.

### ***Flathead Workforce System***

The Flathead Workforce System Community Management Team provides an integrated service delivery system for education, employment and training, business support, and economic development resources and services to the citizens of Flathead County. The Flathead operates a Tier System formed in three layers. Tier One is comprised of member agencies and organizations that provide training, economic development, and contiguous services to service area customers. Tier Two is comprised of WIA mandated partners and other agencies interested in participating with an increased level of responsibility toward the operation of the Flathead One-Stop Workforce System. Tier Three is comprised of primary partners established as a One-Stop Operations Team. The designated One-Stop Workforce Center is located at the Flathead Job Service.

### ***Havre Area Workforce System***

The Havre Area Workforce System has its designated center at the Havre Job Service Workforce Center. Their mission is to “Meet the employment related needs of North Central Montana by providing high quality, meaningful services in a seamless, effective and comprehensive employment and training partnership.” The Havre Area Workforce System has 19 partners serving Blaine, Choteau, Hill, and Liberty Counties, including the Rocky Boy’s Indian Reservation and the Fort Belknap Indian Reservation. Strong Tribal partnerships exist throughout the service delivery area. The Rocky Boy’s Indian Reservation is working to revitalize their economy by focusing on tourism. Aggressive projects to attract tourists have begun which not only provide employment during construction phases, but also provide jobs in the tourism industry for the local population.

### ***Kootenai One-Stop Workforce System***

Kootenai One-Stop Workforce System serves the Lincoln County section of MACo District X. The Kootenai One-Stop Workforce System is a consortium of community partners established to collaboratively provide, and continuously improve, the seamless delivery of Workforce Development services in Lincoln County through efficient and effective coordination of workforce programs, information sharing, appropriate referrals and equal opportunity accessibility for all customers. The Kootenai One-Stop Workforce System is fully functional with the Job Service Workforce Center, serving as the designated One-Stop Center, complementing the Consortium.

### ***Mission Valley One-Stop Workforce System***

The Mission Valley One-Stop Workforce System is a collaboration of service providers throughout the Greater Mission Valley, located in various physical locations. These agencies provide a wide variety of business, workforce, employment and training services. The Greater Mission Valley encompasses Lake County and those areas lying within the boundaries of the Flathead Indian Reservation. The designated One-Stop Center is in Polson at the Lake County Job Service Workforce Center. Close collaboration between agencies in this region has developed an effective network of communication and service delivery to a diverse base of customers, including businesses and job seekers. Mission Valley One-Stop Workforce System operates a Tier System in three levels: Community Management Team Members, and Workforce System Partners, and One-Stop Workforce Advisory Committee.

### ***Missoula Area One-Stop Workforce System***

The Missoula/Mineral One-Stop Workforce Center is the Missoula Job Service Workforce Center. The Center has a commitment to serve all of Missoula and Mineral counties. The Missoula One-Stop Workforce Center houses Experience Works, Job Corps, Job Service and Rural Employment Opportunities (REO). Center services and programs include: Wagner-Peyser, WIA Adult IB, WIA Dislocated Worker, Rapid Response, TAA, Veterans Employment and Disabled Veteran Programs, Re-employment services, Business and HR consulting services, links to Unemployment Insurance, WoRC, FSET and Older Worker services. Additional services are easily accessible through referral and outreach. It is the goal of the Center to build on the close relationships in the community by further enhancing collaboration, increasing staff training efforts and enhancing relationships and collocation opportunities within the Center to build additional bridges to the business community and thereby support workforce and economic development.

### ***Missouri River Workforce System (MRWS)***

The MRWS delivers services to the counties of Cascade, Choteau, and Teton. The Center is located in the Great Falls Job Service Workforce Center. The MRWS has numerous community partners linking education, workforce development and business. The MRWS holds quarterly meetings, during which there is typically a morning learning session to cross-train staff from one-stop partner agencies. They also hold a business meeting to ensure cooperation, collaboration and efficient delivery of workforce services by all partners.

### ***Northeast Montana Workforce Development System***

The Northeast Montana Workforce System is located in MACo District I. It serves Phillips, Valley, Daniels, Sheridan, and Roosevelt Counties. Northeast Montana Workforce System has two centers; one at the Glasgow Job Service Workforce Center, and one at the Wolf Point Job Service Workforce Center. A satellite site is in Poplar. The Wolf Point center and Poplar satellite site are on the Ft. Peck Indian Reservation. A long-standing working relationship exists with Tribal entities, and facilitates partnerships which help address issues common to rural regions. For example, Ft. Peck has a van designated to transport Tribal residents to and from medical appointments. The transportation program has expanded to help transport individuals to other appointments as well.

### ***Rocky Mountain Front Workforce System***

Rocky Mountain Front Workforce System has designated centers at the Job Service Workforce Centers in Cut Bank and Shelby. The Rocky Mountain Workforce System serves Toole, Pondera, and the balance of Glacier County not served by the “Working Friends” One-Stop system.

### ***Sanders County One-Stop Workforce Center & System***

The Sanders County Service Delivery Area encompasses Sanders County and includes areas lying within the boundaries of the Flathead Indian Reservation. This is a rural area with seven different communities lying along US Hwy 200, which runs east and west through the geographic area. It also includes MT Hwy 28 and towns located along that north-south route. A significant portion of the Flathead Indian Reservation lies within Sanders County. Sanders County is Montana’s eighteenth most populous county, with an estimated 11,138 residents as of July 2006. Thompson Falls is the county seat is the state’s 48<sup>th</sup> largest city, with a population estimated 1,403 in 2006. Other cities and towns in Sanders County include Dixon, the Old Agency, Heron, Hot Springs, Lonepine, Noxon, Paradise, Plains, and Trout Creek. Historically, timber and wood products, mining, hunting and fishing, and agriculture have been important in this area, as is tourism. Construction and retail now play a large part in the local economy as well. The National Bison Range spans the border between Lake and Sanders counties, with the largest portion being located in Sanders County. The Refuge System provides great recreational opportunities for the local population and tourists as well. Workforce Development and Economic Development have always proven to be a substantial challenge in this region. In February 2008, though the current unemployment rate in Montana was 4.2%, the unemployment rate for Sanders County was 9.6%. The seasonal employment situation can create a fluctuation of a full percentage point in this rate on a monthly basis. For Montana as a whole, the per capita personal income rate stands at approximately 84% of the national average. In Sanders Counties, per capita personal income has averaged about 56% of the national average.

### ***South Central JobLINC (SCJ) One-Stop***

The South Central JobLINC One-Stop Center (SCJC) is located in the Billings Job Service Workforce Center. The SCJ services the counties of Big Horn, Carbon, Stillwater, Sweet Grass and Yellowstone. The SCJC has a Hotelling Center at the HRDC office in Hardin and provides outreach services at locations in Carbon, Stillwater and Sweet Grass Counties. Fourteen programs and agencies are located in the SCJC and nine programs and agencies hotel at the SCJC. The SCJC is actively involved in workforce and economic development. Partners work together to strengthen businesses and linkages to Chambers of Commerce. Strengthening businesses means more and better paying jobs for employees. The SCJ through its partnerships and its One-Stop Center has seen the benefits of partnering, networking, cooperation and coordination to be able to expand services even in a time of decreasing funding. Leveraging of funds, facilities and equipment has been a guiding principle from the beginning of the SCJ and the development of the One-Stop Center.

### ***Southwest Montana Community Management Team***

The Southwest Montana Community Management Team One-Stop in Butte serves the counties of Powell, Granite, Deer Lodge, Silver Bow, Madison and Beaverhead. The Center is located in the Butte Job Service Workforce Center. The Southwest Montana Community Management Team is active across a large region and has centers located in Dillon and Anaconda and computers for use in rural libraries and courthouses. They have clearly demonstrated responsibilities and cross training to other programs. Each site has resource manuals and works with employers, not just job seekers, supplying resources and assistance.

### ***Tri-County Workforce System***

The Tri-County Workforce System is being established to provide a variety of services to better serve our universal customers, job seekers and businesses. The services and system is marketed under the JobLINC system. The communities currently being served are: Anaconda, Warm Springs, Galen in Deer Lodge County, Deer Lodge and Garrison, Avon and Elliston in Powell County and Philipsburg, Hall, Maxville and Drummond in Granite County. By establishing this system, it gives local community partners a better opportunity to focus on this designated region which has unique needs because of their rural, smaller community atmosphere and limited resources. Due to economic conditions (transportation costs/lack of public transportation, higher unemployment rates) in this area, certifying and designating this system as a stand-alone will give those seeking any services through a One Stop the opportunity to seek those services locally instead of traveling the 45-50 miles one way to access a certified one stop center in Butte. This separate system will allow better communication, better coordination and better concentration by those partners servicing only these communities in meeting and addressing those needs.

### ***Yellowstone Area System (YAS)***

The Yellowstone Area System (YAS) has three centers: Bozeman Job Service Workforce Center, Livingston Job Service Workforce Center, and Belgrade Career Transitions, Inc. In Gallatin, Park, Meagher, Sweet Grass, and Madison Counties, the YAS diligently works to provide services to job seekers and employers. The YAS is a cooperative of employment and training agencies, social service agencies, and private sector business owners whose mission is "To empower individuals to thrive and excel; to manage change; to provide training and learning opportunities; to provide an educated and prepared workforce to area employers; and to help employers adapt to changes in technology, the economy, and the workforce."

### ***"Working Friends" One-Stop System***

"Working Friends" is the first and only Native American one-stop center in Montana and serves Native Americans on the Blackfeet Reservation.

- ***Rockies Energy Workforce Collaboration:*** Montana is one of five partners in the Rockies Energy Workforce Collaboration (REWC). The other states participating are: Colorado, Wyoming, North Dakota, and Utah. The initial scope of the Collaboration is the development of the work force system in the Rockies to ensure an adequate supply of skilled energy workers for the rapidly growing energy industry. The Collaboration provides a forum for industry, education, public workforce systems and economic development to dialogue, develop strategy and solution based workforce actions to leverage staff, resources, and public and private investments. The initial scope of the Collaboration is in oil and gas, addressing current and anticipated shortages in the workforce. Participation by DLI on the coalition has been, and will continue to be, crucial to building regional partnerships and sectoral strategies that will strengthen Montana's energy industry, workforce, and economy.
- ***Workforce Innovation in Regional Economic Development (WIRED):*** Montana is one of 13 regions across the country to successfully compete for the first round of the *Workforce Innovation in Regional Economic Development (WIRED)* grant. The WIRED grant brought \$15 million dollars to the state over a four-year period. Montana's proposal focused on 32 rural counties and 6 reservations in the eastern part of the state, and provided training to build bioproduct industries, especially those related to biolubricants and biofuels. Partners within the Governor's office, Department of Commerce, DLI, the university system, and others are collaborated to ensure a successful WIRED project in Montana, which will create jobs in the high growth, high wage energy industry, and improve the economic outlook for the most rural parts of our state, including 6 of Montana's 7 Reservations. The SWIB Chair and the SWIB's Economic Development & Business Retention Chair serve on the WIRED Executive Committee.

The WIRED initiative in Montana has come to a conclusion. The full \$15 million was utilized and resulted in 3,618 individuals completing training, 634 educators prepared and hired for instruction in the alternative energy industry, 101 new curriculums developed, resulting in 1,447 additional students that can be trained annually. The program reached 25,432 individuals through outreach and education events held within the region and assisted in creating 472.6 new bio-energy jobs with an average wage of \$17.06. The limited duration of the WIRED grant necessitates that the initiative be transformative in nature, acting as a catalyst to promote further future steps toward the goals of Montana’s Agro Energy Plan. This goal has been achieved through the continued work of multiple state agencies and partner organization pursuing sector strategies and other regional industry driven programs that closely resemble the WIRED model. Montana’s agro-energy Plan (Goals, Visions and Objectives) and Workforce Pipeline are demonstrated on the following charts.

Montana’s Agro-Energy Plan:



**A globally competitive bio-energy and bio-products cluster in Central and Eastern Montana...**

The WIRED region of Central and Eastern Montana, which encompasses 32 counties and six Indian reservations, is roughly equal in size to the states of Pennsylvania and New York. Agriculture is a major economic force. However, this is primarily commodity based agriculture with value-adding steps taking place outside Montana.

Socio-economic trends of the region include an aging and declining population, wages and salaries that are depressed, high rates of poverty, and increased reliance on farm subsidies. Included in WIRED-Montana are eight of the 10 poorest counties in America as measured by average wage and salaries. Recent years of drought have compounded these problems. When looking for employment, many young, talented folks seek opportunity elsewhere.

However, the WIRED region of Central and Eastern Montana is also rich. The strength of rural Montana is the people and their love for the region. And, as stated by Governor Schweitzer, “they are also sitting on some of the greatest energy reserves in the nation, be it the wind blowing across the prairies, the crops growing from the ground, or the coal underneath.”

The goal of the WIRED effort, Montana’s Agro-Energy Plan, is to act as a catalyst to transform the rural Ag-economy. Through committed partnerships with Montana’s citizens, state agencies, private businesses, investors, academic institutions, entrepreneurs, philanthropists, and Tribal leaders we aim to create a globally competitive bio-energy and bio-products cluster.

**The Vision:**  
Central and Eastern Montana will have a stable population base with increasing prosperity



**The Transformation Challenge:**  
From an agricultural commodity driven economy to a value-added economy

- The Goals:**
- Develop a world-class bio-products industry
  - Develop a highly trained and stable/growing workforce to support bio-products and other value-added agricultural products
  - Create an agile, integrated talent development system that will prepare state residents to act quickly to take advantage of new economic opportunities and is responsive to business needs
  - Create an inclusive and sustainable regional identity and leadership structure that will promote innovation and ensure the long-term success of the transformational initiative

- The Strategic Objectives:**
- Develop sustainable industry in rural Central and Eastern Montana
  - Create high-paying jobs in management, marketing, engineering, manufacturing, and construction
  - Increase the net return and stability of farm income

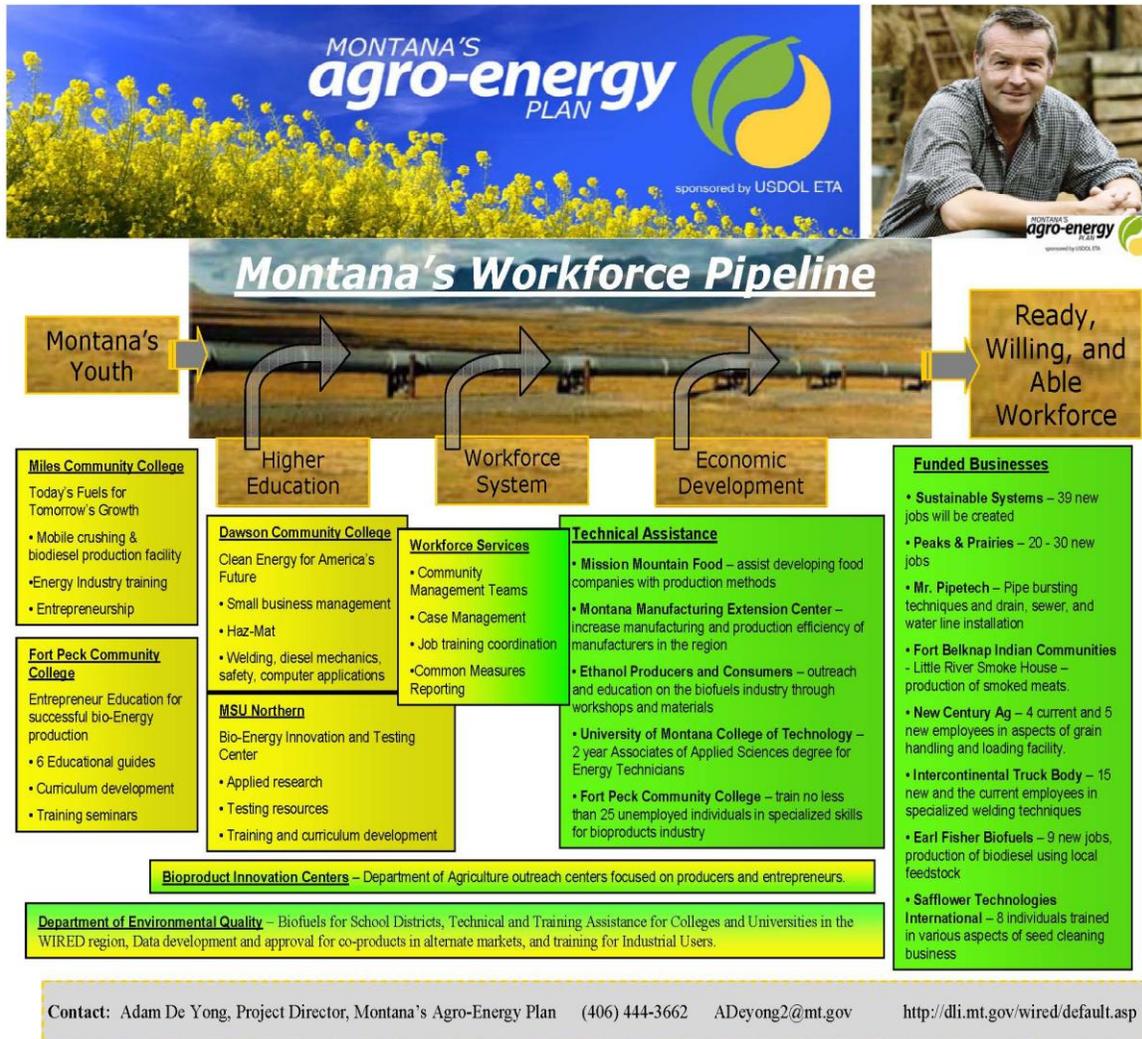
**Cooperation, Coordination, WIRED Legacy:**

Montana’s Agro-Energy Plan (MAP) is a catalyst, coordinating the people, assets, and resources of Central and Eastern Montana as well as helping to bring these assets to bear on emerging markets, technology, and opportunity. The opportunities presented in value-added agriculture and the new frontier of domestic, clean, renewable, energy, in all its forms, offer incredible avenues to bring economic security and prosperity to WIRED Montana.

The WIRED initiative is of limited duration. Much of the progress will just be underway at the scheduled end of the program. Montana’s Agro-Energy Plan however, will continue. MAP is a cross agency program of cooperation and coordination connecting ideas, people, and opportunity. This network will be the legacy of WIRED.



## Montana's Workforce Pipeline:



- Energy Training Partnership:** The Montana Electrical Joint Apprenticeship and Training Committee (MEJATC) and nine other partner JATC's (Ironworker, Plumbers and Pipefitters, Sheet Metal, Carpenter, Laborers, Operating Engineers, Local 44, Lineman, and Bricklayers) received a \$5 million dollar federal grant award from the American Recovery and Reinvestment Act to invest in new energy job training in the state of Montana. The funds were awarded through the U.S. Department of Labor Employment and Training Division. Montana's Department of Labor and Industry will act as the fiscal agent and Montana's State Workforce Investment Board, with 24 certified One-Stop Centers, will compliment the grant.

This grant will help the state's current apprentices and journeyman receive upgraded training for the green energy industries, specifically wind, solar, geothermal, and energy efficiency. This upgraded training will enable Montana's workforce to compete for and/or retain

employment in the growing field of renewable energy and grow our standards to meet the needs of the future workforce.

Specific occupations for which participants of the grant receiving training or skills education will be electricians, electrical line workers, sheet metal workers, carpenters, millwrights, laborers, weatherization technicians, ironworkers (welders), HVAC technicians, power plant technicians, plumbers/ pipefitters, bricklayers, and heavy equipment operators.

MEJATC was one of only three consortium grant applications nation-wide to receive the maximum funding of \$5 million dollars. Applications were submitted by strategic partnerships requiring labor and business to work together for the purposes of fostering both immediate economic revitalization and a clean energy future.

MEJATC will work collectively with a consortium of nine other JATC partners that represent their respective labor organizations and over 475 business/employers in Montana.

- **STATEWIDE ACTIVITIES**

**Rapid Response Activities:** The Dislocated Worker Unit in the Montana Department of Labor and Industry is the oversight entity for the Rapid Response program. Assistance and early intervention services for businesses and workers facing layoffs or closures are provided by Montana's Job Service Workforce Centers through individual appointments or in Rapid Response workshops. At the workshops, the affected workers receive information about various programs that will assist them in their transition to new employment. Rapid Response activities have included: commitments from state agencies for ongoing participation in the design and implementation of the States Rapid Response program to ensure timeliness, quality, and consistency in state services; compilation and dissemination to all state agencies of a comprehensive list of exiting services available to assist dislocated workers and their families, and the creation and maintenance of a master database listing all state jobs available to dislocated workers. In PY09, the Governor's Interagency Rapid Response Team continued to provide guidance and resources to local providers of Rapid Response services.

**Governor's Interagency Rapid Response Team:** In response to the dramatic increase in the number and size of closures or mass layoffs affecting Montana's workers in PY08, Governor Schweitzer formed the Interagency Rapid Response (IRR) Team in December 2008. The purpose of this new team is to ensure that there is coordination and cooperation among the many state agencies that may provide a safety net of resources and information to assist workers and their families impacted by job loss. Agency team members include: Department of Labor & Industry; Department of Public Health & Human Services; Office of Public Instruction; Commissioner of Higher Education; Department of Commerce; Department of Natural Resources & Conservation; Department of Fish, Wildlife & Parks; and Department of Transportation.

**WIA Section 503 Incentives:** When the Section 503 Incentives projects wrapped up in June 2010, the agencies representing WIA Title IB, Carl D. Perkins Vocational and Technical Assistance Act, and Adult Education and Family Literacy Act programs had spent almost two years working closely together on workforce education and training projects designed to facilitate innovative talent development and maximize opportunities for employment and life-long learning.

**ABLE Content Standards:** ABLE content standards were developed for all curricular areas of the GED to clearly articulate what adult educators need to teach in order for students to attain

the GED and successfully transition into high-skill, high-demand occupations. The content standards also integrated the soft skills that students possessing a mastery of will be more likely to meet employer expectations and succeed in the workforce.

GED Online: GED online is now offered as one option for students who enroll in an adult education program with the goal of GED attainment. GED online allows adult educators the opportunity to administer distance learning as another option to students and most specifically those who face barriers such as transportation difficulties in attending onsite GED classes.

COMPASS Assessments: COMPASS assessments with diagnostics, and math skill building and assessment software such as ALEKS or MyMathLab were purchased and placed in Adult Basic Education Centers throughout the state for use by ABE students who are interested in pursuing higher education.

Adult Career Pathways Curriculum Model: The Adult Career Pathways Curriculum Model was developed for cross-agency coordination of services, and building partnerships with other workforce training providers and employers representing the specific career clusters industries. Coordination and partnerships were achieved through the following:

- Awarding an Adult Career Pathways Curriculum Model grant to a two-year institution;
- Career Pathways advisement publications;
- Integrating academics in career and technical education curriculum specific to career clusters and their related pathways;
- Development of statewide postsecondary skill assessments; and
- Convening Adult Pathways Institutes for practitioners in the field

Personalized Employment Plan (PEP) Talk: WIA Title IB, Carl D. Perkins Vocational and Technical Assistance Act, and Adult Education and Family Literacy Act agencies pooled PY2006 incentive funds to design the PEP Talk program to help unemployed and underemployed adults create personalized employment plans. Now, developing a personalized employment plan is a simple, 3-step approach that is available 24/7 online to all Montanans at no cost. In addition to the availability of having PEP Talk online, over 250 staff in One-Stops, Adult Basic Education, two-year colleges and other workforce development agencies were trained on how to provide personal assistance in PEP Talk; thousands of customer packets were distributed; adult educators, one-stops and workforce development agencies have access to free practice tests for GED, CLEP, ACT and SAT exams; and the use of public service announcements to let the public know how to access PEP Talk. UI worker profile clients, WoRC (Work Opportunity Readiness Component) clients, WIA older youth, adults and dislocated worker participants and adult learners are among the PEP Talk users. Customers had this to say about PEP Talk: overall, the PEP packet combined with the MCIS program has been well received by our clients; it has proven to be very effective with our experienced workforce members interested in making a career change. With our younger clients, PEP and MCIS have provided the opportunity to explore and examine a variety of career options.

#### • **Technical Assistance**

*Technical Assistance and Training:* The Statewide Workforce Programs and Oversight Bureau of the Montana Department of Labor and Industry hosted two Technical Assistance and Training (TAT) sessions in Program Year 2009. One session was held in Helena October 20 – 22, 2009. The second session was held in Billings April 27 - 29, 2010. Both sessions were open to all WIA service providers, adult, dislocated worker and youth.

### October 20 – 22, 2009 – Helena MT

This TAT session gave service providers technical assistance on operating their WIA programs. Updates to the WIA ARRA programs were given and a presentation on Job Central was provided. A presentation on Disability Etiquette was given by the Montana Department of Administration and we received very good feedback on this training.

### April 27 – 29, 2010 – Billings MT

Montana has had many new case managers added to WIA, therefore, the Statewide Workforce Programs and Oversight Bureau provided basic case management and MIS system training to the new case managers. The new case managers were split with the Youth case managers on their own and the Adult/Dislocated Worker case managers together. HIPPA training was given by the MT Department of Public Health and Human Services to all providers and the MT Department of Justice provided training to the providers on drug awareness and abuse; how to know what to look for, what is “popular” now. Ron and Carren Clem provided information drug abuse from a personal perspective and how to recognize and help people with drug addictions.

At this same TAT, the WIA Youth providers also received training on literacy/numeracy and when to test for basic skills. Montana is struggling with common measure, literacy/numeracy gains and requested technical assistance from the USDOL Dallas Regional Office. Dr. Eileen Warren, a consultant for the USDOL Dallas Regional Office on literacy and numeracy for youth common measures performance came to Montana along with Bernie Cutter and Keith Rowe also from the USDOL Dallas Regional Office. Dr. Warren provided almost two full days with the WIA youth providers helping them brainstorm and identify different tactics that will help them work with youth to attain increases in literacy/numeracy performance.

#### • **Inspiring Youth Minds Under the Big Sky: A Science Camp for Youth**

In June 2010, Career Training Institute of Helena, in partnership with the Montana Department of Labor and Industry, Governor and First Lady Schweitzer’s Math and Science Initiative, Exploration Works, Office of Public Instruction, Commissioner of Higher Education, Student Assistance Foundation, Women’s Foundation of Montana and Montana’s WIA Youth providers held a two-day science camp that focused on educational and career opportunities in science, technology, engineering and math (STEM).

The science camp was held in collaboration with Exploration Works Museum of Science and Culture provided exhibits, interactive workshops and experiential activities facilitating learning and the exploration of selected topics that inspire curiosity and interest in related careers.

WIA and Job Corps youth ages 14-21 attended the science camp where all of the activities were linked to the importance of science and math to career opportunities in STEM areas. Camp activities included topics on green technology, robotics, water quality, air and space education or computer technology and environmental sciences. Teachers, physicians, engineers, researchers and scientists were among the guest speakers and trainers. Among the interactive workshop activities was a session on shark and perch dissection where youth learned anatomy and differences between salt water and fresh water creatures; another on building solid-fuel rockets that were launched in a field; building and flying an ornithopter bird model; food chemistry; building inventive electrical circuits and switches and a solar-powered model; and a guided 6-mile hike where students collected geologic specimens and learned about the art of nature.

The youth enjoyed motivational speaker Willie A. Rhines, Jr. (Coach R to the Harlem, Montana Lady Wild Cats) and his moving speech on “When I become a man, I put away my childish things. When I become a woman I put away my childish things. I got out of my way, got out of my box and took a chance.” Many youth took notes to put inside their lockers as reminders to themselves of Coach R’s message.

On the second day of camp activities included a vendor fair where presenters were on hand with information on post-secondary opportunities for technology and science and career opportunities including apprenticeships that are available in Montana and the region.

- **Northern Plains and Rocky Mountain Consortium: Researching the Green Economy**  
Recognizing the growing need for timely, accurate and detailed information about the number of workers needed and their skill and educational requirements to ensure employer, worker and community competitiveness, the Montana Department of Labor and Industry in partnership with the Iowa Workforce Development, Nebraska Department of Labor, South Dakota Department of Labor, Utah Department of Workforce Services, the Wyoming Department of Workforce Services and Wyoming Department of Employment formed the Northern Plains and Rocky Mountain Consortium. The consortium received a Green Jobs Grant in early 2010, to build on research already being conducted and expand it to this area and improve labor market information collection and research in the six states to enhance the labor exchange system for careers within the green economy. The main objective of the consortium is to build a sustainable dialogue relating to green labor demand, supply and training requirements; build an LMI system sustaining those relationships; and a design for evaluation as an integral part of a sustained effort. Within the context of the Consortium’s short-term plans to study the effect of the expansion of wind-generated electricity and biofuels production on the region’s economy and the longer-term investments being made in clean coal, large scale CO2 sequestration and restructuring of the export power grid one strategy will focus on jobs with skills that can be transferred between traditional industries and renewable energy industries, or in carbon capture and sequestration activities. Another area of focus will be on new manufacturing (such as wind generation components) and maintenance occupations which may develop to support biofuels and green energy production. Lastly, no analysis of the demand for new labor would be complete without an analysis of replacement need based on the fact that many industries directly in the path of the greening economy are staffed by an aging workforce.

- **OVERSIGHT ACTIVITIES**

- **Monitoring:** The Statewide Workforce Programs and Oversight Bureau as the oversight entity for WIA Title IB programs has the responsibility for monitoring each WIA adult, youth and dislocated worker service provider. Monitoring includes comprehensive review of program requirements, fiscal controls, management information systems, provider agreements and the eligible training provider application process. No major issues were found during regular WIA monitoring and the monitoring process revealed that the service providers are doing a good job serving the participants of Montana.
- **Improving Outcomes for Individuals with Disabilities Montana’s Disability Program Navigator Grant - Providing Enhanced Service Delivery for Individuals with Disabilities:** The Montana Department of Labor & Industry has operated the Disability Navigator Program since PY07 through a grant from the US Department of Labor. The main purpose of this grant was to fund Disability Navigators within the One-Stop system to assist individuals with disabilities to better understand and access the services and resources

available through their local one-stops. Although the grant was originally scheduled to end June 30, 2009, USDOL was able to award enough additional funding to support continued implementation of the Navigator program to June 30, 2010. In March 2010, states were offered the option of a no-cost extension beyond June 30, 2010 if they anticipated they would not be able to expend all of their PY09 allocation by that date. Montana requested and was approved for the no-cost extension; and the grant end date was extended to June 30, 2011.

- **Shared Youth Vision:** The Montana's Shared Youth Vision Team continues to have a collaborative approach to addressing workforce development issues for youth most in need and at risk. The Team's partnerships have expanded to include representatives from Youth Challenge, Job Corps, 4-H, WIA service providers, Migrant Education, Foster Care, Office of the Commissioner for Higher Education, the Governors Office, Youth Corrections, Office of Court Administration, and Adult Basic Education.

Faces of the GED Initiative: Based on data showing that GED attainment continues to remain relatively flat, and the alarming numbers of Montana's youth dropping out of school continues to increase, it's imperative that the GED Initiative continue as the more than 46,000 neediest youth in Montana will only be able to transition with a basic education. The Shared Youth Vision Core Team mission to transition Montana's youth, ages 16-24 that have dropped out of school, and have not attained a diploma into labor force and/or on to post secondary education mission is now the mission of Governor's Youth Council. In PY09, the Core Team developed three different concepts for promoting the GED initiative and surveyed the Governor's Youth Council and over 400 youth on which concept they liked best. The concept that received the most votes was "Future ForGED - take charge of your future". Some of the promotional ideas being considered are stickers, napkins, coasters, buttons, business cards, three-fold brochures, setting up a GED Initiative website and a social media campaign. Along with the logo each concept will have website addresses printed on them telling youth (or anyone interested in attaining a GED) where to go for the GED. Next steps are to hold stakeholder meetings and bring in partners including WIA service providers, Job Corps Adult Basic Education Centers, Montana State University and extensions, youth corrections, foster care, Migrant youth, youth probation, school administrators and counselors, faith-based organizations, and community stakeholders that include one-stop centers, community management teams, Chamber of Commerce, Economic Development, Higher Ed, HUD and Transportation. The Governor's Youth Council's plan is to have the GED Initiative in full swing by January 2011. Several members of Montana's Shared Youth Vision Core Team also serve on the SWIB's Youth Council.

- **AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) SUMMER YOUTH EMPLOYMENT**

The ARRA summer youth employment program which ran from May 15, 2009 to March 31, 2010, was a huge success in Montana. There are ten youth service providers in the state and Montana received a waiver from USDOL to use those ten existing WIA Youth Service Providers to operate the summer employment component piece of the Recovery Act. Youth service providers more than exceeded the targeted number of 750 enrollments and more than 800 youth participated in ARRA summer employment opportunity. The summer worksite learning experience also provided a direct linkage between academic and occupational learning. The development of the worksite learning was left to the youth service provider's discretion. Youth providers offered a wide variety of youth academic opportunities such as: basic skill classes; introducing options for post-secondary education and the financial aid process; pre-apprenticeships linked to the Colleges of Technology programs as well as the

union's classroom training requirements; BEST and Microsoft Office Suite training; whenever appropriate, summer employment opportunities were used with varying approaches to teaching reading and math activities; in the area of reading and writing skills activities included comprehending directions, determining sequence, whole language reading, and interpretation, reading/writing and editing activities in conjunction with business letters/resumes/note-taking .

The majority of the youth, whose ages ranged from 14 to 24, who received ARRA services in the summer months were exited from that program before September 1<sup>st</sup> to return to school. Additionally, nearly 50 youth were exited to employment. Several of those youth were hired by the worksite while others found employment on their own. A number of older (18-24) out-of-school youth remained in the program beyond September as a result of Montana receiving a waiver that allowed service providers to continue serving that population in the ARRA program until March 31, 2010. Montana also received a waiver of the common measures for those youth who were enrolled in the ARRA program and on a Work Experience. The only performance measure was the Work Readiness measure.

- **Sharing ARRA Successes**

DB, 21, single mom was hired by a private sector employer after successfully completing her work experience at the Attorney General's office. Impressed by her abilities but unable to hire her after the work experience ended, Attorney General staff referred her to the employer. She was hired in a full-time position and makes \$12 an hour.

CB, 22, single mom on TANF with a premature infant at enrollment, was interested in administrative work, but needed a schedule to accommodate her child's daycare schedule and doctor appointments. CB chose a receptionist position with an insurance agency. The agency was very cognizant of CB's needs and therefore willing to work around her schedule. The supervisor also offered to mentor CB in the insurance business. CB excelled at the work and expressed an interest in a career track. CB was enrolled in ARRA Adult, WoRC program and Family Investment Center and ARRA Youth. Together, the four programs provided financial assistance for CB to attend the Connolle-Morton Insurance School where she completed and passed the property, casualty, and surety insurance licensing exam. CB has been hired by the insurance agency and currently makes \$8 an hour and works 32 hours a week.

RC, age 18, was both homeless and a high school dropout at enrollment. She expressed interest in a healthcare career and she was placed in a work experience at the Hospital. While at the hospital, RC talked to many different employees to learn about available jobs. At the same time she took the GED test. In less than six weeks, RC had passed her GED test and was hired full-time by the hospital as an environmental services aide. Subsequent to those successes she completed the certified nursing assistant course at the University of Montana and passed the CNA exam. Her current job at the hospital pays \$10.19 an hour and she is hoping to apply for the next open CNA position. Her future plans are to continue post-secondary education in nursing at University of Montana. RC recently remarked that she never believed she could attend college. (RC has not lived with her family for over two years.)

JS, 22 was an offender and parent of two young children at enrollment. JS was interested in learning a trade and was matched with the weatherization program. The ARRA SY program funded seven weeks of the work experience. After that time, the funding was picked up by the Youth Experiencing Security and Success program. In October a weatherization tech position was opened and JS applied. Even though JS had a criminal background, his excellent

performance over the summer and dependability helped him get the job. He will now make \$14 an hour, plus benefits.

CL, age 22, was a TANF recipient, dropout and parent of three children at enrollment. CL indicated an interest in a hospitality-related or receptionist position. She was placed in a work experience at the Hospital where she was a floater working as a receptionist at both the hospital and doctor's offices, as well as filling in at the gift shop. While at the hospital, CL applied for several positions and at the end of August she was hired as a full-time wellness coordinator making \$10.09 an hour.

KM, 21, has a disability and had a poor work history at enrollment. KM never stayed with a job very long because of various reasons including struggling with substance abuse issues. KM expressed an interest in working with individuals with disabilities. A work experience was set up with a group home where KM thrived! The group home expressed interest in hiring KM after about six weeks. He now works full-time as a direct service specialist and makes \$9.50 an hour. The group home indicated if KM received a CNA license he would receive a \$1 an hour raise. KM is currently taking the CNA class at the University of Montana and is expected to finish in mid-December.

KO, 20 was a single mom on TANF at enrollment. KO was interested in a healthcare occupation and was placed in a work experience at the Hospital in the graphic arts department. KO was determined to get a job at the hospital and applied for numerous jobs during her work experience. In October she started a CNA class at the University of Montana and around the same time she was hired by the hospital as an admissions clerk working full-time making \$11.20 an hour plus benefits.

BH, age 18, was a youth aging out of foster care and had just received his GED at enrollment. BH had been kicked out of Job Corps in December 2008, for fighting. BH chose the plumber's assistant job at the College. During the work experience, his supervisor remarked that BH was willing to do the "dirty" work that some regular employees avoided. With the work experience coming to an end, BH expressed interest in continuing a career in a trade and had a particular interest in welding. The case manager helped BH apply for financial aid and enrollment at University of Montana. BH received Pell grants and a grant from the Student Assistance Foundation. BH is finishing his first semester at University of Montana, but is unsure if he wants to continue. He is now exploring apprenticeship opportunities and recently completed an application to the Laborer's Apprenticeship program.

B'linda, age 19, TANF recipient and single mom, had completed her first year at the University of Montana pursuing an AAS degree in Office Technology Management at enrollment. She expressed interest in performing administrative work in a healthcare facility and was placed at the Hospital in the graphic arts department. She successfully completed the work experience and is now completing her third semester at the University of Montana.

AB, 18, is a single parent and has a learning disability and had recently graduated from high school when enrolled in the summer program. AB has a desire to work with special needs children. During the summer she successfully completed a work experience at the hospital as well as her enrollment and financial aid applications for her first semester at University of Montana. In September she started post secondary and is planning to get a two-year degree in Early Childhood Education. AB is eligible for another work experience program funded by the Department of Public Health and Human Services. Through this program she is being matched with Family Outreach where she will have an opportunity to work as a direct service specialist for children with disabilities.

KH, 20 was a homeless youth with a felony. At enrollment he was struggling to find any employment because of his criminal background, but he had saved enough money from his last job to pay the tuition at University of Montana for the CNA class. KH has a career goal of being a nurse practitioner. KH's has a deferred sentence---meaning if he pays his fines, completes his community service and stays out of trouble, the felony will be removed from his record in June, 2010. The case manager tried to find KH a job with a healthcare facility, but KH continued to fail the background check. In the meantime, a work experience was developed with a property maintenance business where KH performed lawn maintenance, minor repairs, painting and other custodial duties. In September, KH passed the C N A test. He also passed a CPR and First Aid classes in October. Just recently, the case manager was able to arrange a short-term work experience with a local group home for 160 hours. If KH successfully completes the work experience, it is very likely he will be hired. KH is planning to enroll at University of Montana in January, 2010 to begin the nursing program.

LN, 21, is a single mom on TANF. LN also struggles with the challenges of being an insulin dependent diabetic and related health issues. LN expressed interest in law enforcement, administration or nursing. LN chose the Department of Justice's Criminal Investigations Bureau as her summer worksite. LN initially struggled with attendance problems, but DOJ altered her work schedule so that she could work four days a week and one day a week could be used to meet her appointment obligations. This accommodation, along with personal and career mentoring helped LN realize employment success. LN now has a goal to pursue a degree in criminal psychology. She has completed her FAFSA and is planning to start classes at University of Montana in January, 2010.

#### **Comments from a Youth Service Provider**

I can't keep myself contained anymore! Since October 1, 2009 we've had three more kids hired by their WEX worksites. Our Hospital hired two (one as an environmental services technician (\$10.09); another as an administrative assistant (\$11) and now they've hired three more of our participants! These last two individuals both have a desire to pursue careers in healthcare, and they are enrolled in the CNA class at the University of Montana. The other participant is a young man who had a WEX with Westmont as a direct services specialist. He was hired at \$9.50 an hour and works in one of their group homes. He is also in the CNA class and once it is completed he will receive a \$1 an hour raise. I really believe that the summer program has created many opportunities for our participants. Jobs like those mentioned above would be **impossible** for youth to attain when they have no relevant or very limited experience in addition to personal challenges to success.

#### **• TANF-ARRA Summer Youth Program**

In response to the joint letter issued in January 2010, from the US Department of Labor Employment and Training Administration and the US Department of Health and Human Services Administration for Children and Families encouraging co-enrollment of youth in TANF and appropriate Workforce Investment Act (WIA) programs to create and expand a subsidized summer employment program for low-income youth, the Montana Department of Labor and Industry and the Montana Department of Public Health and Human Services developed an agreement to provide TANF-ARRA funds to Labor and Industry to run a summer employment program. Youth that can be enrolled in the TANF-ARRA program are between the ages of 16-18, may be either a youth attending school or an out of school youth and are WIA low-income eligible at or below the 70% of Lower Living Standard Income Levels and meet one or more youth barrier. The TANF-ARRA summer youth program started June 1, 2010 and end date is September 18, 2011. Montana's plan is to serve 400 youth. As of July 1, 2010, 235 youth were enrolled in TANF-ARRA.

- **Montana's Trade Program - Trade Adjustment Assistance (TAA)**

Trade Adjustment Assistance (TAA) is a federally funded entitlement program which offers assistance to workers who lose their jobs or whose hours of work and wages are reduced as the result of increased imports or production being moved to a foreign country. Workers must be included under a petition submitted to and certified by the US Department of Labor in order to access program benefits. TAA offers a variety of benefits and reemployment services to help the unemployed workers prepare for and obtain long-term, suitable employment.

The TAA program was originally established in 1974 with significant amendments made to the program in 2002 and 2009. Through the TAA program workers may be eligible for training, job search allowances, relocation allowances, and other reemployment services. Weekly Trade Readjustment Allowances (TRA) may be payable to eligible workers following the exhaustion of Unemployment Insurance (UI) benefits. Another benefit that may be available to older TAA eligible workers is a wage subsidy when the worker obtains new employment that pays less than their previous wage.

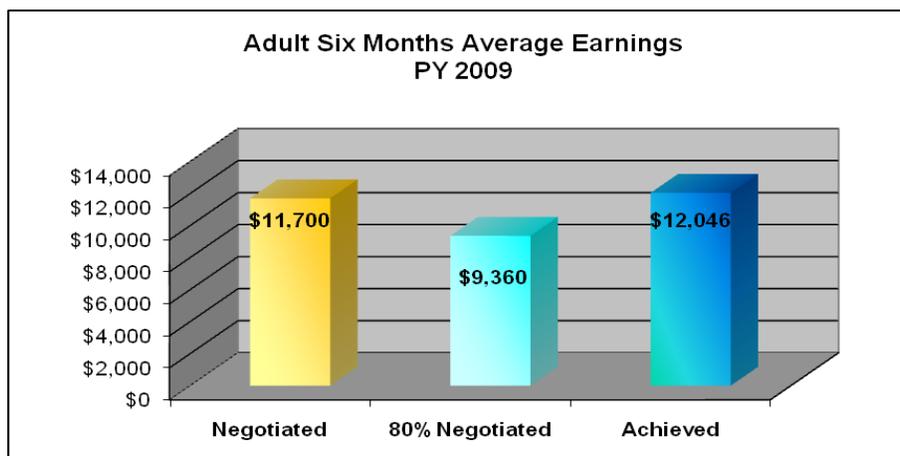
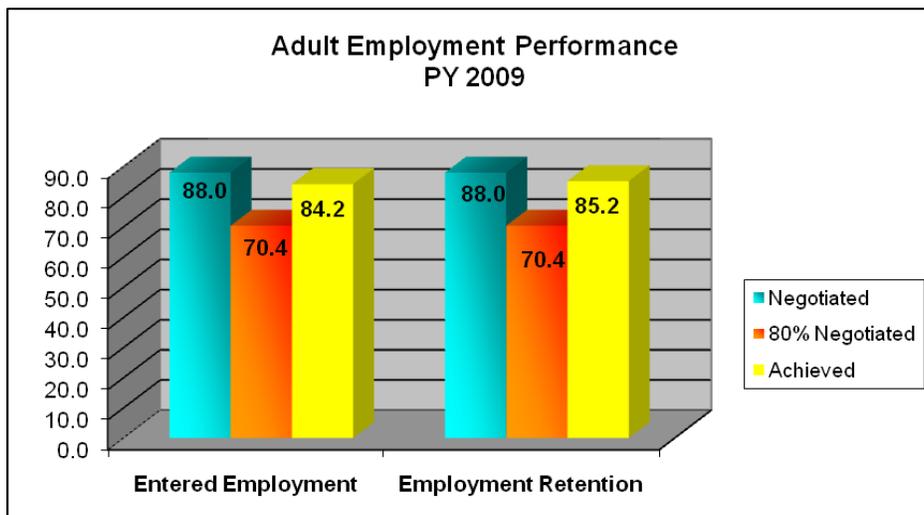
TAA eligible workers are also eligible for enrollment in the WIA Dislocated Worker program. In addition, some may also be eligible for enrollment in a National Emergency Grant (NEG). The standard practice in Montana is that TAA eligible workers be co-enrolled in the other dislocated worker programs for which they qualify, although there may be some exceptions. In PY09, the TAA program served 1,504 workers.

# WORKFORCE INVESTMENT ACT TITLE IB PROGRAMS

## ADULT PROGRAM PERFORMANCE

In Program Year 2009, 924 adults were registered to receive intensive and training services. The increase in the number of adult enrollments is not typical and is due in part to the state receiving additional funds to operate the ARRA adult program; and the requirement that service providers co-enroll all ARRA adult participants in WIA. Training services that were generally provided included: occupational skills training; entrepreneurial training; skill upgrading and retraining; workplace training and related instruction that included cooperative education programs adult education and literacy activities provided in combination with the training activities; and customized training with commitment by employer or group of employers to employ the individual when they successfully complete the program.

### ADULT ENTERED EMPLOYMENT/EMPLOYMENT RETENTION SIX MONTHS AVERAGE EARNINGS



**NOTE: The Employment and Training Administration (ETA) negotiates performance at certain levels for each performance measure. States can pass performance by meeting 80% of the negotiated values for each measure.**

## MONTANA'S WIA DISLOCATED WORKER PROGRAM

### Achieving Re-employment for Montanans

In Program Year 2009, a total of 2,256 dislocated workers were served in the formula funded WIA Dislocated Worker program. In addition, certain groups of dislocated workers received services through National Emergency Grants (NEGs) funded with discretionary Dislocated Worker funds. Participants in these programs received services such as remedial training, classroom training, skill upgrade and retraining, workplace training, relocation assistance to a new job, assistance in buying tools and equipment needed for training or a job, and various other supportive services needed while a person is advancing their skills or looking for work.

National Emergency Grant (NEG) funds are the Secretary of Labor's discretionary Dislocated Worker funds that are set aside to serve specific populations of dislocated workers. When a State suffers a major dislocation, they can apply for assistance for a specific population and receive a grant to serve those dislocated workers. NEGs provide the same types of services as the regular Dislocated Worker program. Grants are awarded for a two year period; however, that period can be extended in some situations.

In Program Year 2009, Montana had two continuing and one new NEG. The continuing grants were the Stimson Lumber NEG and the Columbia Falls Aluminum Company NEG. A total of 473 participants have been served through these two grants as of June 30, 2010.

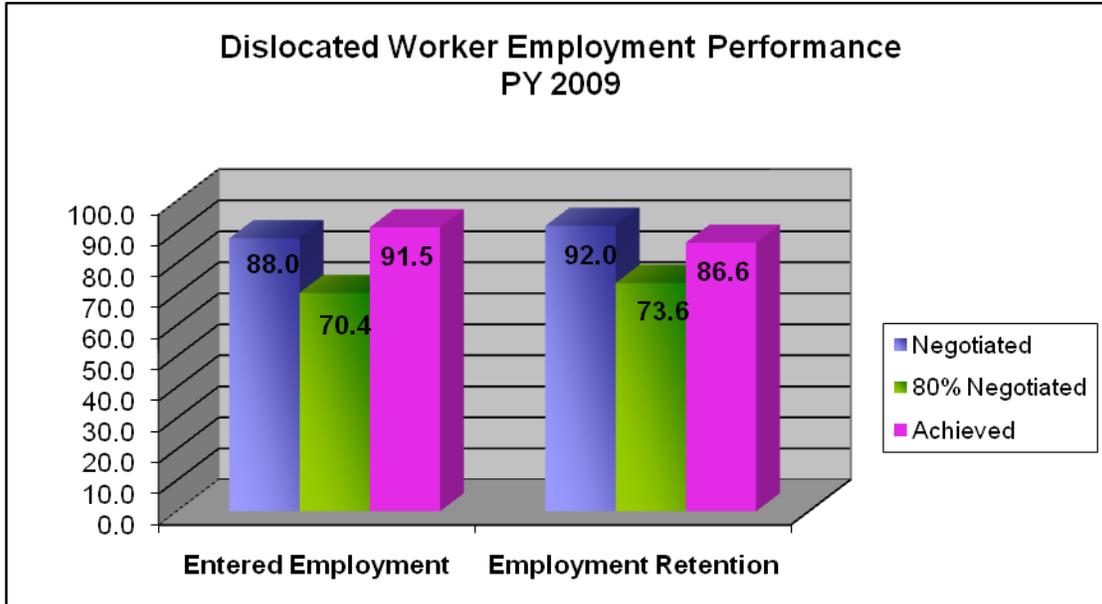
- The Stimson Lumber NEG was awarded in June 2007 in response to the permanent closure of the company's plywood operations in Bonner, MT and major layoff of workers at the company's finger joiner operations in Libby, MT. This NEG is a Dual Enrollment grant that requires all participants be co-enrolled in the Trade Adjustment Assistance (TAA) program. In this case, the TAA funding covers training costs and the NEG funds are designated for "wrap around" supportive service costs.

In late spring of 2008, the mill closure became final with the sale of the property and the last remaining group of workers was laid off. As a result, the USDOL approved a modification to the grant which increased the amount of total funding, the number of workers to be served and extended the end date of the grant period to June 2010. As of grant end on June 30, 2010 a total of 224 workers had been served through the Stimson NEG.

- The Columbia Falls Aluminum Company (CFAC) NEG was awarded on August 1, 2008 in response to the initial mass layoff at the plant in Columbia Falls, MT. This NEG was originally scheduled to end on July 31, 2010 - but, USDOL approved a modification to extend the end date to June 30, 2011 in order to accommodate the last large wave of CFAC impacted workers who were not laid off until February 2009 and a smaller number laid off even later. As of June 30, 2010 a total of 249 former CFAC workers had been served through this NEG.

The new NEG awarded in PY09 is the Western Montana Timber & Wood Products Economic Impact NEG. The state received notification of grant approval in late June and enrollments of impacted workers began on July 1<sup>st</sup>, 2010. This is a \$1.8 million grant that will serve hundreds of impacted workers from timber and wood products companies in the 7 western counties of the state. The primary companies included in this grant are Smurfit-Stone Container out of Missoula and Plum Creek Lumber operating in multiple locations throughout western Montana. In addition, worker dislocations that were a result of the Smurfit and Plum Creek closures and downsizing are eligible for services under this grant; as well as small operations - for instance, logging companies - within the timber and wood product industries. In the few months since July 1<sup>st</sup>, over 200 workers have been enrolled in this grant.

**DISLOCATED WORKER COMMON MEASURES PERFORMANCE**  
**ENTERED EMPLOYMENT**  
**EMPLOYMENT RETENTION**  
**SIX MONTHS AVERAGE EARNINGS**



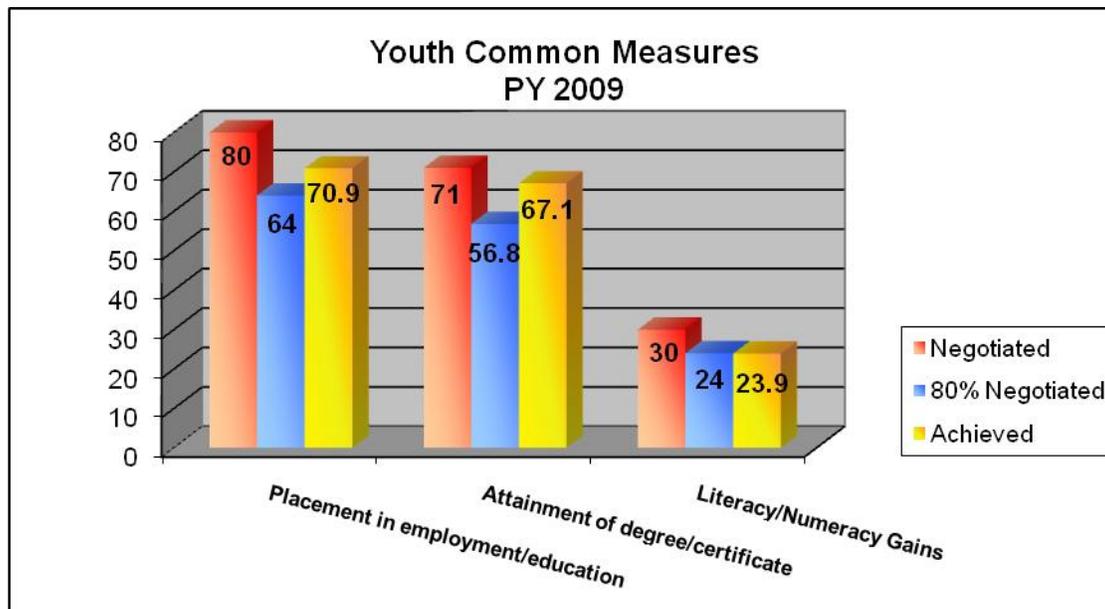
**NOTE: The Employment and Training Administration (ETA) negotiates performance at certain levels for each performance measure. States can pass performance by meeting 80% of the negotiated values for each measure.**

## Montana's WIA Youth Program

Program Year 2009 was not a typical year for the Workforce Investment Act Title IB youth program in the number of youth enrolled. There were 775 youth registered in the youth program where generally the number of registered youth is closer to 520. The increase in the number of youth is due in part to the state receiving additional funds to operate the ARRA youth program and the TANF-ARRA summer youth program (starting in the spring of 2010); and the requirement that youth service providers co-enroll all youth who were enrolled in either the ARRA or the TANF-ARRA in the WIA program. Montana received waivers from USDOL that excluded youth who were enrolled in WIA specifically for the purpose of co-enrollment in ARRA or TANF-ARRA from the Common Measures Performance and only track the Work Readiness Measure. There are ten youth service providers in Montana that provided WIA, TANF-ARRA and ARRA services to Montana's youth. Nine are Human Resource Development Councils and Career Training Institute which is a private non-profit agency.

### YOUTH COMMON MEASURES PERFORMANCE

#### YOUTH PLACEMENT IN EMPLOYMENT/EDUCATION ATTAIN DEGREE OR CERTIFICATE LITERACY/NUMERACY GAINS



**NOTE: The Employment and Training Administration (ETA) negotiates performance at certain levels for each performance measure. States can pass performance by meeting 80% of the negotiated values for each measure.**

**WIA INTENSIVE AND TRAINING SERVICES  
PROVIDED TO ADULT, DISLOCATED WORKERS  
July 1, 2009 to June 30, 2010**

	ADULT	DISLOCATED WORKER
<b>ENROLLED</b>	* 924	* 2201
<b>INTENSIVE SERVICES</b>		
Case Management	745	1624
Counseling and Career Planning	208	1005
Individual Employment Plan Development	808	2008
Short Term Pre-Vocational	32	40
Temporary Gap In Services	12	9
Job Search	312	379
Out of Area Job Search	12	175
<b>EMPLOYMENT RELATED EDUCATION</b>		
ABE/Literacy Combined with Training	8	28
Combined Workforce Training with Related Instruction	2	13
Entrepreneurial Training	1	2
Occupational Skills Training	621	1249
Training-Related Fees/Materials/Supplies	279	703
Skills Upgrade & Retraining	76	460
<b>WORKSITE LEARNING</b>		
Apprenticeship	1	3
Customized Training	0	1
On -the-Job Training	27	34
Work Experience	80	7

**WIA SERVICES PROVIDED TO YOUTH  
July 1, 2009 to June 30, 2010**

<b>ENROLLED</b>	* 775
<b>YOUTH SERVICES</b>	
Individual Service Strategy Development	609
Tutoring, Study Skills, & Instruction Leading to Completion	117
Alternative Secondary School Services	8
Summer Employment Opportunities	254
Paid & Unpaid Work Experiences Including Internships and Job Shadowing	480
Occupational Skills Training	35
Leadership Development Opportunities	106
Supportive Services	294
Adult Mentoring During Participation & Subsequent Period	161
Follow-up services	220
Comprehensive Guidance and Counseling	299
Training-Related Fees/Materials/Supplies	68
Youth Stipends	50
Youth Incentives	216

## FINANCIAL ANALYSIS



Montana completed its tenth year of the Workforce Investment Act with an overall spending rate at 85%. Adult, youth, and dislocated worker services providers are in place, as well as the rapid response delivery system. Participant data collection and analysis has been completely automated. Montana is now a single planning state with no mid-administrative level; therefore local admin expenditures were quite low.

The WIA program has made a significant difference in providing participants with the training and skills needed to enter the workforce at a self-sufficient wage.

**WORKFORCE INVESTMENT ACT FINANCIAL STATEMENT  
PROGRAM YEAR 2009  
July 1, 2009 through June 30, 2010**

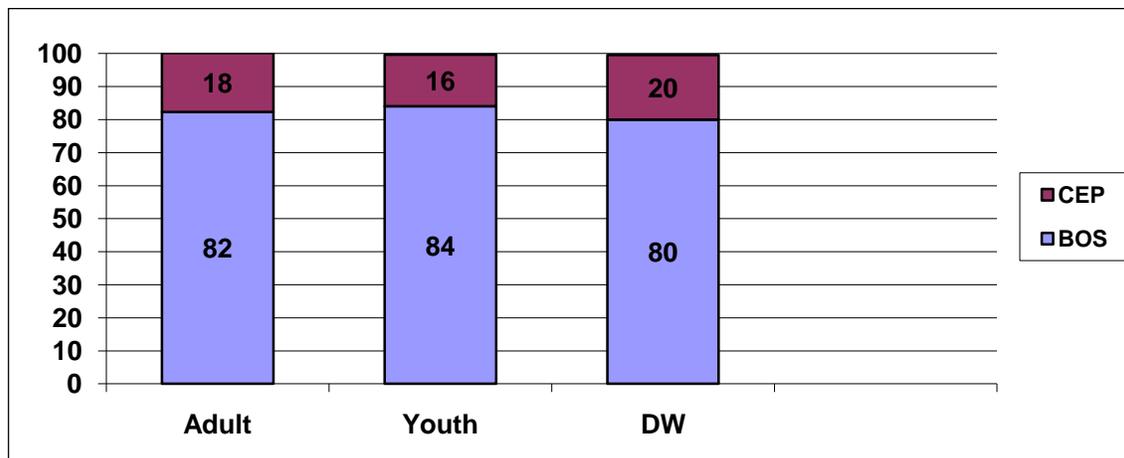
PROGRAM	AVAILABLE	EXPENDED	BALANCE REMAINING	PERCENTAGE EXPENDED
Statewide Activities	\$ 914,715.30	\$ 285,898.84	\$ 628,816.46	31%
<i>Carry-in</i>	\$ 805,318.72	\$ 526,839.84	\$ 278,478.88	65%
Rapid Response	\$ 419,973.25	\$ 416,403.91	\$ 3,569.34	99%
<i>Carry-in</i>	\$ 1,779.99	\$ 1,779.99	\$ -	100%
Local Admin	\$ 154,001.45	\$ 56,244.65	\$ 97,756.80	37%
<i>Carry-in</i>	\$ 77,854.65	\$ 27,853.45	\$ 50,001.20	36%
Local Adult	\$1,767,154.00	\$1,663,167.97	\$ 103,986.03	94%
<i>Carry-in</i>	\$ 197,483.18	\$ 188,348.55	\$ 9,134.63	95%
Local Youth	\$1,866,909.00	\$1,811,907.15	\$ 55,001.85	97%
<i>Carry-in</i>	\$ 48,772.46	\$ 47,837.95	\$ 934.51	98%
Local DW	\$ 975,349.00	\$ 930,494.84	\$ 44,854.16	95%
<i>Carry-in</i>	\$ 45.75	\$ 45.75	\$ -	100%
Total All Funds	\$6,098,102.00	\$5,164,117.36	\$ 933,984.64	85%
	\$1,131,254.75	\$ 792,705.53	\$ 338,549.22	70%

As Montana completes its tenth year of WIA services, the state is in a better position to analyze and compare data from previous years and use this data to develop more effective and efficient program elements and service delivery systems. In Program Year 2009, over 3,600 adults, youth and dislocated workers received intensive and training services under the Workforce Investment Act. Among the intensive and training services provided to participants were Work Experience and On-the-Job Training, short term prevocational training and occupational skills training. Services were provided with an overall investment of local and state resources totaling more than \$7,200,000. Some of these resources were invested in support systems, such as state administration. Some were invested in other statewide activities such as those described in the narrative section of this report. Rapid response services were also provided to many dislocated workers who were not listed as receiving intensive or training services.

Program Year 2009's cost evaluation of providing services to participants was calculated using a combination of both WIA formula funding and ARRA funding that was expended in PY'09. Montana required that service providers co-enroll all ARRA participants in WIA formula so the cost per was determined for all participants (ARRA/WIA) that received services in PY'09. The number of adults and dislocated workers that registered for services and the average cost per participant follows:

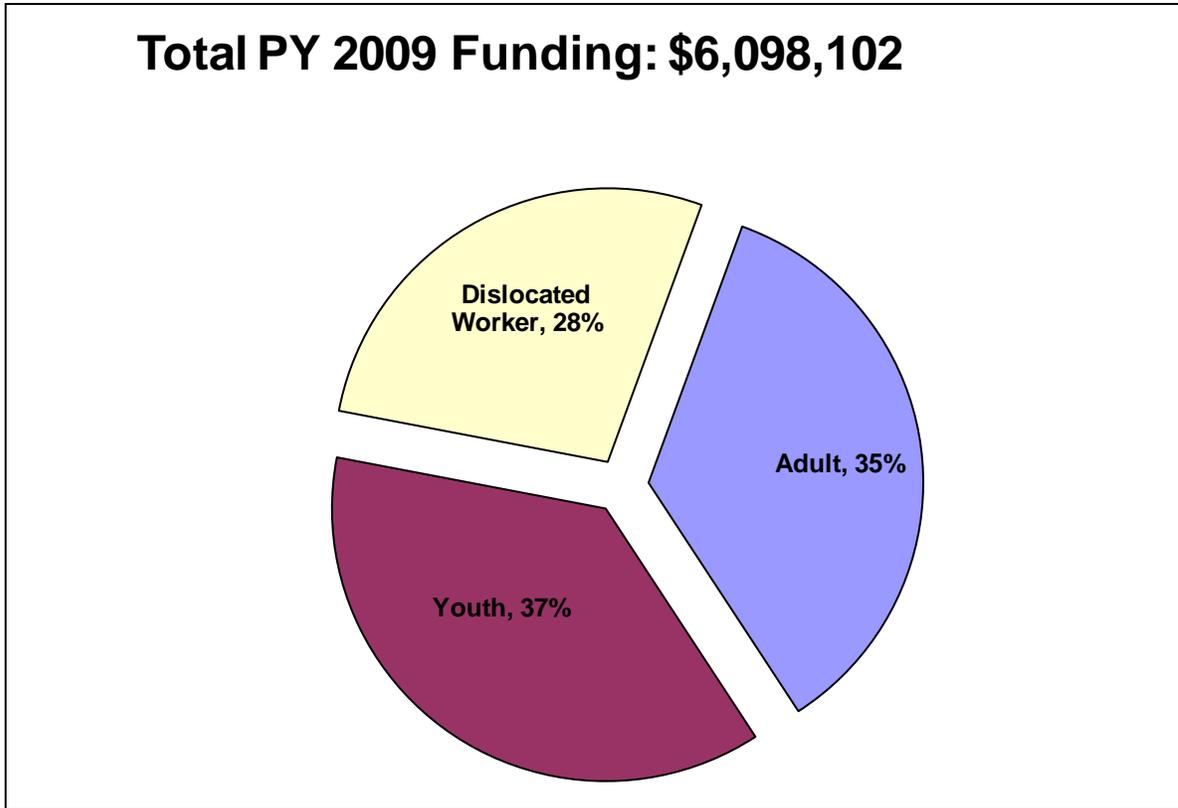
	Participants	Cost Per Participant
Adults	924	\$3,101
Dislocated Workers	2,256	\$ 863
Youth	775	\$5,453

WIA funds were allocated per the funding formula as outlined in the State's Five Year Strategic Plan. In PY 2009 the formula funds were directed to the BOS and CEP as follows:



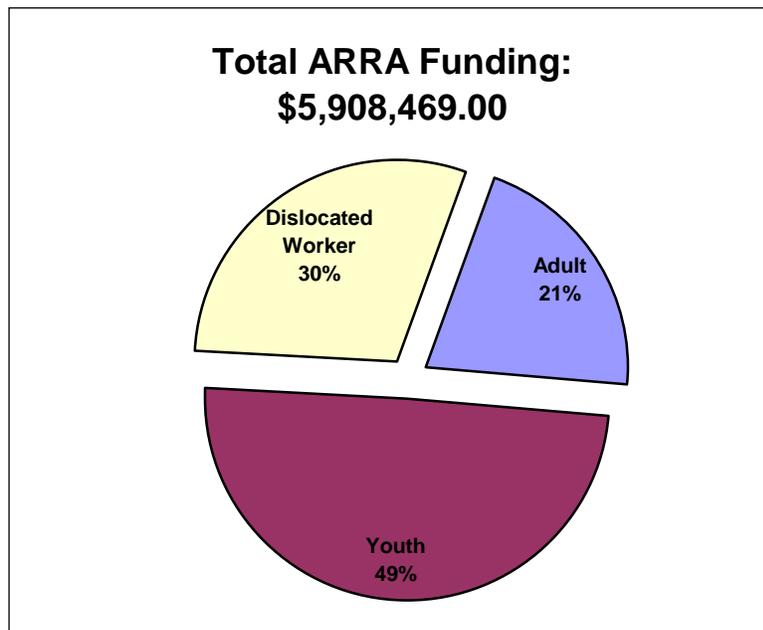
	Adult		Youth		Dislocated Worker	
BOS	82%	\$ 1,453,484	84%	\$ 1,576,605	80%	\$ 785,156
CEP	18%	\$ 313,670	16%	\$ 290,304	20%	\$ 190,193

The total funding for Montana's WIA adult, youth and dislocated worker programs for Program Year 2009 was \$6,098,102. The chart below shows the percentage of the funding for each program.



**WORKFORCE INVESTMENT ACT FINANCIAL STATEMENT**  
**American Recovery and Reinvestment Act of 2009**  
**February 1, 2009 through June 30, 2011**  
**Expenditures as of June 30, 2010**

PROGRAM	AVAILABLE	EXPENDED	BALANCE REMAINING	PERCENTAGE EXPENDED
Statewide Activities	\$ 886,270.35	\$ 576,827.23	\$ 309,443.12	65%
Rapid Response	\$ 439,009.50	\$ 436,239.60	\$ 2,769.90	99%
Local Admin	\$ 153,999.15	\$ -	\$ 153,999.15	0%
Local Adult	\$1,013,990.00	\$1,013,990.00	\$ -	100%
Local Youth	\$2,396,980.00	\$2,366,340.68	\$ 30,639.32	98%
Local DW	\$1,018,220.00	\$1,018,220.00	\$ -	100%
<b>Total All Funds</b>	<b>\$5,908,469.00</b>	<b>\$5,411,617.51</b>	<b>\$ 496,851.49</b>	<b>92%</b>



## EVALUATION OF WORKFORCE INVESTMENT ACTIVITIES STRATEGIES FOR CONTINUOUS IMPROVEMENT

Program Year 2009 continued to mark the strengthening of partnerships within Montana's workforce system and the continuous improvement journey that began several years ago. The mission of the workforce system is to develop a collaborative, integrated, customer driven, customer friendly, workforce investment system that is responsible to all customers, continually improves the services provided, and which meets the needs of Montana's workers and business by providing workers with skills needed by business and businesses with the skilled workers they require.

Montana has a number of methods to use in evaluating workforce investment activities.

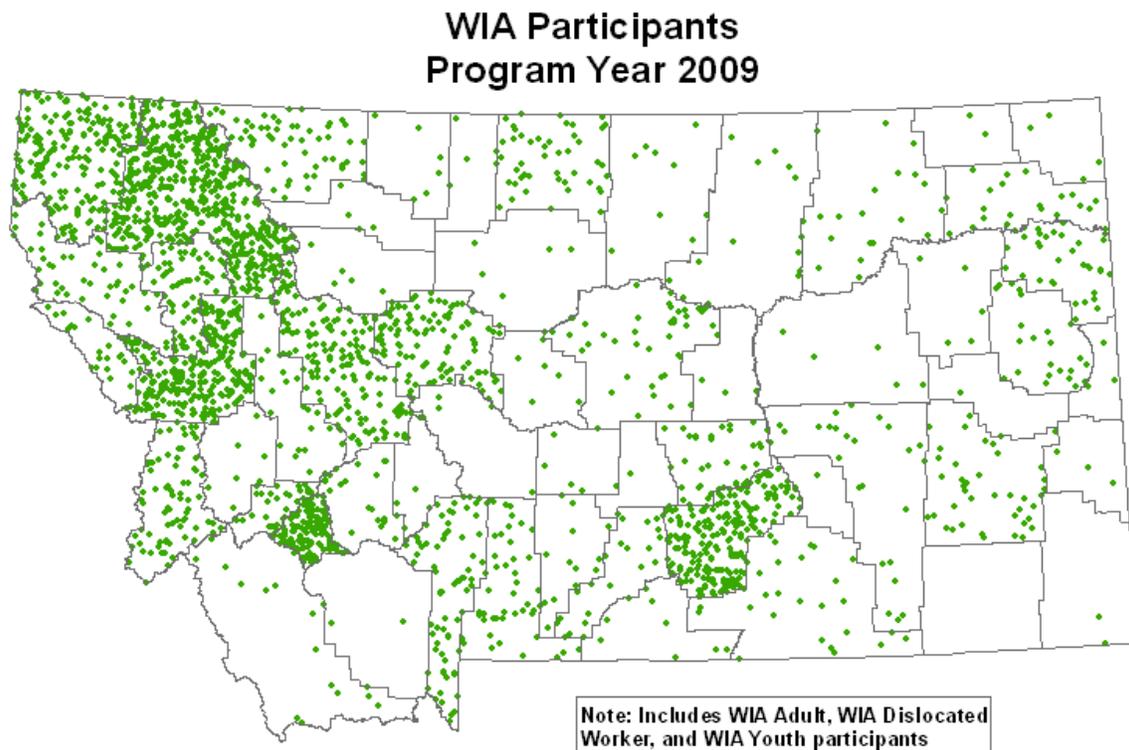
- ◇ Annual monitoring of WIA Title IB adult, youth and dislocated worker service providers by the State WIA oversight agency. Monitoring includes a comprehensive review of local fiscal and management information systems, provider agreements and the eligible training provider application process. Written reports are prepared and submitted to the service providers by the State oversight staff conducting the review. All written reports are available for review by the Governor's State Workforce Investment Board upon request. Traditionally, the results of the reviews and interviews with service provider staff are positive from the viewpoint of oversight staff and service providers.
- ◇ Customer Satisfaction surveys of participants and employers is not required for WIA performance however the information resulting from the customer satisfaction survey is an important tool in ensuring services meet the needs of customers and is shared, as appropriate, with appropriate administrative and line staff and used to improve WIA service delivery.
- ◇ Through Data Element Validation
  - Data element validation evaluates the accuracy of participant data used to generate annual WIA performance reports. The process compares source documentation in participant files, such as eligibility documentation, to selected information pulled from a sample of exited participant records. Data element validation is critical to ensure that performance results of Montana's WIA program are reasonably accurate. Each state is required by the U.S. Department of Labor (USDOL) to complete this process.
  - Montana staff completed data validation of WIA participant data for PY 2007. Staff visited 47 service providers, including Job Service offices; Human Resource Development Councils; and several miscellaneous nonprofit human service agencies. Staff reviewed approximately 700 participant files for the Adult, Dislocated Worker, and Youth programs. Data validation for PY 2009 will start in October 2010.
  - Montana's WIA operations are not typical to other states. Management Information System (MIS) and Unemployment Insurance resources are available to state MIS staff on a daily basis, which makes validating many items on the data validation worksheets easy to accomplish.

## WIA Participant Information, Program Year 2009

The WIA program served 3,654 participants who received staff-assisted services during Program Year (PY) 2009. This program year covered the time period July 1, 2009 through June 30, 2010.

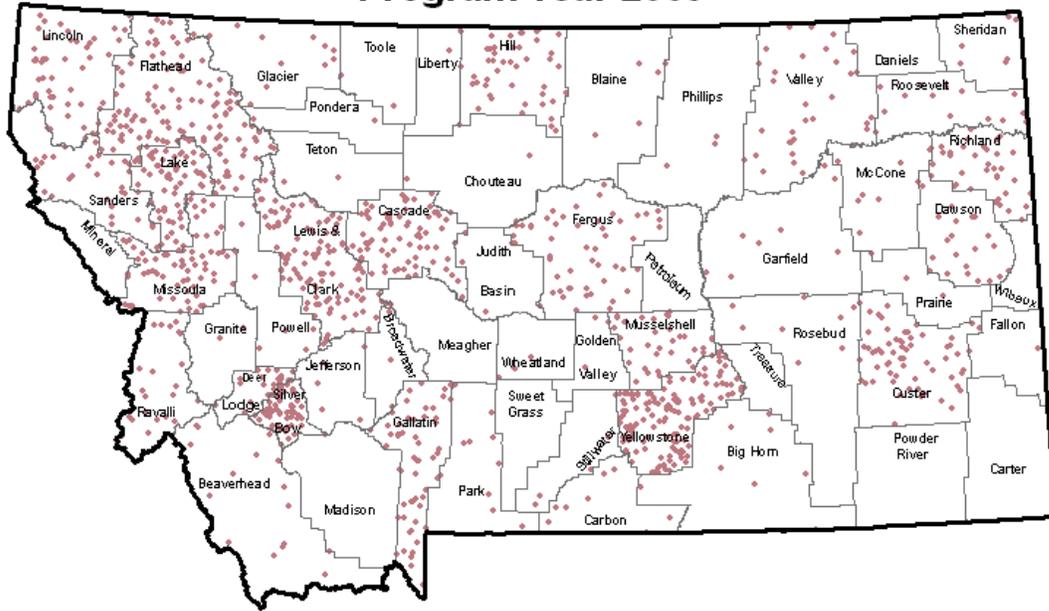
Data for this study was extracted from MontanaWorks, the computer system used to capture WIA participant data, and Montana's PY 2009 annual WIASRD file, which was submitted September 15, 2010.

The following maps show distribution of WIA participants in each county. Most WIA participants are concentrated in urban counties, although almost all counties served participants in either the WIA Adult, WIA Dislocated Worker, or WIA Youth programs.

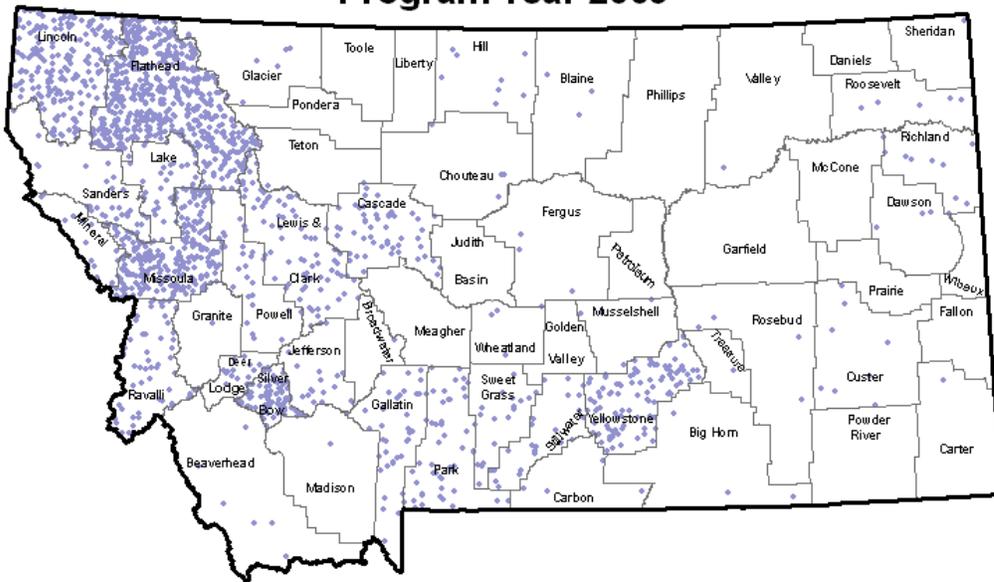


PY 2009 participant numbers increased considerably in the WIA Adult and WIA Dislocated Worker programs due to funding made available through the American Recovery and Reinvestment Act (ARRA). Participants enrolled in ARRA Adult or ARRA Dislocated Worker programs were also enrolled in either WIA Adult or WIA Dislocated Worker programs as appropriate.

## WIA Adult Participants Program Year 2009



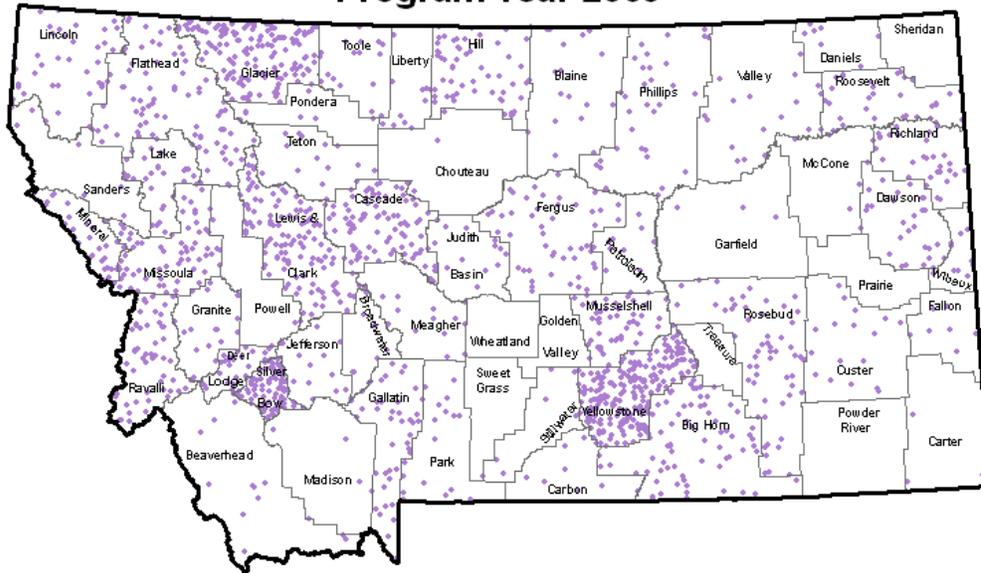
## WIA Dislocated Worker Participants Program Year 2009



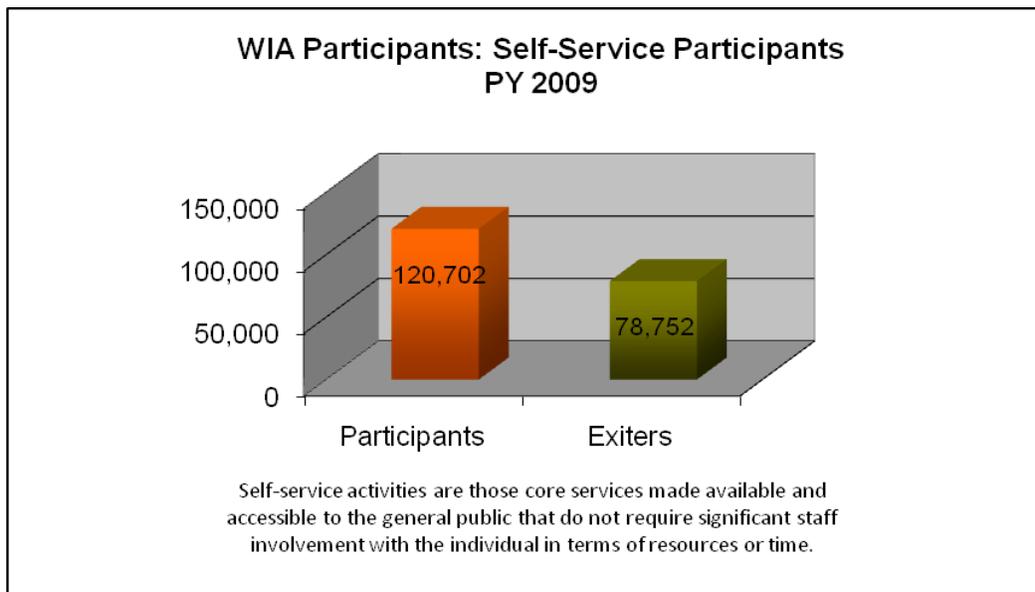
Most WIA Dislocated Worker participants are concentrated in Montana's urban counties, with much smaller numbers of participants in rural counties.

The largest numbers of WIA Youth participants are also concentrated in Montana's urban counties, but Youth service providers serve youth participants in almost every county.

### WIA Youth Participants Program Year 2009

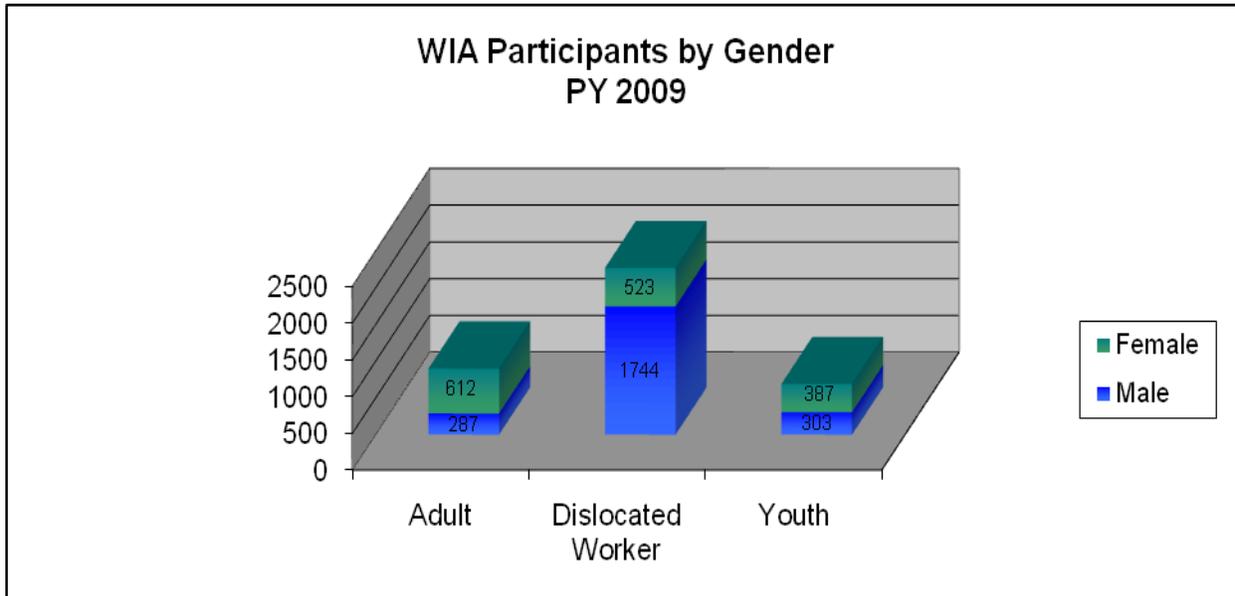


Montana served a significant number of Adult participants who received self-service activities. Self-service activities are those core services made available and accessible to the general public. These services are designed to inform and educate individuals about the labor market, their employment strengths and weaknesses, and the range of services appropriate to their situation. These services do not require significant staff involvement with the individual in terms of resources or time.

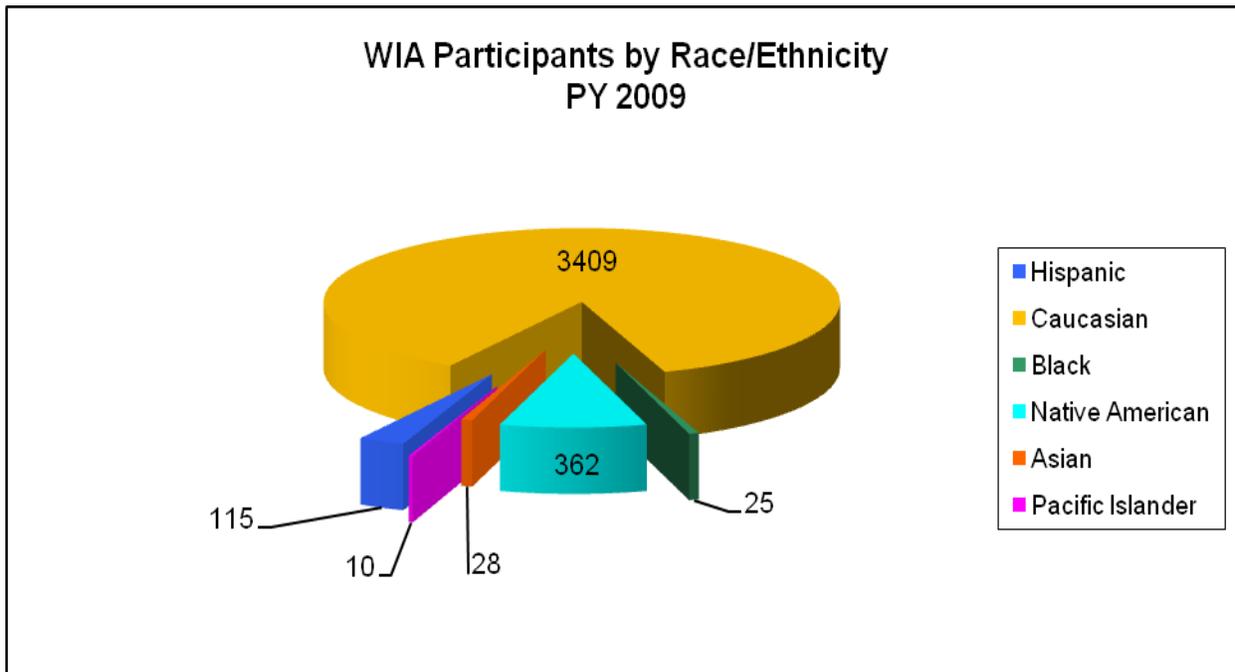


## Participant Demographics

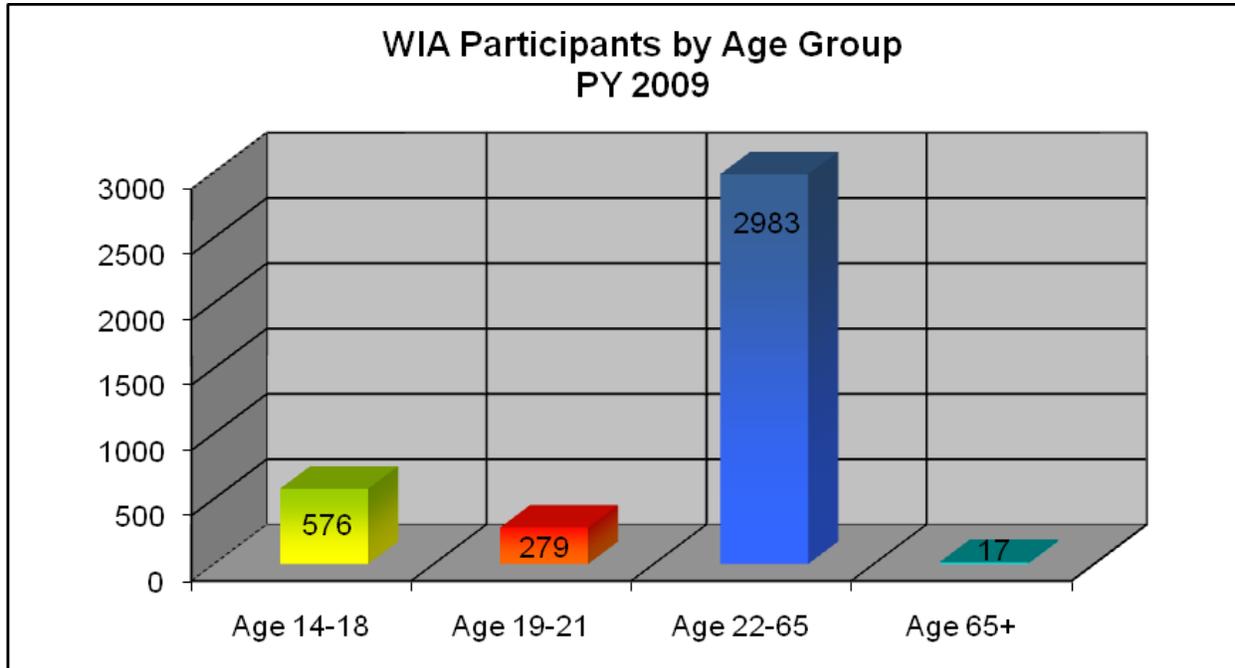
There were 1,522 females and 2,334 males enrolled in WIA programs during the program year.



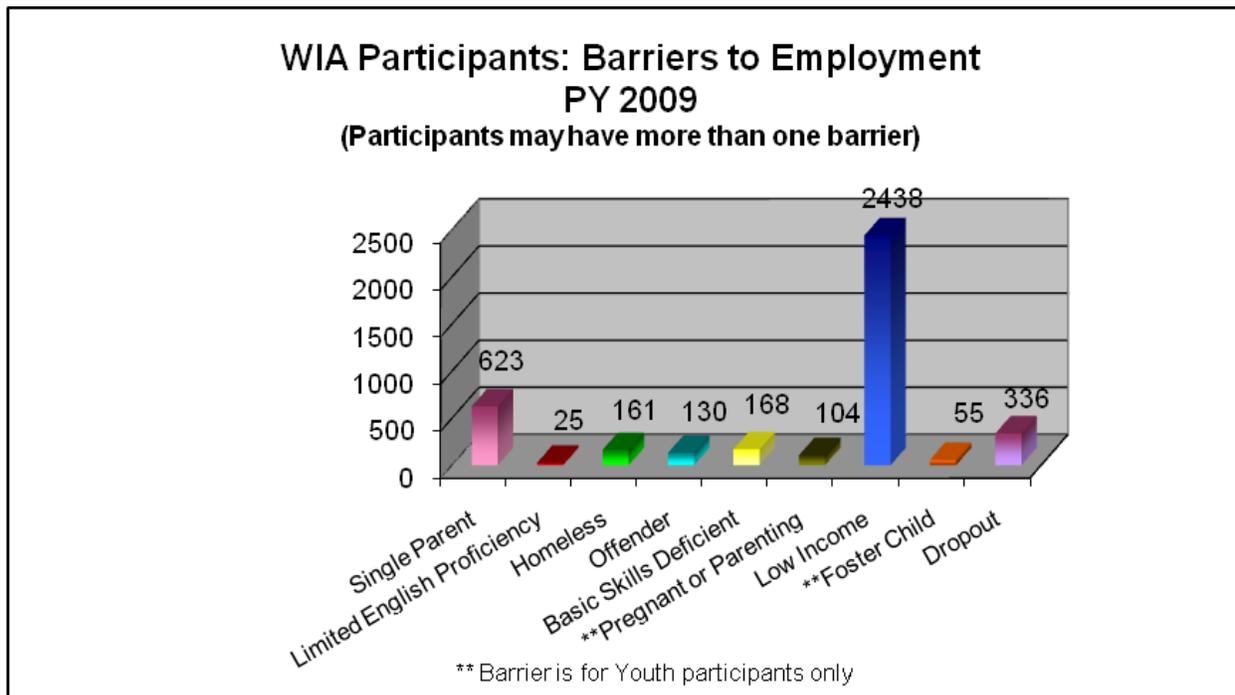
Participants can state that they are one or more race. They can also decline to provide the information.



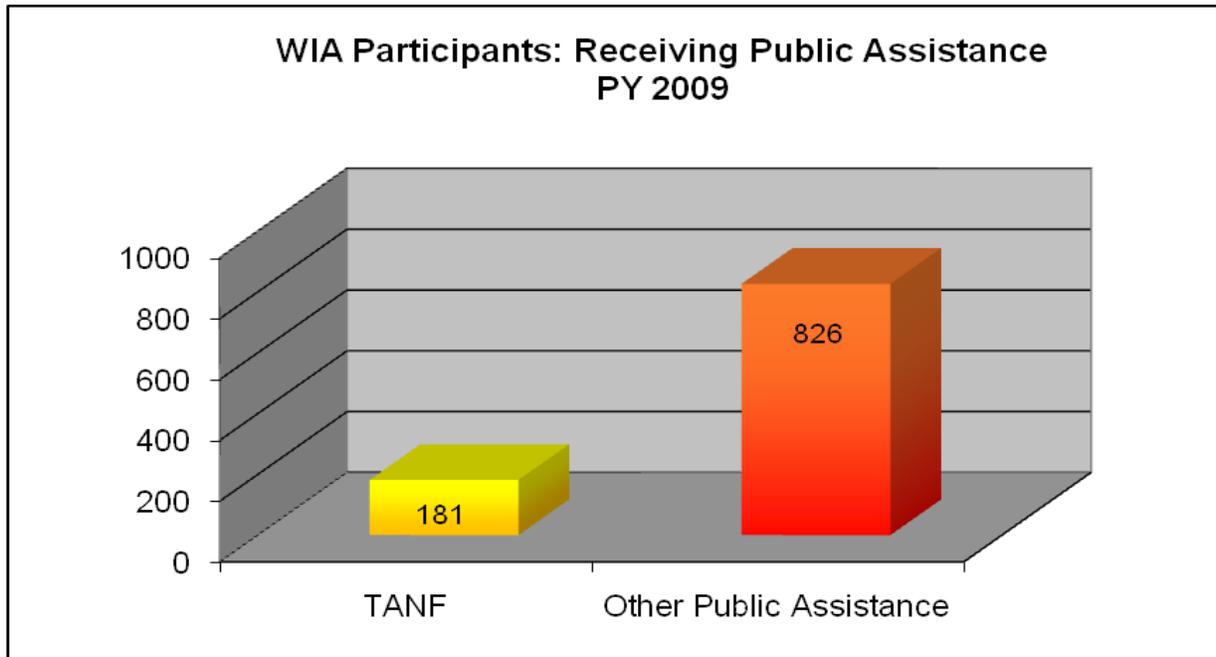
A total of 651 participants were served in the WIA Youth Program. The Youth Program serves participants age 14-21. The rest of the participants shown in the following graph were served by WIA Adult or WIA Dislocated Worker programs. The Adult and Dislocated Worker programs serve participants age 18 and over. Participants may be served by more than one program. Older Youth participants may also be served by Adult or Dislocated Worker programs.



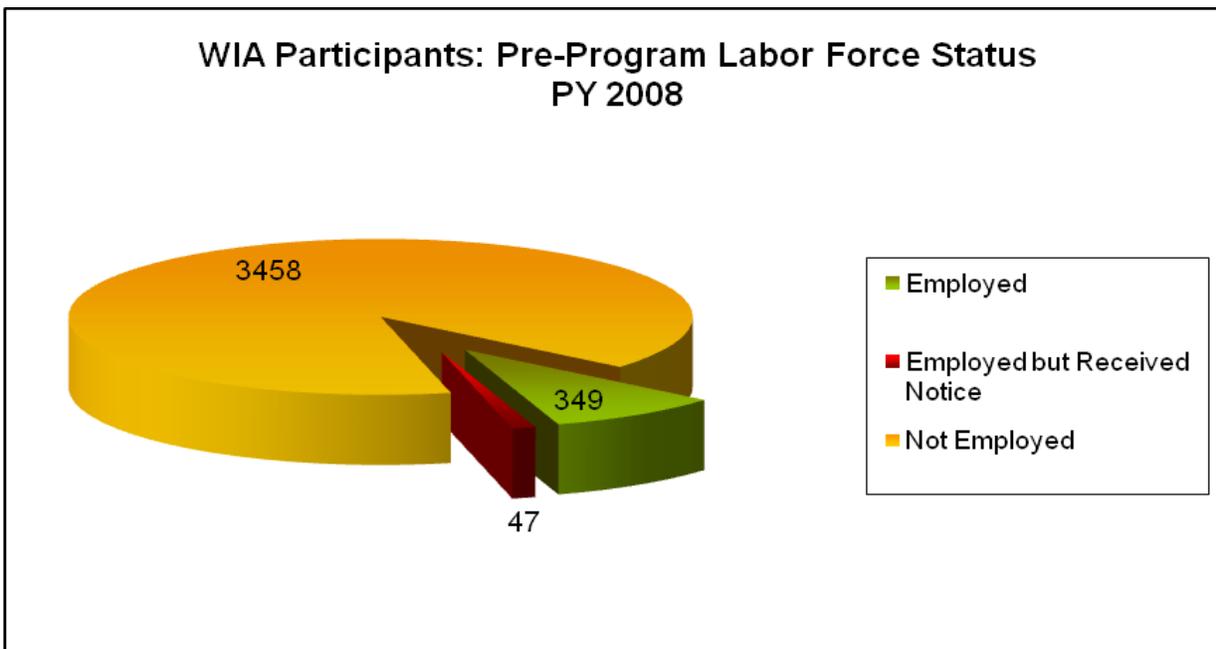
Many WIA participants have one or more barriers to securing employment. Participants may have more than one barrier.



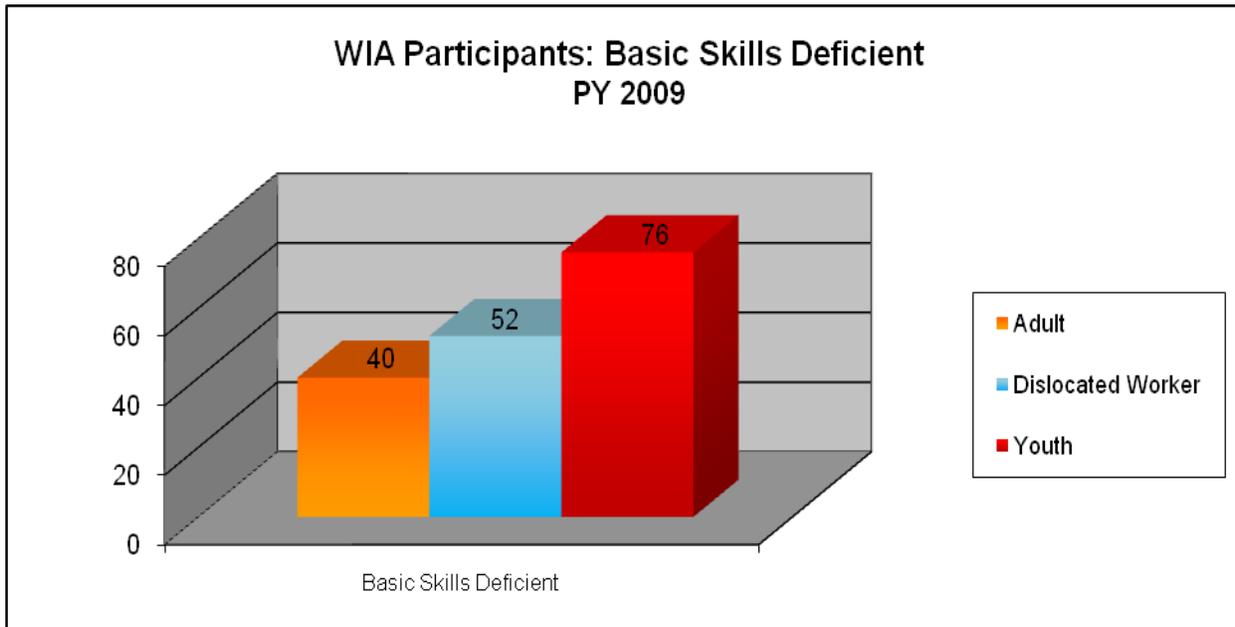
Food Stamps and TANF were the most common sources of public assistance for WIA participants in PY 2009. Other types of assistance included General Assistance, Social Security Income, Social Security Disability Income, and Refugee Assistance.



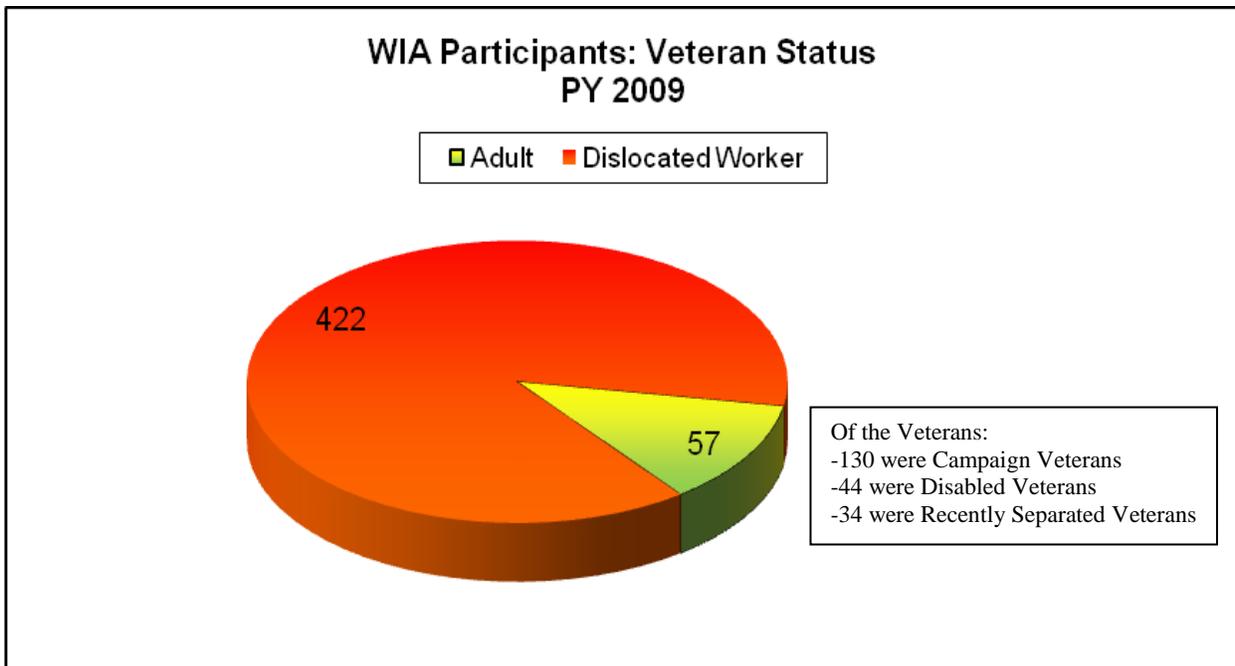
To be included in the Entered Employment performance measure, participants cannot be employed at participation. This performance measure only applies to Adult participants (includes Adult and Dislocated Worker participants). There were 3,505 participants who were considered not employed at participation during PY 2009. Those who were employed but received notice of termination are considered not employed.



A total of 168 WIA participants were found to be Literacy or Numeracy deficient. These participants had either math or reading skills below the 9<sup>th</sup> grade level. The majority of basic skills deficient participants were in the Youth program.



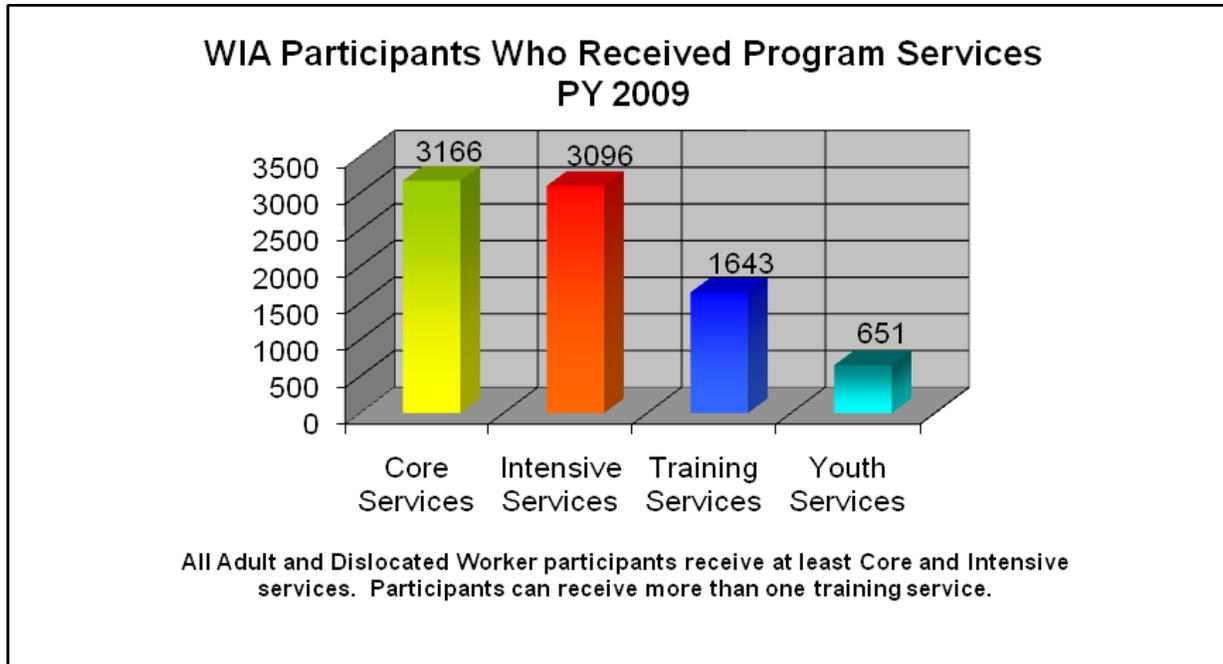
A total of 479 participants claimed Veteran status during PY 2009.



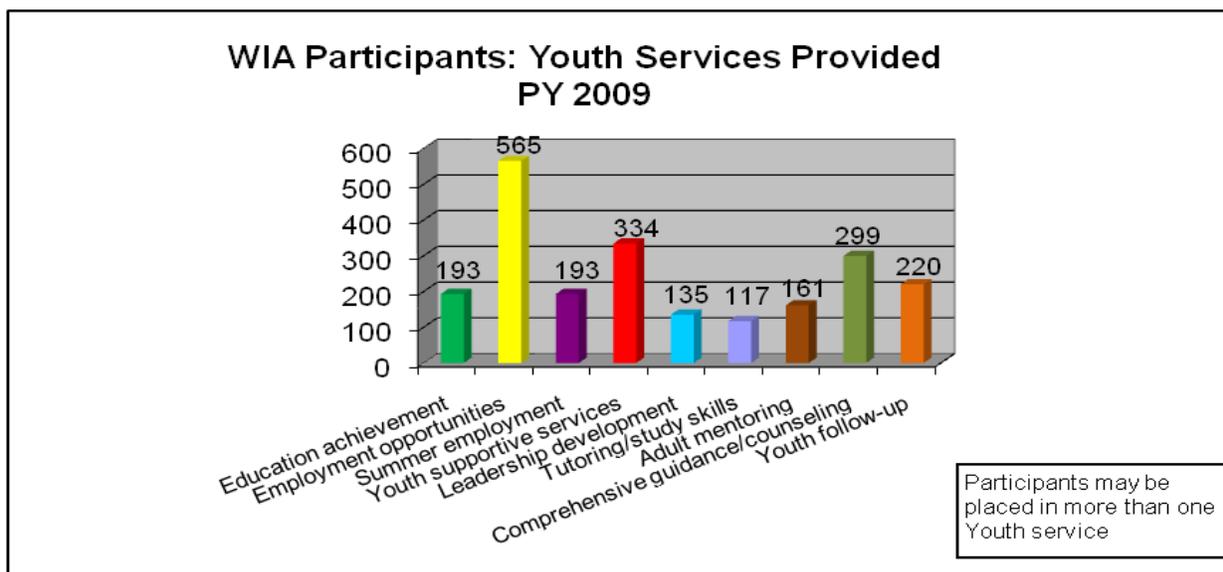
## WIA Participation

WIA participants receive services according to their individual needs:

- Core services are universally available to everyone entering a WIA facility and are the first services provided .
- Gateway services are those services that an individual must receive to move from Core to Intensive services. These services are used to determine that intensive services are required for the participant to achieve the goal of obtaining or retaining self-sufficient employment.
- Training services are provided to those participants who have not achieved self-sufficient employment using core and intensive services.
- Youth Services are a grouping of 10 required components that are available to Youth participants.

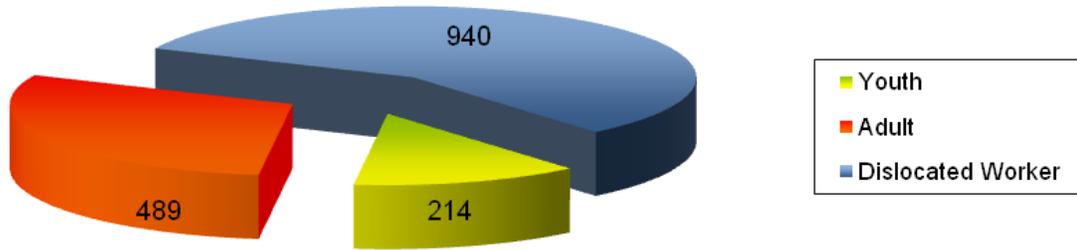


Youth participants may be placed in more than one required Youth component.



A total of 1,643 participants received training services during PY 2009.

### WIA Participants: Received Training Services PY 2009

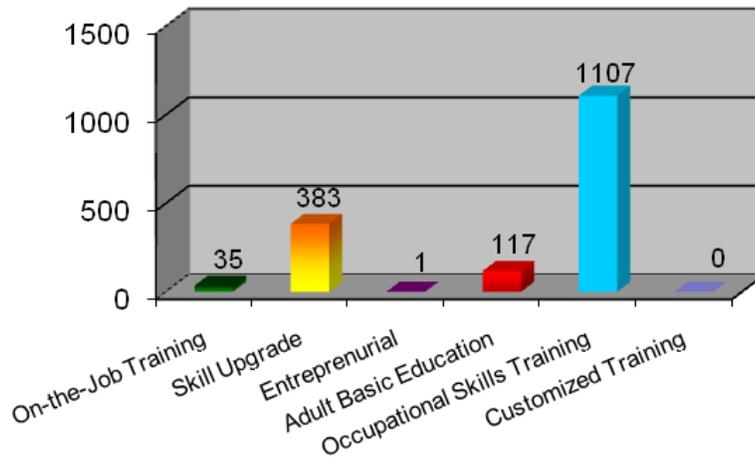


There are six types of training services. Participants may be provided more than one type of training. The majority of training services provided during PY 2009 were in Occupational Skills Training.

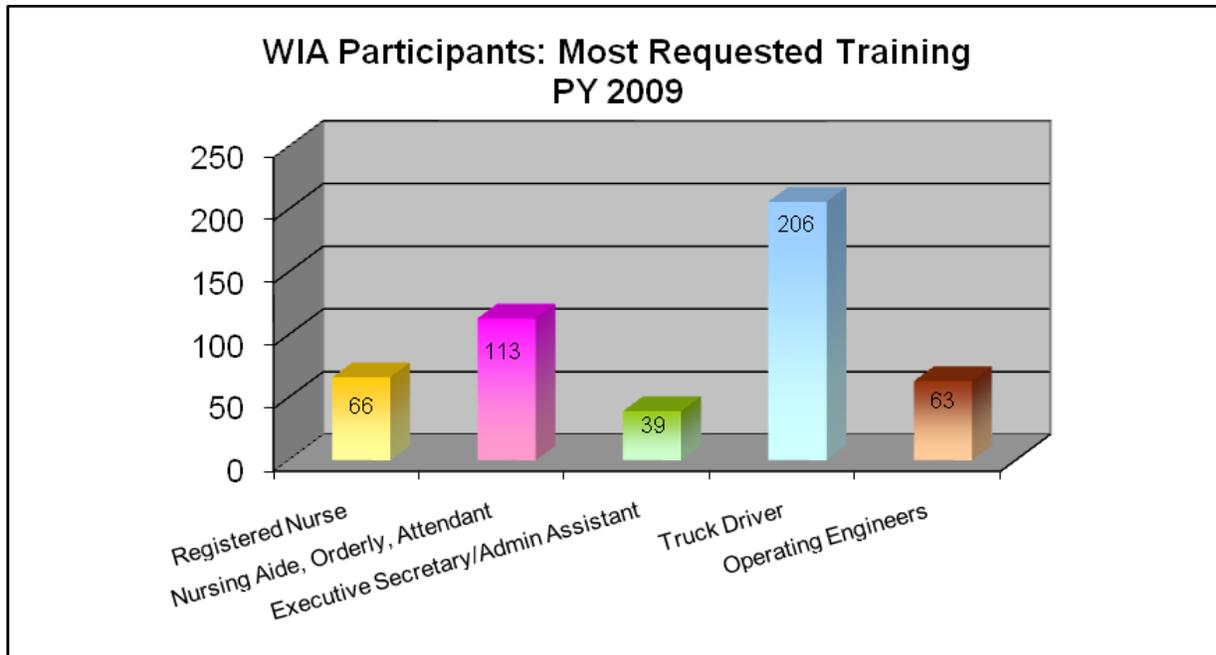
### WIA Participants: Training Services Provided PY 2009

Participants may be placed in more than one type training.

This chart does not indicate whether training was successfully completed.

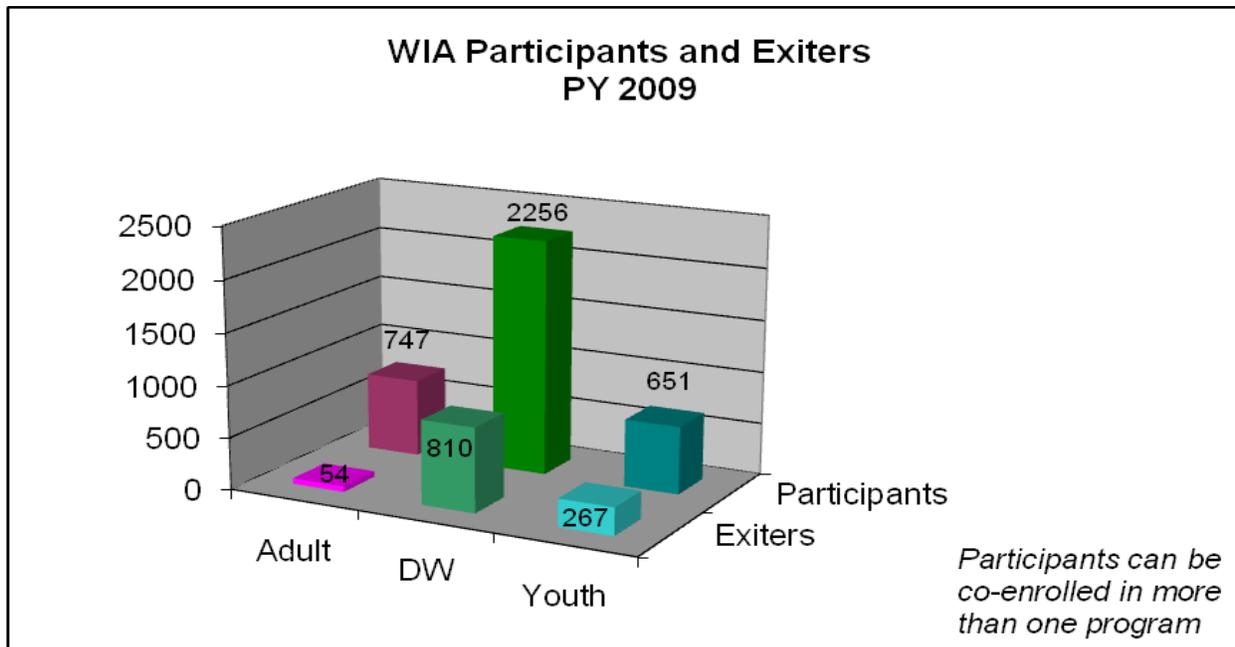


The most requested type of training during PY 2009 was for Truck Driver training, followed by Nursing Aide, Orderly, and Attendant training.

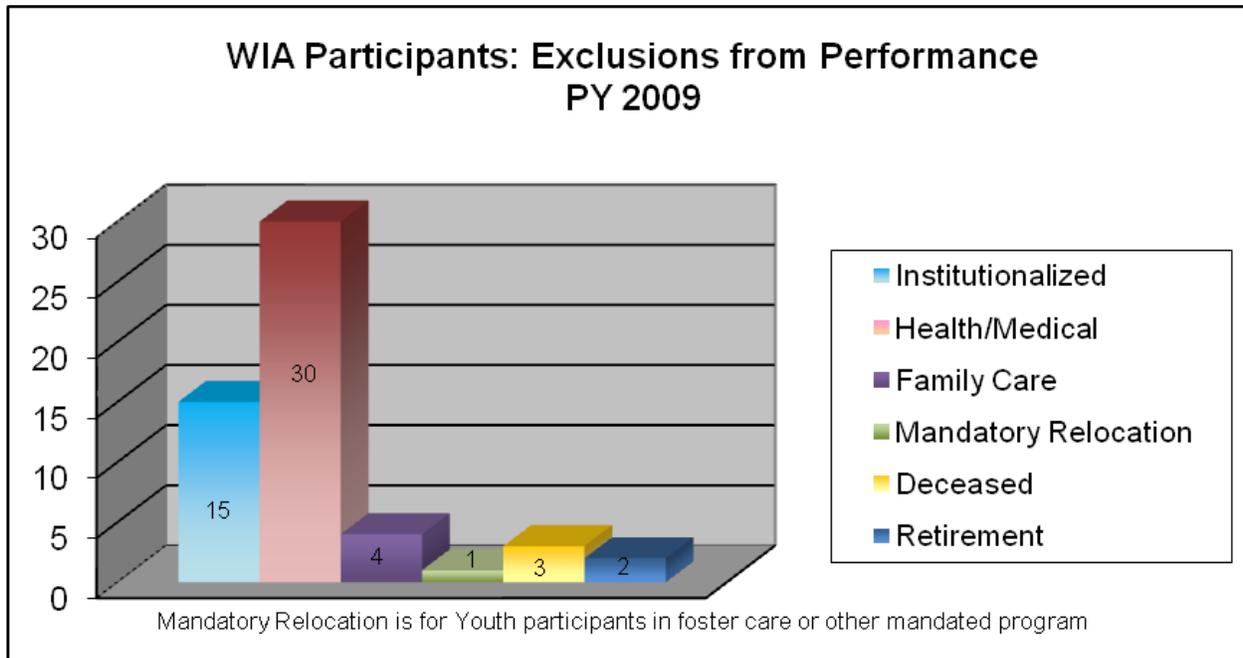


### Exits/Program Outcomes

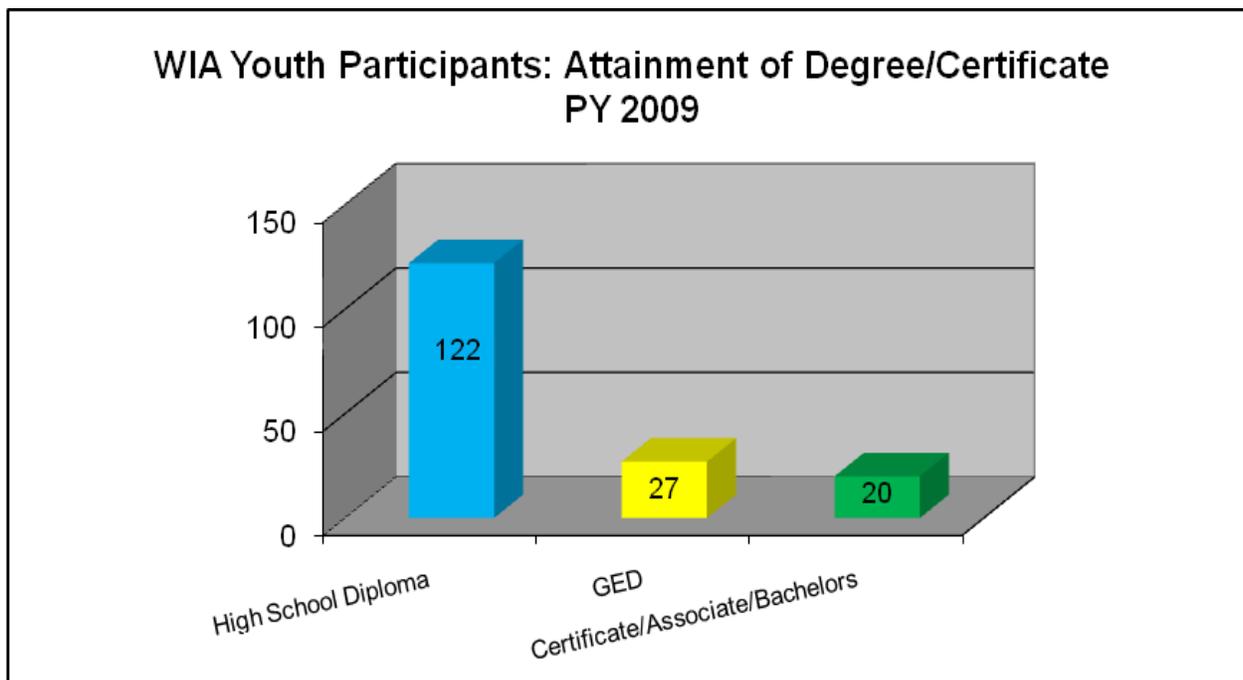
Of the 3,654 participants served during PY 2009, 1,131 participants exited from WIA programs.



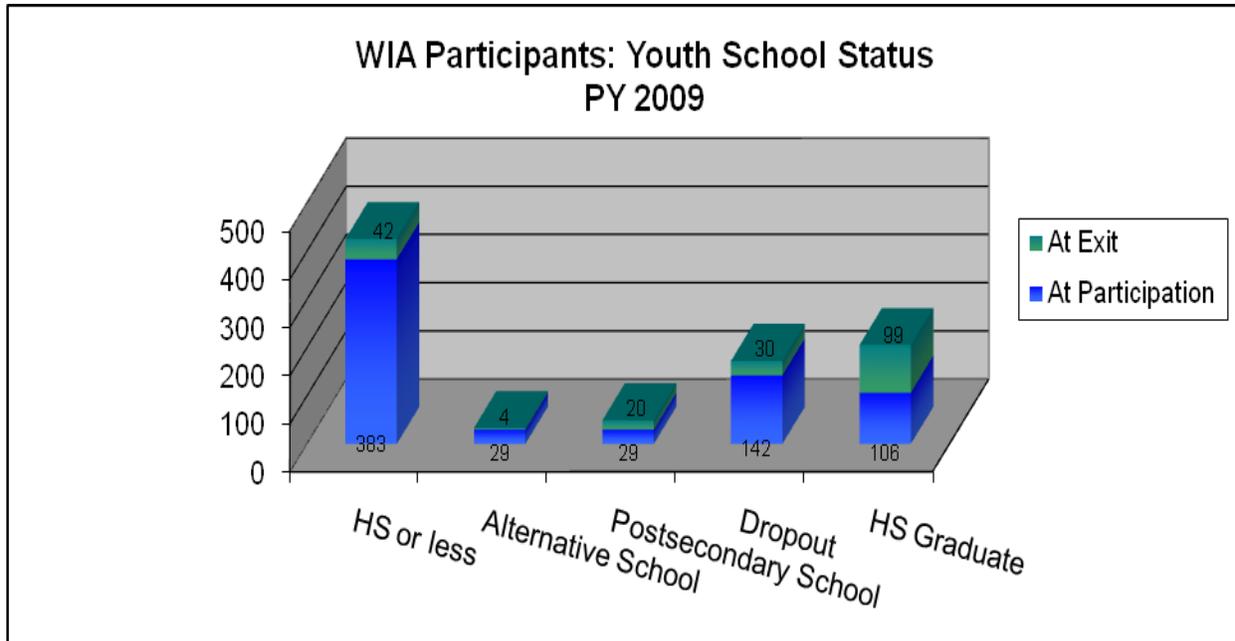
WIA participants that cannot continue their program participation are excluded from performance. The most common reason for exclusion during PY 2009 was for health or medical reasons.



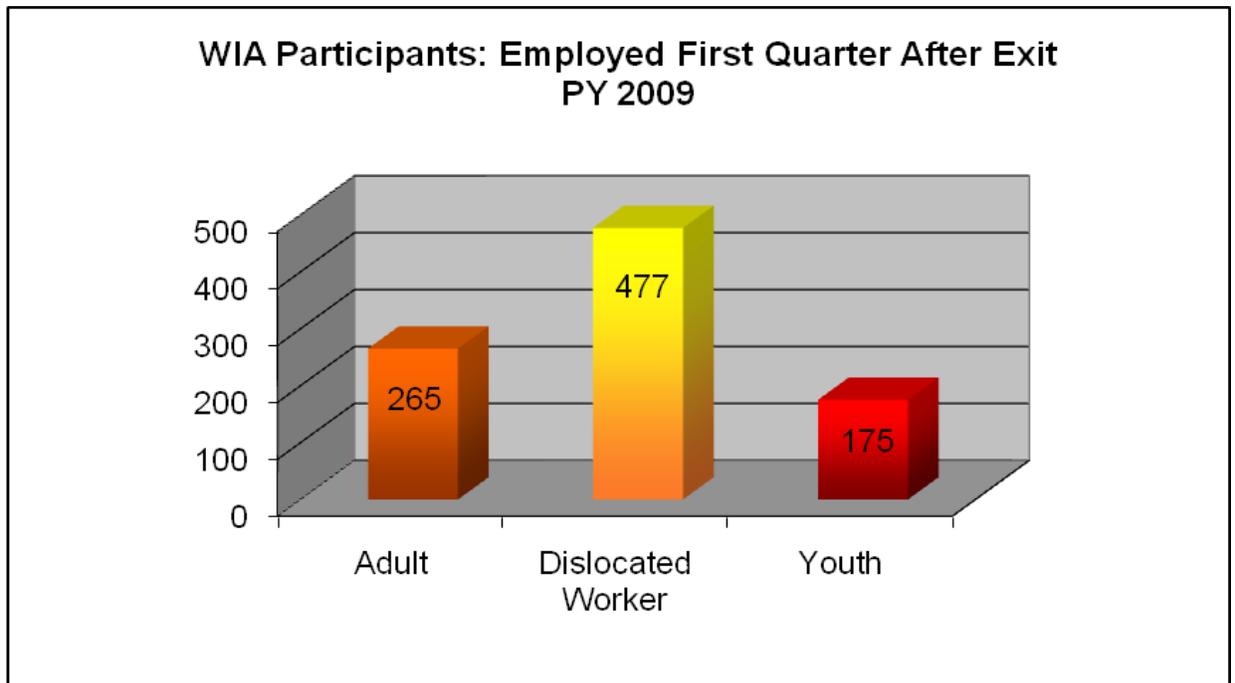
Youth participants who were enrolled in education at participation or during their participation are included in calculation of the Attain Degree/Certificate performance measure. Of the Youth participants included in this measure, a total of 169 achieved a diploma or certificate during PY 2009.



Education status at exit is entered in MontanaWorks when Youth participants are finished with their WIA participation.



A total of 917 participants were employed during the first quarter after exiting from WIA programs during PY 2009. This number does not equate to the performance requirements set for WIA Common Measures.



## PY 2009 Annual Performance

The U.S. Department of Labor-Employment and Training Administration negotiates performance levels with each state by program year. Montana achieved the negotiated levels set for eight of the nine Common Measures performance measures.

Montana missed meeting Literacy/Numeracy Gains performance by a fraction of a percent. The Youth Literacy/Numeracy performance measure level has been hard to meet. We are working with Youth providers to ensure that they understand the measure's requirements and data gets entered into MontanaWorks accurately and on a timely basis.

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
<b>Entered Employment Rate</b>				
a) Adults	88.0	*84.2	160	190
b) Dislocated Workers	88.0	91.5	300	328
<b>Retention Rate (6 months)</b>				
a) Adults	88.0	*85.2	190	223
b) Dislocated Workers	92.0	*86.6	214	247
<b>Average Earnings/Earnings Change 6 Months</b>				
a) Adults	\$11,700	\$12,046	\$2,083,988	173
b) Dislocated Workers	\$14,600	\$14,629	\$2,677,037	183
<b>Placement in Employment or Education</b>	80.0	*70.9	151	213
<b>Attainment of Degree or Certificate</b>	71.0	*67.1	98	146
<b>Literacy or Numeracy Gains</b>	30.0	23.9	11	46

**Blue = Met Performance Levels**

**Red = Did Not Meet Performance Levels**

\* Met 80% of Negotiated Performance Level

## ACHIEVING PERFORMANCE WAIVERS AND SHARING CUSTOMER SATISFACTION AND SUCCESS

### **Achieving Performance**

The State of Montana **met and exceeded all but one of the Common Measures in PY 2009**. The measure not met was the **Literacy/Numeracy Gains**.

When Montana negotiated performance levels for the Literacy/Numeracy measure for PY 2007 and PY 2008 the State did not have the benefit of final PY 2006 results on which to base a realistic negotiated performance level.

### **Waivers**

**Waiver to implement the common measures performance standards only for WIA Title IB Adult, Youth and Dislocated Worker Programs:** In 2007 Montana received waiver approval to stop reporting on the 17 performance measures (15 core and 2 customer satisfaction) and implement the nine common measures for WIA Title IB adult, youth and dislocated workers.

Through the waiver Montana's providers have been able to focus on employment placement and retention, earnings, placement in education, attainment of degree or certificate and literacy and numeracy gains thereby making meeting performance standards more attainable. The State has found that tracking a single group of youth instead of older and younger separately has helped meet performance.

**Waive the Subsequent Eligibility Determination of Eligible Training Providers:** Montana received waiver approval of performance in subsequent eligibility determination process for eligible training providers. Many of Montana's training providers found the reporting requirements unrealistic, based on the limited number of enrollments and the cost of developing a reporting system that would gather information relating to wages and/or placement of those individuals participating in their programs. This caused the State to be concerned that Eligible Training Providers to opt out of the Eligible Training Provider List (ETPL) thereby limiting training choices in rural areas and threaten the Individual Training Account (ITA) System.

The waiver allows the State to keep previously approved providers and add new providers to the ETPL thus providing customers with training option choices.

**Waive the Performance Measures for Youth who Participant in Work Experience only under the American Recovery and Reinvestment Act :** In April 2009 Montana received a waiver approval to track only the Work Readiness Skills Attainment Measure for youth ages 18-24 who are enrolled under the American Recovery and Reinvestment Act and who participate in Work Experience only beyond the summer months. The waiver was applicable for the period of October 1, 2009 through March 31, 2010).

In May 2010 the Montana Departments of Labor and Industry and Public Health and Human Services entered into a partnership for the TANF-ARRA youth program. The Montana Department of Labor and Industry contracted with existing WIA youth service providers to provide a TANF-ARRA summer youth program for youth between the ages of 16 and 18 who

were WIA eligible. The youth were placed in Work Experience and Montana received waiver approval to track only the Work Readiness Attainment Measures for those youth participating in the TANF-ARRA/WIA program.

### **Customer Satisfaction**

Although Montana (through the waiver request) is required to report only on Common Measures for all WIA Title I-B the Montana Department of Labor and Industry puts high value on customer satisfaction and continues to internally track customer satisfaction using the current performance measures of a minimum response rate of 70% which was required for both exited participants under the 17 WIA Performance Measures. The Statewide Programs and Oversight Bureau staff continues to compile customer satisfaction results on an annual basis in order to allow the State Workforce Investment Board to gauge the State's progress toward "continuously improving in performance.

Customer satisfaction survey responses are collected by telephone interviews. In-person interviews and mail questionnaires are used only in situations where the individual does not have a telephone or where the person has a hearing impairment.

Participants are contacted as soon as possible after the date of exit and no later than 60 days after the date of exit.

### **Customer Satisfaction and What Customers Are Saying About the Programs**

Participants are asked a series of three questions regarding their experience with the WIA program. They are asked to score the three questions using a scale of 1-10 for the following areas:

- ✓ Overall satisfaction with the services provided
- ✓ To what extent services met expectations
- ✓ How services received compare to ideal services

The State conducts a 100% sample of all exiters that did not fall under exclusions, from WIA Title IB programs for the customer satisfaction survey.

The first question on the survey asks the exiters how satisfied they were with the services they received. Here is what participants had to say about their experience with the services they received through the Workforce Investment Act:

- I have moved home to Kentucky and I am enrolled in college with an internship available; already set up with loans and everything. "Kathleen is wonderful, super, and I love her so much."
- Lisa was wonderful and I am so glad I got the opportunity to do the youth program.
- A Dislocated Worker said the Billings Job Service provided outstanding services in every way.
- "I am now working at a nuclear site working with new methods of destroying nuclear waste; I appreciate the help I got from the job service."
- I am very much appreciative of the on-the-job training but it needed to be longer than the 6 months. I am only now getting to where I need to be with the necessary skills for my job.
- Kris was great; she helped to set up tutors when I needed it.
- Kris is super and was a speaker at my pinning ceremony.
- Randy was wonderful. He helped me through a tough time and I really appreciate it.
- "John in Kalispell is A-okay; he was right on top of things."
- "Johnette was a great help."
- "I wouldn't have the job without the program; had a wife and two kids to support; thanks!"

- Marilyn was a great help. Thanks.
- A Great Falls Opportunities Inc youth said she was very satisfied with the program.
- Brenda and the people at the Roundup HRDC were wonderful and continue to be wonderful. Great Program.
- "They met all my needs; the people at the Kalispell Job Service are hard core and great professionals."
- "Miles Community College and the Career Development Program were so good to me. They helped me with applications, resumes, travel expenses, scrubs and shoes. Their help was most appreciated."
- Kathleen with the Billings Job Service made me feel like I wasn't just a number. "She gave me moral support, lots of ideas for employment when my situation changes. I hope she stays there because Job Service needs more people like her."
- Lynda with the Missoula Job Service helped me. It was a great program. "I just kind of fell into it and got the training I needed."
- The staff at Community Action Partnership was wonderful. "I have been telling others to go there to get their CNA training."
- "I got so much more than I expected; they were wonderful at the Livingston Job Service and Skip is THE MAN!"
- Lynn at Career Futures was so helpful.
- A dislocated worker had this to say about Kari and the Libby Job Service: "I appreciated what they did for me; they were there for me! I got my CDL; she answered all my questions and was always there for me. She was available when I called and she did a very good job. The whole office was great!"
- "Carol with the Missoula Job Service was a tremendous help and a great resource in giving me information about jobs and the companies who were advertising for employees. It was a great program."
- "Skip does an outstanding job."
- The Billings HRDC Youth program was great. "They did everything to help me that they could and I appreciated it."
- Kim with the Miles City Job Service was wonderful to work with.
- Everyone in the Anaconda Job Service deserves an A+.
- A dislocated worker said she was able to do courses online through the University and Carol was a great help to her.
- "Stacey helped me get the job I wanted and I am so thankful for all she did for me."
- The staff at the Kalispell office was great and did more for me than I thought they could ever have done.
- "I got a job with Department of Transportation. Sam helped me so very much. I sure appreciate her help."
- Jori, my caseworker was so supportive. "I really appreciate all her help."
- A dislocated worker received relocation money and said "Sam was very helpful."
- Carlene with the Billings HRDC youth program helped me so much. "I love school."
- "Jenn, my case manager was wonderful. I don't think I would have got through it without her help."
- "Johnette and Shellie did a good job helping me."
- "Sam was wonderful; the Job Service was wonderful. I wouldn't have the job without my degree. Thanks!"
- "Tom, the Vet rep at the Kalispell Job Service is awesome. He called all the time, went above and beyond."
- Deb with Action for Eastern Montana was so good to me. "She still contacts me."
- "I was very impressed with Mark in Bozeman" said an Adult WIA participant.
- Job Service was very good about letting people know what was available.
- "Candi at CTI still calls and even the Army guy at the Job Service."
- "Jori was great! If I had questions she called back with the answer right away."
- "Kim helped me get a laptop and books replaced after my house burned. She and Sandy were there before the house quit burning to help! Wonderful ladies!"
- One dislocated worker said they were very helpful even though she got called back to work right away.

- “Kim was awesome; she did so much to help me and my family.”
- A Havre dislocated worker said it was a great opportunity and that Lindy was super and he would be graduating from the Academy.
- They were so good about staying in touch at least two times a year while I was going to school and helped with whatever was needed said a dislocated worker from the Miles City area.
- “Lynn gave me the help I didn’t even know I needed. She treated me with respect and was so helpful with assistance and compassion.”
- With the help of the Job Service, I now have a great job and I am so thankful said a dislocated worker.
- Skip with the Livingston Job Service helped with relocating my family and mileage for my job interviews said a satisfied dislocated worker.
- “There were times when I wasn’t sure I would make it but Brenda said to keep plugging along and I’d make it. I did, I got my teaching diploma and Brenda was wonderful.”
- “I can’t say enough good things about Karen and the Anaconda Job Service” said a pleased Adult participant.
- “Jen is super; keep her on the payroll!”
- “Amee was wonderful help; all of them at the Job Service were.”
- “Cathy is a credit to our community and helped me be one who could continue to live and raise my family in Sanders County. Thanks a million!”
- “Mark with the Bozeman Job Service did one heck of a job for me.”
- “Linda is wonderful! I am now a manager and I love my job and her help with the youth program was greatly appreciated.”
- “Sharon was phenomenal; she was the TOPS!”
- A three time dislocated worker had this to say about the staff at the Missoula Job Service: “I am always happy with the help I have received from the Job Service.”
- “Randy was awesome and so patient.”
- “Kris at the Lewistown HRDC was wonderful; really on top of things.”
- “Judy was outstanding. Butte office is the best One-Stops I have ever been in my life. It is a top star.”
- A dislocated worker had this to say about the Billings Job Service; “the program was perfect for me and especially at my age. I can now compete in the job market with the younger workforce due to the training and help I received.”
- “Paula was wonderful to work with; she really cared.”
- “Vickie with the Bitterroot Job Service is a person who loves helping people and she gave more than 100% to help me get the skills I needed to get a new occupation. Can’t thank her enough!”
- Sara is an outstanding person.
- Can’t thank the program enough; a great blessing.
- “Polly is a gem!”
- “Heidi and Lisa deserve a bonus!”
- “I am so excited by this program and all it did for me. If I can repay it in anyway, including tutoring or anything else, please let me know. A BIG Thanks to Judy and all the staff at the Butte Job Service.”
- A dislocated worker in Lewistown said he wouldn’t have been able to take a job without the relocation assistance he received.

## PROGRAM PERFORMANCE DATA

**Performance Levels  
July 1, 2009 through June 30, 2010**

	<i><b>PERFORMANCE GOALS</b></i>
<b>PERFORMANCE MEASURES</b>	<b>PY 2009 (07/01/09-6/30/10)</b>
<b>Adult Program – Common Measures Indicators of Performance</b>	
1. Entered Employment Rate	88.0%
2. Employment Retention Rate	88.0%
3. Six Months Average Earnings	\$11,700
<b>Dislocated Worker Program – Common Measures Indicators of Performance</b>	
1. Entered Employment Rate	88.0%
2. Employment Retention Rate	92.0%
3. Six Months Average Earnings	\$14,600
<b>Youth Program – Common Measures Indicators of Performance</b>	
1. Placement in Employment or Education	80.0%
2. Attainment of Degree or Certificate	71.0%
3. Literacy and Numeracy Gains	30.0%

**WIA Title IB Annual Report Form (ETA 9091)**  
Report Period: 07/01/2009 to 06/30/2010

Agy./PO: 00-00 State of Montana (Statewide)

**Date Ranges Used In Calculating Report Items**

Total Participants: 07/01/2009 – 06/30/2010  
 Total Exiters: 04/01/2009 – 03/31/2010  
 Entered Employment Rate, Youth Placement in Employment or Education, and Youth Attainment of Degree or Certificate: 10/01/2008 – 09/30/2009  
 Employment Retention Rate and Six Months Earnings Change: 04/01/2008 – 03/31/2009  
 Youth Literacy and Numeracy Gains: 07/01/2009 – 06/30/2010

**Table B – Adult Program Results At-A-Glance**

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	88.0	84.2	160	190
Employment Retention Rate	88.0	85.2	190	223
Six Months Average Earnings	\$11,700	\$12,046	\$2,083,988	173

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

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individuals With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	81.9	<u>77</u> 94	82.4	<u>14</u> 17	66.7	<u>8</u> 12	90.9	<u>10</u> 11
Employment Retention Rate	82.5	<u>99</u> 120	83.3	<u>10</u> 12	71.4	<u>5</u> 7	100.0	<u>8</u> 8
Six Months Average Earnings	\$10,230	<u>\$930,909</u> 91	\$19,338	<u>\$154,700</u> 8	\$17,339	<u>\$86,697</u> 5	\$10,954	<u>\$65,724</u> 6

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

Reported Information	Received Training Services	Num Den	Only Core and/or Intensive Services	Num Den
Entered Employment Rate	86.7	<u>150</u> 173	58.8	<u>10</u> 17
Employment Retention Rate	85.6	<u>172</u> 201	81.8	<u>18</u> 22
Six Months Average Earnings	\$12,476	<u>\$1,958,702</u> 157	\$7,830	<u>\$125,286</u> 16

**WIA Title IB Annual Report Form (ETA 9091)**

Report Period: 07/01/2009 to 06/30/2010

Agy./PO: 00-00 State of Montana (Statewide)

**Table E - Dislocated Worker Program Results At-A-Glance**

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	88.0	91.5	300	328
Employment Retention Rate	92.0	86.6	214	247
Six Months Average Earnings	\$14,600	14,629	\$2,677,037	183

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

Reported Information	Veteran	Num Den	Individuals With Disabilities	Num Den	Older Individuals	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	89.3	$\frac{50}{56}$	85.7	$\frac{6}{7}$	84.8	$\frac{39}{46}$	0.0	$\frac{0}{0}$
Employment Retention Rate	88.6	$\frac{31}{35}$	100.0	$\frac{3}{3}$	90.5	$\frac{38}{42}$	100.0	$\frac{2}{2}$
Six Months Average Earnings	\$13,624	$\frac{\$354,218}{26}$	\$24,701	$\frac{\$49,401}{2}$	\$12,196	$\frac{\$402,456}{33}$	\$17,403	$\frac{\$34,805}{2}$

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

Reported Information	Received Training Services	Num Den	Only Core and/or Intensive Services	Num Den
Entered Employment Rate	91.3	$\frac{232}{254}$	91.9	$\frac{68}{74}$
Employment Retention Rate	84.6	$\frac{159}{188}$	93.2	$\frac{55}{59}$
Six Months Average Earnings	\$13,876	$\frac{\$1,914,885}{138}$	\$16,937	$\frac{\$762,152}{45}$

**Table H.1 - Youth (14-21) Results At-A-Glance**

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Placement in Employment or Education	80.0	70.9	151	213
Attain Degree or Certificate	71.0	67.1	98	146
Literacy or Numeracy Gains	30.0	23.9	11	46

**WIA Title IB Annual Report Form (ETA 9091)**

Report Period: 07/01/2009 to 06/30/2010

Agy./PO: 00-00 State of Montana (Statewide)

**Table L - Other Reported Information**

Program	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) Or 12 Month Earnings Replacement (Dislocated Workers)		Placements For Participants in Non-Traditional Employment		Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment		Entry Into Unsubsidized Employment Related to Training	
Adults	81.3	$\frac{157}{193}$	\$6,378	$\frac{\$1,077,809}{169}$	6.9	$\frac{11}{160}$	\$5,431	$\frac{\$792,955}{146}$	0.0	$\frac{0}{150}$
Dislocated Workers	86.9	$\frac{166}{191}$	94.9	$\frac{\$1,924,345}{\$2,027,276}$	6.0	$\frac{18}{300}$	\$7,923	$\frac{\$2,155,140}{272}$	1.3	$\frac{3}{232}$

**Table M - Participation Levels**

Program	Total Participants Served	Total Exiters
Total Adult Customers	123,558	79,575
Total Adults (Self-Service Only)	120,702	78,752
WIA Adults	121,449	78,806
WIA Dislocated Workers	2,256	810
Total Youth (14-21)	651	267
Out-of-School Youth	520	201
In-School Youth	131	66

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending
Local Adults	1,874,268
Local Dislocated Workers	944,293
Local Youth	1,907,339
Rapid Response (Up to 25%) 134 (a) (2) (A)	418,184
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	812,739

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Technical Assistance for Local Providers	56,733
	MT Association of Counties	4,758
	Math and Science Initiative	76,612
	ACT	1,650
	Nat'l Center for Health Care & Informatics	24,955
	<b>Total of All Federal Spending Listed Above</b>	<b>6,121,531</b>

**WIA Title IB Annual Report Form (ETA 9091)**  
 Report Period: 07/01/2009 to 06/30/2010

Local Area Name: Balance of State (BOS)

**Table O - Local Performance**

Total Participants Served	
a) Adults	104,797
b) Dislocated Workers	1,910
c) Older Youth	112
d) Younger Youth	420
Total Exiters	
a) Adults	67,996
b) Dislocated Workers	493
c) Youth	53
d) Younger Youth	167

Performance Items/Programs	Negotiated Performance	Actual Performance
Entered Employment Rate		
a) Adults	88.0	83.6
b) Dislocated Workers	88.0	91.3
Retention Rate (6 months)		
a) Adults	88.0	82.7
b) Dislocated Workers	92.0	85.7
Average Earnings/Earnings Change 6 Months		
a) Adults	\$11,700	\$12,168
b) Dislocated Workers	\$14,600	\$14,706
Placement in Employment or Education	80.0	66.9
Attainment of Degree or Certificate	71.0	63.6
Literacy or Numeracy Gain	30.0	21.9

Description Of Other State Performance Indicators

- a. \_\_\_\_\_
- b. \_\_\_\_\_

Overall Status Of Local Performance  Not Met  Met  Exceeded

