

A Message from the Governor of the State of Montana



It is with great pleasure that I present the annual report for program year 2000 for the implementation of the Workforce Investment Act in Montana.

Montana's vision and goals for program year 2000 led to the design of a coordinated and accountable system for assisting Montanans to gain marketable employment skills. It is my hope, and the hope of all involved in workforce development, that these efforts will help foster an economy in which such skills will be better rewarded and sustained.

Montana's transition year was full of successes and challenges. We continue to assess where we are and where we want to go with our workforce. We recognize the importance of a highly skilled, well-prepared workforce in our economic development efforts. To that end, I have established an Office of Economic Opportunity within my office and have appointed a workforce development officer. That person will be staffing our State Workforce Investment Board and will serve as the conduit for information on workforce development issues between local entities and my office.

Montana is open for business, and our workforce development system is an important partner for continued economic development.

Sincerely,


 JUDY MARTZ
 Governor

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Executive Summary

The enactment of the *Workforce Investment Act of 1998*, as the first wholesale reform of the nation's job training system in more than 15 years, provided unprecedented opportunity for major reforms that will result in a reinvigorated, integrated workforce investment system.

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 five key principles – that our workforce investment system be:

- 1) accountable to the people we serve;
- 2) customer driven to meet individual needs and choices;
- 3) accessible to all;

- 4) efficient in providing services to guarantee maximum impact; and
- 5) focused on promoting personal responsibility.

In 1998, Montana received its One-stop Implementation Grant. Community management teams (CMTs) were organized in regions – areas within one hundred miles of a community that offers workforce development services. Those CMTs included all mandatory and many optional partners. Under the guidance and support of the Private Industry Councils and the state, those CMTs began the process of preparing for initial one-stop certification. The state board has asked the local boards to incorporate the planning work of the CMTs when possible in the hope of maintaining the foundation of collaborative relationships built to date.

Because of Montana's rural nature, a strong component of our workforce investment system is information technology. We must share our resources because we don't have any to spare. We must deliver our services in innovative ways because huge distances separate many of our citizens from in-person access. The workforce investment system must model the economy of the future which is based upon ever expanding information technology.

The population of Montana (approximately 900,000)

and the extremely large geographic area dictates that funding for all programs is stretched very thin. Service delivery points may be few and far between. Service delivery is dependent upon partnerships, referrals and collaboration to ensure all Montanans have access to information and services.

Montana's State Workforce Investment Board was newly created in response to the WIA. One of their first tasks was to certify the local workforce investment areas. Moving quickly, the locally elected officials named the local workforce investment boards and the State Board certified their membership in September 1999. The state and local boards worked simultaneously to create Montana's vision of a workforce investment system.

The state and local Boards efficiently and effectively administer publicly funded workforce programs and work collaboratively with private partners. Mandatory and optional partners collaborate on the planning, delivery and evaluation of their programs.

Montana's vision encompasses at least one JobLINC Center (Montana's name for One-stop Centers) in each local workforce area supplemented with a network of associated providers. These providers are often the first point of contact by resident and non-resident employers seeking to fill job vacancies, or

seeking labor market or other information regarding workforce issues. Based on employers current and emerging needs, the local workforce boards and the JobLINC System is a major source for supplying or influencing the supply of qualified workers to fill employer needs. Montana's JobLINC system is the first call by job seekers seeking employment or labor market, education, and training information for personal career development. Customer choice is maximized by an extensive list of eligible training providers with demonstrated, high performance ratings offering competency-based curricula developed with input from area employers that prepare individuals with appropriate employability and occupational skills.

Expansive, high quality, integrated youth services ensure broader choices for youth completing, or otherwise leaving, secondary school. The local boards, with input from the youth councils and the State Board's Youth Committee, selected youth program providers based on the highest standards.

Montana's Workforce Investment System: Building from a Strong Foundation

Montana began looking at the issue of program integration in late 1995. Governor Marc Racicot replaced the State Job Training Coordinating Council with a human resource investment council, called Montana Workforce Preparation Coordinating Council (WPCC). The WPCC was organized in expectation of block grants replacing some of the silo-funded programs. While that didn't occur, the WPCC did continue its work recommending ways for system integration to provide businesses and workers with seamless access to government services. In addition, the WPCC conducted a comprehensive review of the current programs with recommendations for ways to strengthen the ties between job preparation and job creation.

One-Stop Implementation Grant

Meanwhile, Montana received a planning and development grant for the one-stop system. Planning in those early years centered around relationship building within communities. When Montana received its One Stop Implementation Grant in March of 1998, the collaborative process was pursued in earnest.

Community management teams (CMTs) were organized within regions around the state; each CMT came forward with an initial certification plan. Those initial certification plans outlined the steps necessary to move toward establishing one-stop centers.

WIA affected the manner in which Montana proceeded so that our one-stops would be in compliance with federal law and regulation. At the heart of this continued development was the collaborative work already done by the community management teams and their partners.

Workforce Investment Act information sharing began in October 1998. The Department of Labor and Industry, in coordination and conjunction with the staff from the service delivery areas' administrative entity, Montana Job Training Partnership, Inc. (MJTP), initially provided information to state and local job training councils and service providers at the JTPA annual planning session.

WIA Steering Committee

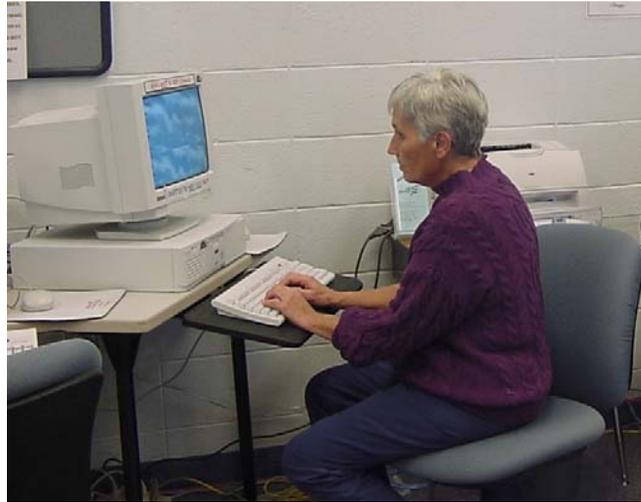
An interagency steering committee was formed as a result of the annual planning session. Membership comprised staff from state agencies including education, commerce, public health and human services, vocational rehabilitation, unemployment insurance, employment service, employment and training, labor market information, state

council staff and the governor's liaison for workforce development. Local private industry councils were represented on the committee by their administrative entity staff (MJTP).

The steering committee developed a joint roles and responsibilities document and a separate timeline for Workforce Investment Act planning and implementation. Those documents along with the committee minutes were distributed to State and Local Workforce Investment Boards and other interested persons. The roles and responsibilities document delineated responsibilities for local workforce areas, the state board, the one-stop workforce center system project and the governor's duties.

WIA Task Forces

The steering committee established task forces and



Job seekers have access to a variety of resources through public access machines available system-wide.

provided oversight of task force activities. The task forces convened in February 1999 with the responsibility of providing policy and procedure recommendations on how to deliver services through the workforce center system. The task forces were given four months to deliber-

ate issues and deliver recommendations designed to streamline the decision making process for the state and local boards.

There were five task forces: youth, adult, dislocated workers, individual training accounts (ITAs), and performance measures/participant transition. The members included private employers, state and local board members, representatives from education, vocational rehabilitation, office of public assistance, community based or-



Employers also have access to resources in the workforce system. Private interview rooms, electronic resources, and assistance with human resource needs are a vital part of the service mix for Montana's many small businesses.

ganizations, Native American groups, and JTPA service providers. The governor appointed the task force members.

The task force process was very extensive. State and local administrative entity staff facilitated the meetings and the task force members deliberated issues and offered recommendations. Meetings were open to the public and minutes and recommendations were widely distributed for review and comment.

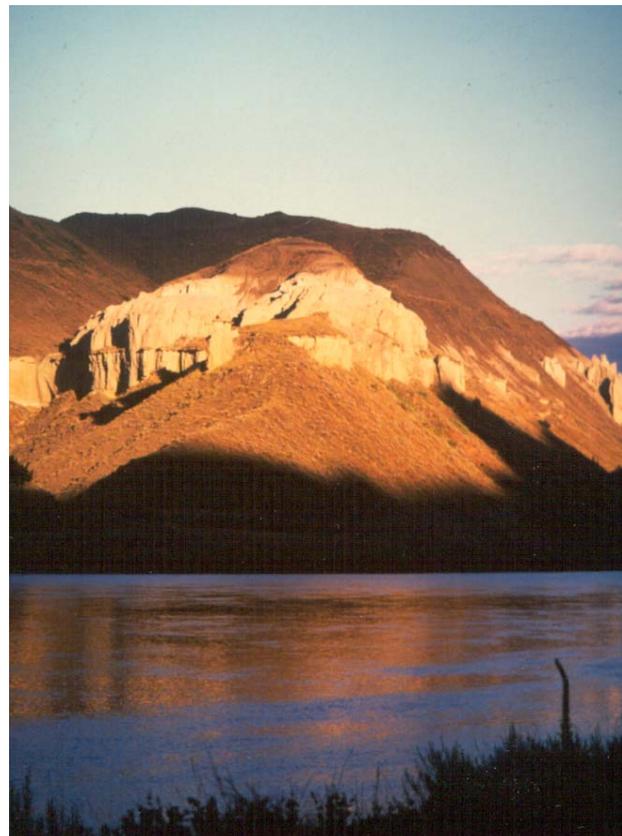
Appointment of the State Workforce Investment Board

At the same time that the steering committee and task forces were organizing, Governor Racicot appointed Montana's State Workforce Investment Board. The State Workforce Investment Board and Local Workforce Investment Boards have utilized the task force recommendations, many of which are incorporated into the state plan and the local plans.

Designation of Montana's One-Stop Centers

The local boards identified the best mix of services in each local area. The Balance of State Workforce Investment Board certified Lewistown as the one-stop center for the area. The Concentrated Employment Program Workforce Investment Board certified the Butte Job Service Workforce Center as the one-stop center for the area. Both areas have an extensive network of service providers and partners delivering the broad array of services to Montana's job seekers and businesses.

Wild and scenic stretch of the Missouri River, east of Fort Benton, Montana. Photo by Donnie Sexton, courtesy of Travel Montana.



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 902,195 people spread over 147,138 square miles. It is the fourth largest state in land area and 44th in population. Approximately 52% of the population lives in urban areas. Mineral, timber, and agricultural production have dominated Montana's economy. Most industries are based on Montana's raw materials including mining, smelting, lumber milling, and the manufacture of paper goods, processed food, and refined oil.

Montana continues to experience positive growth in population, employment and income. More people are living in Montana, more are working, and those working are earning more money. This growth, however, is not spread evenly across the state and it may be at risk due to the economic down turn at the national level.

Statewide, 1999 to 2000

Estimated employment (including self-employed) increased just under 2 percent, or about 10,000 jobs, 2000 compared with 1999. At the same time, the unemployment

Montana's Labor Situation: As Diverse as the Geography

rate declined from 5.2 percent of the workforce in 1999, to 4.9 percent in 2000. The 2000 unemployment rate was the lowest since the early 1970s when it was 4.8 percent. Unemployment declined even further over the first half of 2001 so that for Fiscal Year 2001 (July 2000 through June 2001), unemployment averaged about 4.7 percent. This is the lowest rate since the calendar year 1970 figure of 4.3 percent. The rate of unemployment has basically declined in Montana and the U.S. since 1983.

According to preliminary information, Montana's total personal income increased by 4.9 percent in 2000, more than the inflation rate of 3.4 per-



Medicine Rocks in southeastern Montana, Custer County. Photo by Rick & Susie Graetz, courtesy of Travel Montana.

cent. Average income per person per capita (personal) income possibly also increased. The amount is unknown since 1999 population is yet to be revised upward, in light of the higher than expected population numbers from the 2000 Census, both in Montana and generally nationwide. With a larger 1999 population, per capita income for 1999 will be revised downward. The growth in employment coupled with a decline in unemployment, indicates that the economic welfare of Montanans, on the average, improved in 2000.

Uneven Population Growth Across the State

Over the 1990s, population growth was uneven across Montana. Between 1990 and 2000, 23 of Montana's 56 counties lost population, while 33 others experienced growth. Nearly all the counties losing population were in the eastern third and north central part of the state. Nineteen counties (all in the western third and south central portion of the state) experienced more than 10 percent population growth.

Uneven Employment Growth Across the State

Employment growth also was uneven across the state. For the period 1990-1999, the 9 largest counties in employment (Yellowstone, Missoula, Gallatin, Cascade, Flathead, Lewis and Clark, Silver Bow,



Absaroka-Beartooth Range, southeast of Livingston, Montana. Photo by Donnie Sexton, courtesy of Travel Montana.

Ravalli and Lake) accounted for about four-fifths of the growth in total jobs (includes self-employed). The other 47 counties combined were responsible for only about one-fifth. Blaine, Phillips and Treasure counties actually declined in job count. If one excludes self-employment jobs, then Carter, Judith Basin, Lincoln, Powder River, Prairie, Rosebud and Sheridan counties join the list of counties with a job decline, 1990-1999.

For payroll jobs just covered by the unemployment insurance program for the period 1999-2000, 31 counties increased in employment, 4 stayed the same, and 21 counties declined. Five counties accounted for 86 percent of the total statewide net increase of about 8,000 payroll jobs. These were: Gallatin, Flathead, Missoula, Yellow-

stone and Lewis and Clark.

Geographic Uneven Incidence of Unemployment

The incidence of unemployment is also distributed unevenly across Montana. For calendar 2000, 11 counties had a relatively high unemployment rate of above 7 percent, with Big Horn County being the highest at 14.4 percent. This compares with 13 counties in 1999 that had unemployment rates above 7 percent. Fifteen counties had low rates below 4 percent (the national average rate), with Carter County being the lowest at 2.1 percent. Of the 11 high unemployment counties, 5 were counties with Indian reservations, where historically employment opportunities have been limited. With the exception of Musselshell

and Meagher counties, the other counties were in western Montana (Lincoln, Mineral, Anaconda-Deer Lodge and Granite). The economies of these western Montana counties are partially dependent on seasonal (part-year) industries such as logging and wood processing, recreation and tourism, and construction. The presence of seasonal industries in itself keeps the annual unemployment rate higher than it would be otherwise. Workers are counted as unemployed for the months they are not working due to spring breakup, the off-season for tourism, winter weather and other factors.

According to preliminary data for Fiscal Year 2001 (July

2000 through June 2001), only 10 counties had unemployment rates greater than 7 percent. Musselshell and Meagher dropped to around 6.5 percent. Lake County joined the high group at 7.8 percent, largely as the result of well-publicized layoffs at Jore Corporation in Ronan. Big Horn County's rate increased to 16.4 percent for FY 2001, principally because of reported layoffs by the Crow Tribe. Other counties in the original group of 11 either decreased in the rate of unemployment or stayed at about the same level, with the exception of Granite County, which increased.



Paradise Valley, Yellowstone River, near Emigrant, Montana. Photo by Donnie Sexton, courtesy of Travel Montana.

The average Montana worker...

- ◆ **Has a high school diploma (or equivalent) or some college, no degree**
- ◆ **Is a full-time employee of a private-for-profit company**
- ◆ **Works in the services sector, the wholesale/retail trade sector, or the public administration sector**
- ◆ **Earns about \$24,000 per year**
- ◆ **Is married with a working spouse and one child residing at home**
- ◆ **Lives within 16 minutes of the workplace and does not carpool or take public transportation**

SOURCE: 2000 Census, 1999 Current Population Survey, Occupational Employment Statistics, Covered Employment & Wages Report, and U.S. Department of Commerce, Bureau of Economic Analysis. Compiled by Montana Department of Labor & Industry, Research & Analysis Bureau

Leadership for a Continually Improving Workforce Investment System

Working Together – Workforce Investment Boards

In 1999, Governor Marc Racicot certified two Workforce Investment Areas. Montana is one of only four states having a Concentrated Employment Program Workforce Investment Area. It comprises ten counties in southwest Montana. The remaining balance of 46 counties comprises the Balance of State Workforce Investment Area.

State Workforce Investment Board

In 1999 Governor Marc Racicot chose not to grandfather in the human resource investment council (known as the Workforce Preparation Coordinating Council), which was organized under the Job Training Partnership Act.

Governor Racicot saw WIA as an opportunity for widespread reform in the workforce investment system and chose to appoint a new State Workforce Investment Board in the most

Montana has two local workforce investment areas for the Workforce Investment Act programs: the 10 county Concentrated Employment Program and the 46 county Balance of State. Local Workforce Investment Boards for both areas are staffed by Montana Job Training Partnership, Inc., a private non-profit organization.

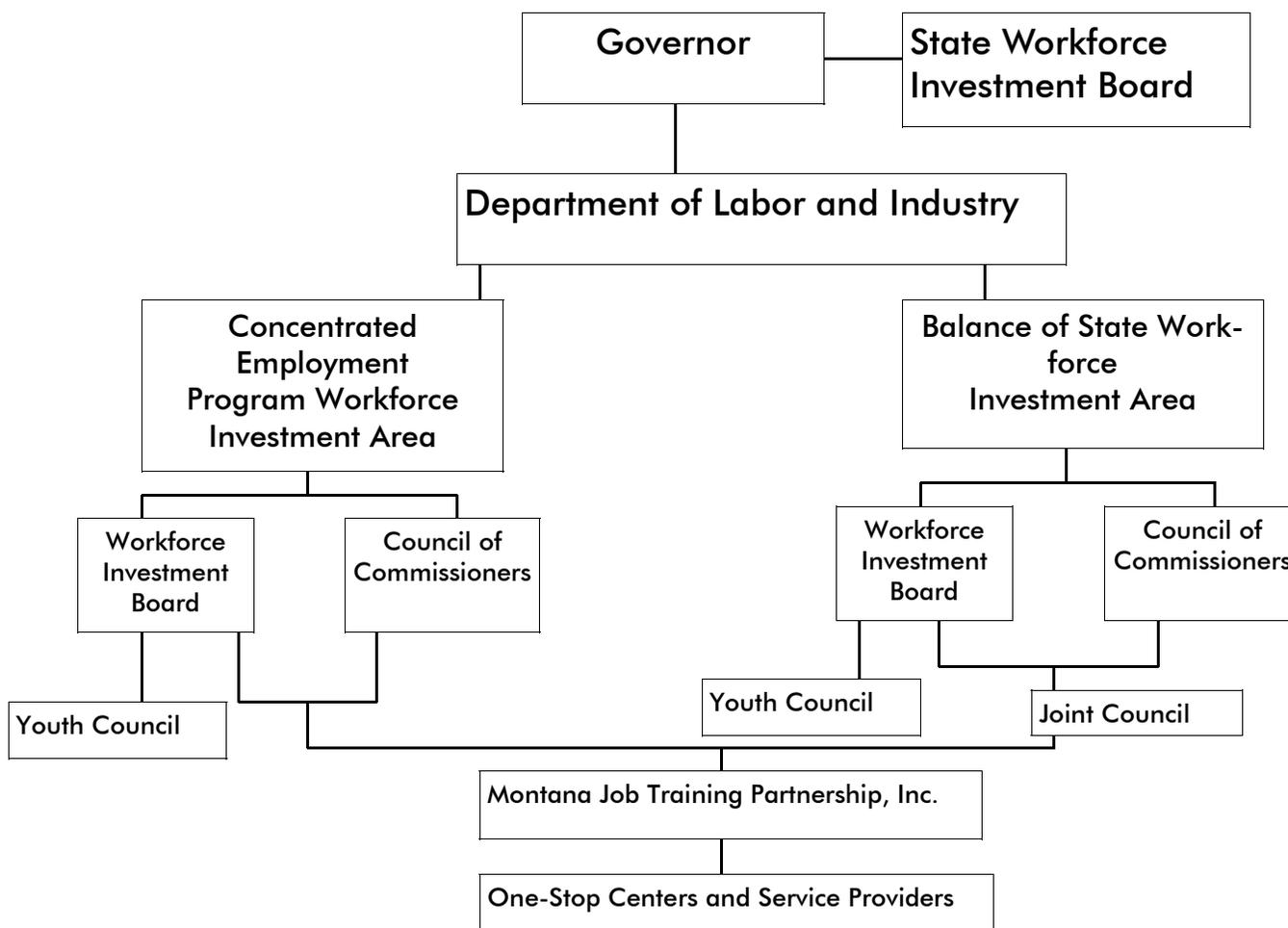


inclusive manner possible. This resulted in a state board comprising 49 members, staffed by the Department of Labor and Industry.

When Governor Judy Martz was elected and began serving as Governor in January 2001, she took the opportunity to moderately

streamline the membership and to move the staffing function into her Office on Economic Opportunity. These efforts are evidence of her commitment to continuously improve the workforce development system.

Montana Workforce Investment System



Dennis Lerum, Dean, University of Montana College of Technology: An Example of Board Membership

Dennis Lerum has represented education on the Balance of State (BOS) Joint Council since 1988. He chaired the joint council from 1998 until the Workforce Investment Act created a reorganized council in the year 2000.

Prior to that, Dennis was chair of the revenue committee on the BOS joint council. This committee was charged with funding all JTPA training programs in the forty-six county area. Through funding cuts and funding increases, during the time when the council reorganized their funding streams into regions around the BOS area, Dennis Lerum presided over this process with a firm and steady hand.

His greatest skill was in listening to the needs of providers and of customers and using that information to create a broad consensus. Time and again, he was able to forge agreement where it seemed none existed. The funding decisions made during those times still operate successfully within Montana to-

day.

Dennis has served on numerous task forces and committees created by the joint council. Whenever a tough subject or a controversial topic needs to be addressed, the council turns to him for guidance and direction. Dennis served on the RFP task force, the funding task force, and the adult and youth services task forces, all of which required persons like Dennis with leadership, vision and skill, able to find ways to serve customers, and maintain adequate funds throughout the area.

Because Dennis has been so effective at the local level, the governor asked him to represent the Balance of State joint council on the State Workforce Investment Board. This role allows Dennis to use his skills to ensure that the joint council's work coordinates with the direction set by the state.

Dennis is just one example of the commitment and enthusiasm shared by all members of the local and state boards. Montana's workforce development system wouldn't be where it is today without their hard work and dedication.

"Dennis Lerum's knowledge of workforce development and commitment to developing the best possible workforce system is a strong motivator for all involved."

Wendy Keating, acting commissioner, Department of Labor and Industry

One-Stop Capacity Building Tour

Prior to WIA implementation in Montana, the State and Local Workforce Investment Boards authorized a tour of various one-stop sites around the nation. The boards wanted to identify the best practices of various one-stop sites in other states as well as learn about the barriers and challenges those other one-stop centers faced.

In the summer of 2000, teams comprised of state and local board staff, board members and service provider staff visited 11 one-stop centers in five states. The one-stop centers were located in both rural and urban areas.

Teams visited centers in:

- ◆ California - Sacramento, Colusa, Redding
- ◆ Arizona - Phoenix, Yuma
- ◆ Alaska - Kenai, Anchorage
- ◆ Minnesota - Detroit Lakes, Bemidji
- ◆ Pennsylvania - Pittsburgh, Punxsutawney

The results of the tours were recommendations and best practices that Workforce Investment Boards used to begin the work of growing Montana's one-

Montana's Approach to One-Stop Development - Learning from Others

stop system.

Upon completion of the one-stop tour, the one-stop tour group met to develop recommendations and suggestions for one-stop implementation. The one-stop tour group's recommendations as well as comments from community management teams were presented to the Workforce Investment Boards at the annual leadership conference in October 2000. The Workforce Investment Boards used the recommendations and suggestions as a framework for one-stop development.

Community management teams also used the framework as a starting point to prepare business plans as they designed what would work best for their individual communities.

One-Stop Planning Conference

The foremost recommendation from the one-stop tour group and the Community Management Teams (CMTs) was for each community to develop a business plan. In order to facilitate developing those plans the recommendation included holding a One-Stop Planning Conference to help communities strategize how to develop the business plans.

In April 2001, the State and Local Workforce Investment Boards co-sponsored a One-Stop Planning Conference. The One-Stop Planning Conference pulled together members from the twenty-one CMTs in Montana's 13 regions.

With the vision of developing true partnerships and honest collaboration, the objective of the conference was to help CMTs develop strategies to begin building community busi-

ness plans based on those partnerships and collaboration.

The Governor of the State of Montana, the Commissioner of the Department of Labor and Industry and Workforce Investment Board chairs addressed the conference attendees with the common theme of building a strong workforce development system in Montana and continuous improvement within the system.

Community management teams began the work on their business plans for building a customer-driven system using a business plan template, the Malcolm Baldrige continuous improvement plan, and the five C's that came out of the One-Stop Tour recommendations:

- 1) Customer - looking at customer needs
- 2) Conceive - conceiving your vision Decide what the system elements should be based on customer input
- 3) Configure - configuring the system. Take the time to coordi-

nate strategies.

- 4) Construct - constructing the system once all strategic choices have been made
- 5) Continuous Improvement - when you have finished the other steps, it is time to start again.

The One-Stop Planning Conference provided the opportunity for community management teams to:

- ◆ Network with partners in their community and other Community Management Teams
- ◆ Define expectations of the Community Management Team; and
- ◆ Share best practices with other Community Management Teams

The 2001 One-Stop Planning Conference was so successful that attendees recommended that the conference become an annual event. The next One-Stop Planning Conference is scheduled for May 2002.

Implementation of the adult program was successful due to the efforts of the adult task force comprising JTPA service providers, JTPA Private Industry Council members, county commissioners, employers, and representatives from Montana's congressional delegation, public assistance programs, veterans' programs, older worker programs, Native American programs, the State Workforce Investment Board and education.

The adult task force recommended building a strong workforce system through better communication, shared dollars and combined services and resources to best meet the needs of mutual customers. Additionally, the task force recommended the commitment for a strong workforce system from all Workforce Investment Act partners through memorandums of understanding among partners. These memorandums served as the framework for building the workforce system.

The State and Local Workforce Boards adopted the priority for services recommendation from the adult task force that added the following customer groups identified in the

Montana's WIA Adult Program: A Successful Cornerstone of Service Delivery

Workforce Investment Act to receive assistance beyond core services:

Individuals who are less than 80% self-sufficient and have a barrier such as

- a. Older worker or
- b. Language or
- c. Culture or
- d. Not receiving services from other programs

in WIA (emphasis on "receiving" rather than "eligible")

e. Other populations as determined by the local management teams.

The State Workforce Investment Board defined self-sufficiency for adults as:

- ◆ Meeting basic expenses (such as housing, transportation, food, clothing, health care, child care, saving, and taxes) without subsidies;
- ◆ Independence from federal or state assistance, with access to affordable health

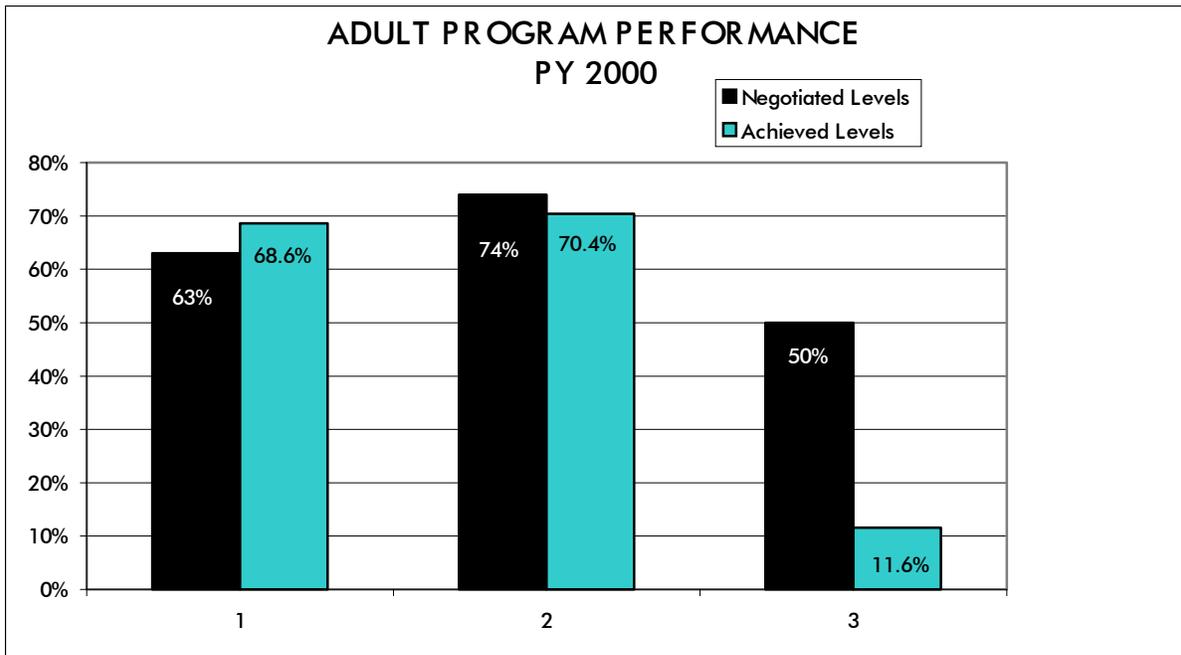
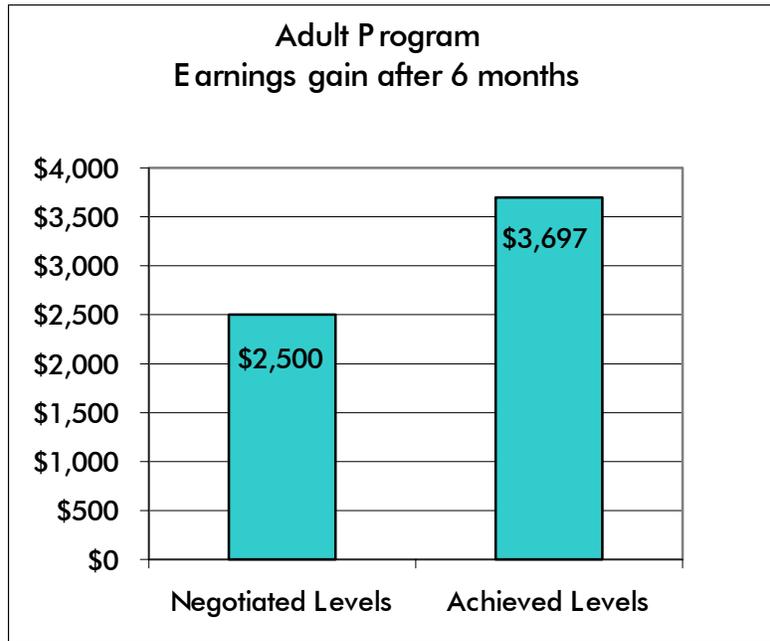
care;

- ◆ A wage of at least \$9.59 per hour (\$19,945 annually for an individual). Higher wages are necessary for families to become self-sufficient.

When obligations at the provider level require the provider to assess availability of sufficient funds to last through the end of the program, the provider may apply the WIA identified

services.

Adult program operators provided WIA Title IB adult services for the period July 1, 2000 through June 30, 2001. For 2001, the competitive request for proposal process was used to determine WIA Title IB adult service providers for the program year beginning July 1, 2001.



- 1: Entry into unsubsidized employment
- 2: Employment retention rate after 6 months
- 3: Credential attainment rate

Montana has experienced an unusually large number of layoffs and closures over the last year. The timber and wood products industry in the state has suffered extensively over the last decade from factors common to the industry in the northwest, specifically lack of access to affordable federal timber reserves and competition in the softwood lumber market by Canada and other wood producing countries.

Montana provides dislocated worker services through the timber and manufacturing project to four lumber mills, all located in small, rural communities. The job loss has had a large impact on the economies of those communities. Fourteen mills closed during the 1990's, costing Montana approximately 1500 jobs.

The manufacturing portion of the timber and manufacturing project serves workers dislocated from two businesses: a factory that produces hand tools for the retail consumer market and a smelter. The hand tool facility is located on the Flathead Indian Reservation, which already had a severe unemployment problem

Montana's WIA Dislocated Worker Program: Achieving Re-employment for Montanans

The smelter, a long standing plant located in East Helena, produces lead and other metals for the industrial market. A persistent downturn in the global metals market and an increase in costs for ore has caused the corporation to indefinitely curtail operations at this plant, resulting in layoffs for over 250 workers.

Montana has historically been a natural resource producing state. Wood products, precious metals, industrial metals, fossil fuels, and agricultural products have long been the backbone of the state's economy and the primary source of good paying jobs. Today, several factors detrimental to these industries are converging to cause a series of mass layoffs and closures of unprecedented proportions. The rapid and extreme rise in the cost of electricity for industrial customers due to electric industry deregulation has caused the curtailment or cessation of operations at

several plants.

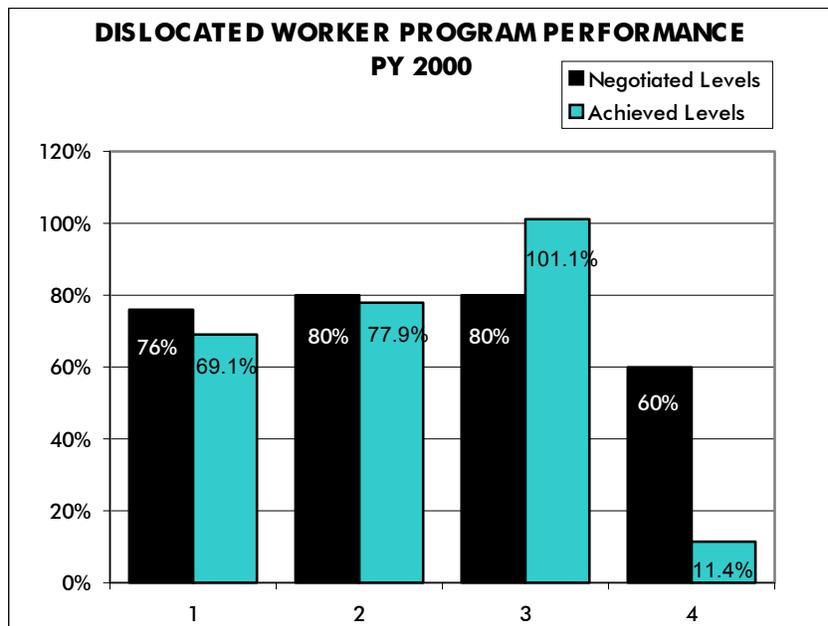
Two of those are the subject of a National Reserve Account Project funded through the US Department of Labor's Secretary Reserve -- an aluminum smelter (Columbia Falls Aluminum Company), and a copper mine (Montana Resources Inc.). A steep decline in the global market price for gold and other precious metals, as well as environmental restrictions, have contributed to the near collapse of the gold mining industry. Montana's tim-

ber and mine project addresses the needs of workers from a gold mine and a sawmill. The markets for copper, lead, zinc, and other industrial metals have also taken a downturn. This has contributed to the layoff of hundreds of workers in the copper and lead producing industries. Prices for wood products are at a ten-year low. The wood products industry also is being impacted by federal timber policies. Agricultural production, especially wheat and cattle, has been suffering from low commodity prices and high input costs.

Another factor that compounded the economic crisis in Montana was the unprecedented forest fire season in the summer of 2000. Over 900,000 acres were burned in the state, due to an extended and continuing drought. The governor and the president declared most of Montana a disaster area, virtually closing all of the wild lands in the state and creating a negative impact on the recreation, tourism, agriculture, and timber industries. The Montana Department of Labor and Industry received a National Emergency Disaster grant to

mitigate the effects of the fires of the summer of 2000.

Montana's economy is seeing the rise of tourism and other service industries as the manufacturing and production industries decline. These are typically low paying, part time, or seasonal jobs without benefits. There is, however, a small rise in high tech enterprises in the state. Professional and medical services and construction remain in demand. These and other good paying jobs require training, which the dislocated worker system provides to the workers of Montana.



- 1: Entry into unsubsidized employment
- 2: Employment retention rate after 6 months
- 3: Earnings replacement rate after 6 months
- 4: Credential attainment rate

Youth program implementation was successful due to the efforts of the youth task force whose membership included JTPA youth service providers, JTPA Private Industry Council members, Job Corps, county commissioners, K-12 and higher education, employers, and representatives from Montana's congressional delegation, public assistance programs, Rural Employment Opportunities and School-to-Work; the State Workforce Investment Board's youth committee and the two Local Workforce Investment Areas' youth councils.

The youth task force recommended: allowing flexibility in local program design as well as outcomes and development of programs; conducting customer satisfaction surveys of employers and participants; youth council membership include 10% present and/or past program participants ages 14-21; equitable geographic representation from each workforce investment area; more meaningful summer jobs; development of a statewide memorandum of understanding to strengthen relationships and streamline coordination with educa-

Montana's WIA Youth Program: Preparing Young Montanans for a Bright Future

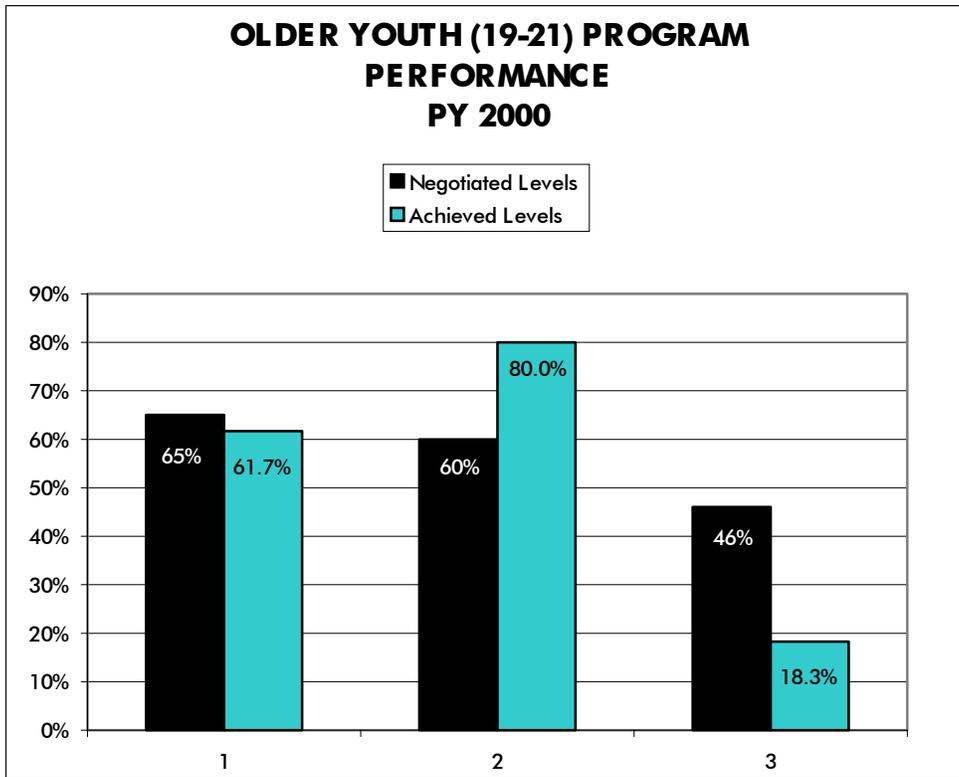
tion agencies, unions, and other training programs; providing technical assistance and marketing to employers, teachers and counselors; and removing barriers to the State and Local Workforce Investment Boards.

The State Workforce Investment Board youth committee, on behalf of the state board, developed and provided guidance and policy recommendations to the Local Workforce Investment Boards to help ready the program for implementation in July 2000. Their assistance included providing guidance on the definition of the sixth youth barrier. This committee issued guidelines and assisted in developing criteria for awarding funds to youth service providers. This committee has representation on the local board's youth councils.

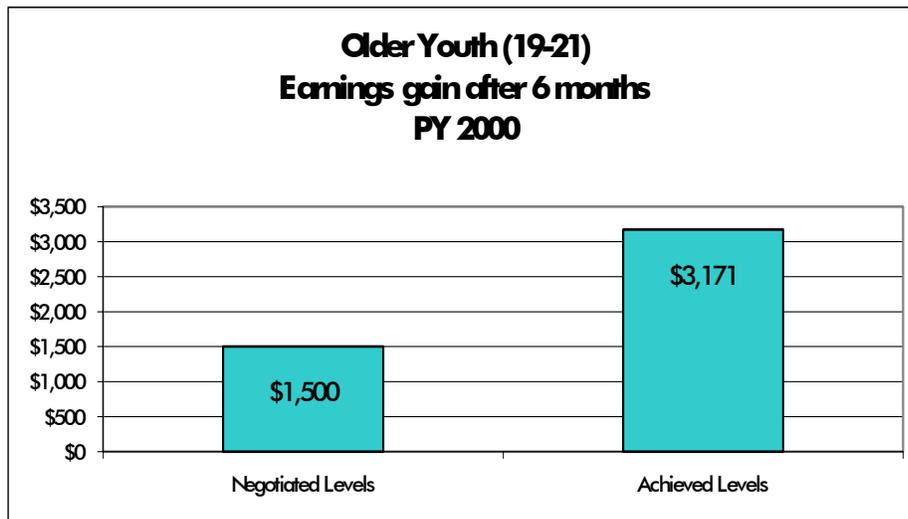
Montana's two youth councils have met several times since WIA implementation and received capacity building and technical assistance in 2001.

Service providers were selected through a competitive request for proposal process. There are ten youth service providers across the state: the Human Resource Development Councils represent nine youth service providers, the tenth youth service provider is a non-profit agency.

The state's annual program performance report for program year 2000 shows that overall the state is doing very well in performance. There are three measures that are proving



1: Entry into unsubsidized employment
2: Employment retention rate after 6 months



difficult to attain negotiated levels. For older youth those measures include:

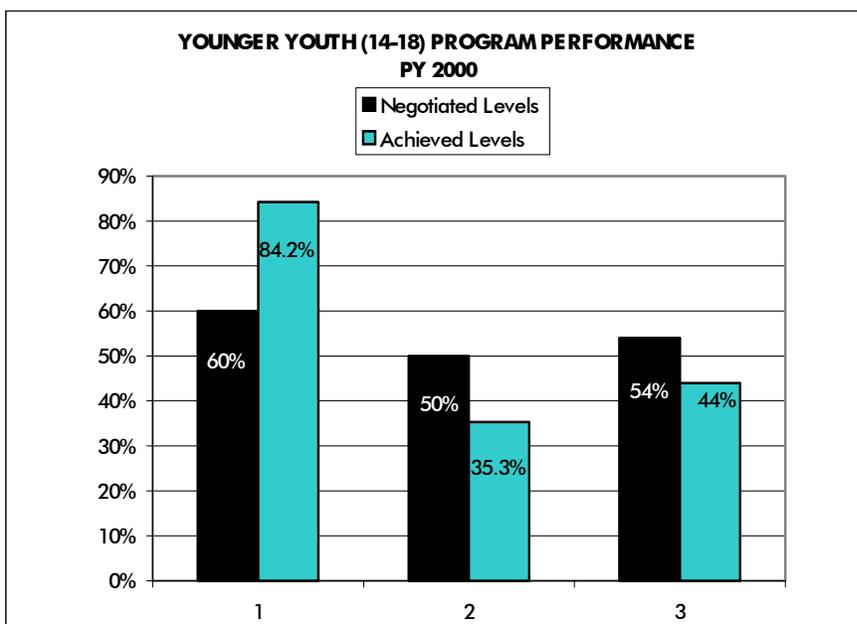
- ◆ Entry into unsubsidized employment; and
- ◆ The credential attainment rate.

For the younger youth the challenge is attainment of secondary school diploma or its equivalent.

The credential attainment rate was below the negotiated level because JTPA did not require tracking credential attainment and there were no records maintained in the Montana management information system for the period of time used to calculate performance. The management information system for WIA tracked credentials; however, service providers were having difficulty determining what constituted a credential. In response the state and local workforce investment areas developed a definition of credentials and provided guidance on appropriate documentation for service providers to follow. The state expects that providing the definition and the documentation will help meet and exceed the performance goal for this measure.

The state is aware of the

need for continued capacity building for the local workforce investment areas and their service providers to help meet all performance measures and is working closely with the Denver associate regional office to ensure that Montana's youth workforce system receives the technical assistance it needs to provide well rounded services to youth and ultimately meet performance standards.



- 1: Attainment of basic skill/work readiness occupational skills
- 2: Attainment of secondary school diploma/equivalent
- 3: Placement and retention rate in postsecondary education, military, training,

Financial Analysis

Montana geared up for implementation of the Workforce Investment Act on July 1, 2000. Requests for proposals were let for the youth program and service providers were selected for the adult and dislocated worker programs. A rapid response delivery system was in place. Job Training Partnership Act program participants were rolled into the Workforce Investment Act programs and delivery of services transitioned on time. Transition

wasn't without its complications, however. Some promised automated systems weren't ready for installation, the eligible training provider list wasn't ready for use until well into the year, and discussion over some policy issues delayed decisions around the disbursement of the Governor's set-asides for statewide workforce investment activities. In general, service providers delivered services promptly to the public but some administrative costs have been delayed into the second year.



Workforce Investment Act Financial Statement
Program Year 2000 (July 1, 2000 to June 30, 2001)

	Available	Expended	% Expended
Adult Funds	\$ 4,193,064	\$ 3,325,826	79%
Youth Funds	\$ 4,149,262	\$ 3,300,300	80%
Dislocated Worker Funds	\$ 6,417,081	\$ 5,221,032	81%
Total	\$14,759,397	\$11,847,158	80%

More than 2300 individuals were registered to receive intensive and training services under the Workforce Investment Act in program year 2000. This was done with an overall investment of local and state resources totaling more than \$11,847. Some of these resources were invested in support systems, such as local and state administration. Some was invested in other statewide workforce investment activities such as those described in the narrative section of this report.

Core services and some intensive services were made available to an undetermined number of individuals. Rapid response services were provided to many dislocated workers who were not registered to receive intensive or training services. Those individuals who were registered for intensive services and training services were:



	Participants	Cost Per Participant
Adults	668	\$4,452
Youth	588	\$4,925
Dislocated Workers	1,046	\$3,046

WIA funds were allocated per funding formula outlined in the State Five Year Plan. That formula directed funds to:

	Adult	Dislocated Worker	Youth
BOS	79% \$2,815,642	75% \$2,926,189	80% \$2,821,491
CEP	21% \$ 748,462	25% \$ 924,060	20% \$ 705,373

Customer Satisfaction: The Best Measure of a Successful System

Montana negotiated stretch goals for customer satisfaction for both job seekers and employers. Montana's Council for Workforce Quality was formed as a part of the Simply Better! quality lab system. Members include service providers, employers, and staff from the State and local workforce investment areas. The council is staffed by Montana Job Training Partnership, Inc.

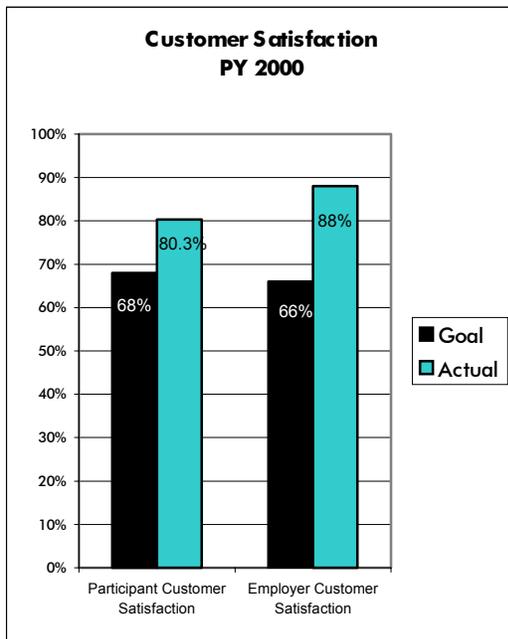
The vision of the council is to act as Montana's leading proponent for continuous improvement and customer satisfaction in workforce development based upon the principles of Malcolm Baldrige. In a joint effort between the state Department of Labor and Industry and Montana Job Training Partnership, Inc., the Montana Council for Workforce Quality continues to function as a guide for continu-

ous improvement and as a vehicle to achieve and improve the WIA quality standards. The council has provided direction and guidance to the state and local boards on quality surveys and tools required to measure customer satisfaction under WIA.

Montana met and exceeded the goals negotiated with US Department of Labor and is proud of the effort expended by the service providers and local boards in order to achieve high results.

Customer Comments:

- ◆ "I thought it was a wonderful program that came at a time when I really needed it. It far exceeded my expectations and they followed through to the end."
- ◆ "I feel that Project Challenge: Work Again went out of their way to find out who I was, what my needs were, and what my abilities were."
- ◆ "We were grateful for the youth program and the services provided. There is a sad lack of jobs with good influences on youth."
- small community youth center.



Alice

Alice is a 24-year-old Native American with two children, ages 8 and 2. She was referred to the Job Service liaison at Yellowstone County Office of Public Assistance in July of 2000 by one of the TANF intensive case managers. At the time she was referred, thirty-two of the sixty months of TANF eligibility had been used. Alice had 15 months clerical experience with four different employers, and had attended May Technical College briefly in 1997. Due to personal illness, and the illness of her children, Alice did not start working with the Job Service liaison until late August 2000. In September, Alice began working with the YWCA employment and training program to brush up her computer and keyboarding skills. Alice created a resume with the assistance of the Job Service liaison. Dress for Success of Billings was able to supply a professional interview outfit at no cost. Ginger, a Job Service employment and training case manager, had worked with Alice in the past, and was willing to work with her again. A work experience site at the

WIA Success Stories: Touching and Changing Lives

BIA office was developed, and Alice started working there in October 2000. The TANF Case Manager accompanied Alice to a fair hearing at the Local Housing Authority, and worked with Alice to have her vehicle repaired and to set up childcare. Some WIA supportive service dollars were also made available to help Alice obtain suitable housing in October. Alice was hired as a full-time, permanent employee by the BIA in December 2000, and continues to be employed there (as of November, 2001). Her wage at hire was \$8.71 per hour, and included a full benefit package.



Barbara

Barbara was working part-time, on-call as a housekeeper at a local motel being paid minimum wage of \$5.15/hr. when she came to the Helena Job Service to check on what train-

ing opportunities might be available to her. She had been doing similar work at various other motels, janitorial services, and nursing homes and was "tired of cleaning toilets". She wanted something that was permanent and had benefits for her and her two children. Barbara was interested in the clerical field, however, had no previous clerical or computer training or experience except during high school. The clerical program at the Adult Learning Center was recommended to Alice to give her basic clerical skills and she was very interested in the program. After receiving her basic skills test results, Barbara completed some brush-up training at the Adult Learning Center.



She completed her brush-up of math and reading in several weeks and moved on to the clerical program where she did very well in all components. She began doing some job search prior to completing her training hoping she might be able to work part-time and complete her training the other part of the day. While applying for these part-time positions she completed her clerical program and began doing a job search for full-time positions. A temporary receptionist position with the Dept. of Labor & Industry, Research and Analysis Bureau, came open and Barb was referred to the position. She was the successful candidate and started work on August 27, 2001. She quickly moved from the receptionist position to an administrative assistant position and was put in charge of supervising another temporary employee. On September 20th, Barb's position was extended to a one-year temporary position and the office has indicated that she is doing very well. Her responsibilities have once again been increased. The position will become permanent, and Barbara will be a very qualified applicant. She is currently earn-



ing \$8.51/ hour and receives a full benefit package.

Margaret

Margaret is a thirty year-old single parent with two children, daughters aged six and eleven. Margaret has been on and off the Office of Public Assistance TANF cash benefit program for the past ten years, due to a severe addiction to methamphetamines.

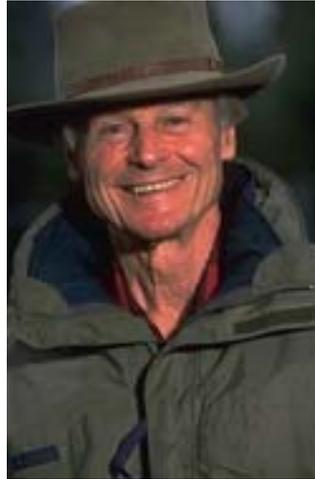
Margaret completed drug and alcohol treatment three times during that ten-year period. She also attempted to complete training programs with Career Futures, Inc. During this time, Margaret lost everything, her home; her job and her children were temporarily removed. Because she was unable to control her addiction, Margaret was incarcerated repeatedly in Montana and Idaho on bad check and drug charges. Although she was never convicted, she realized that if she didn't

“clean up” and sustain employment, she would most likely lose her children forever.

In April of 2000, Margaret was referred to the Work Readiness Component (WoRC) Program in Anaconda, Montana. After assessing and identifying Margaret’s barriers, she was referred again to the Career Futures’ Employment and Training Program. Career Futures provided job search skills to include a complete resume, Computer Literacy Classes, job interview practice and a work experience site to enhance her skills.

Margaret also worked with Mill Creek Industries, and Vocational Rehabilitation Services who provided further intense case management and skills assessment. With the combined support of these agencies, Margaret has renewed her Licensed Practical Nurse (LPN) license and is working full time at \$15.00 per hour, staying clean and sober and supporting herself and her children.

Margaret facilitates the AA meetings in Anaconda and will be starting school in January to get her Alcohol Counseling Certification. Margaret is now a productive, valuable mem-



Terry

Terry was referred to us through the Food Stamp program. He was recovering from a broken hip, was limited to light lifting and had hearing difficulties. Terry was also working with the local Vocational Rehabilitation office. He lacked confidence in himself and his self-esteem was very low. Terry’s previous work history was primarily in janitorial and light maintenance jobs. His hobby was woodworking and he had applied to several local woodworking shops, but wasn’t physically able to do work.

An OJT contract was written for Terry with a local employer who makes log furniture. The employer was interested in someone with an eye for detail and wasn’t as concerned with the speed of the work. The

employer was also aware of Terry’s limitations and was willing to work with him. Terry started slowly, but gradually gained the skills he needed. Terry was proud of his work and was always happy to show off his latest project.

Terry successfully completed his OJT and has since moved out of state to be closer to his relatives.

He left with new skills and his self-confidence restored.

Jim

Jim lived in Libby and was registered in the WIA adult program at Northwestern Montana Human Resources. Jim is a high school graduate who was enrolled in the delayed enlistment program with the Navy. Shortly before Jim was ready to enter the military, he experienced an accident and lost part of his thumb. At that time, the Navy refused his enlistment so Jim entered college. While in college, he continued to pursue his goal of military service and was promised by another branch that the loss of his thumb would not affect his ability to enlist. At this time, Jim did not pursue his financial aid package be-

cause he assumed he would be entering the service.

While waiting for his department date Jim returned to Libby and began seeking employment. When Jim was notified that he would not be able to enter any branch of the service it was too late to receive any financial aid for school.

Jim came to NWHRC with job search needs and help in developing a long-term employment plan. He had decided that a four-year degree was not what he wanted, but he was interested in short term training. He was also very concerned that the portion of his missing thumb would affect the type of work he would be able to obtain.

NWHRC staff worked with Jim to begin local job searching as well as some Internet searching for job training. Jim had an interest in electronics so program staff looked for short-term training opportunities utilizing that interest. Through a local contact, NWHRC was able to contact a firm in North Carolina that was willing to do on-the-job training for fiber optic installation work.

Jim faxed his resume and had a phone interview. He was offered a training position if he could move to North Carolina. This move was a big step for Jim. He had always lived in Montana and close to family.

After much thought, Jim decided to move. NWHRC was able to provide transportation and moving costs as well as encouragement and support. Jim moved in August 2001 and received a training wage of \$9.00/hr. He was very shortly raised to \$12.00/hr and at last contact, loves the job and plans on attending a cable-splicing course to increase his skills and wage base to \$22.00/hr.



Kate

Kate was originally enrolled in the Job Training Partnership Act Adult program in 1999. Kate was also enrolled with Voc Rehabilitation and the Rural Institute was developing an employment plan for her as an employment consultant with Montana Works. The Missoula Job Service developed and serviced the Work Experience Contract. Part way through her Work Experience Montana Works lost their funding and Kate lost that work experience.

Kate's case managers from all other agencies involved continued to actively pursue another Work Experience Site for Kate. Connie Bauer, Kate's Social Security Disability caseworker with Western Montana Mental Health, was instrumental in developing Kate's next Work Experience Site at Opportunity Resources, as an Employment Specialist and Employer Relations Specialist.

Kate had always demonstrated a genuine desire to work with and assist others and she successfully completed that Work Experience in March of 2001. At that time Opportunity Resources had a permanent Employment Specialist position opening however



that agency had to open the position up to the public. Kate applied for the position and on her own without the assistance of Voc-Rehab, Western Montana Mental Health or the Missoula Job Service, Employment and Training Programs, interviewed and was offered a full time counselor position with Opportunity Resources in April.

All service agencies view Kate as an excellent example of multi agency cooperation with the interest of the client first and foremost. The road to success for Kate was long but she always maintained a very positive attitude when facing many barriers, both mental and physical while striving to reach her goal of one day re-entering the labor market in full-time un-

subsidized employment. Kate was successful in attaining her goal of full-time employment when she became employed at Opportunity Resources where she is still working today.

Richard

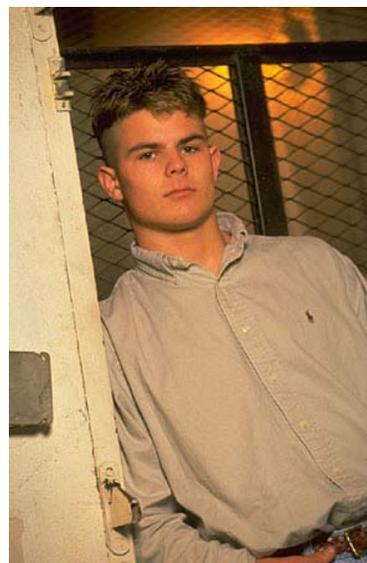
Juvenile Probation referred Richard to the Human Resource Council Youth Program. His case manager made several attempts to get Richard involved with the program, however Richard was very aloof and missed all scheduled appointments for a period of three months.

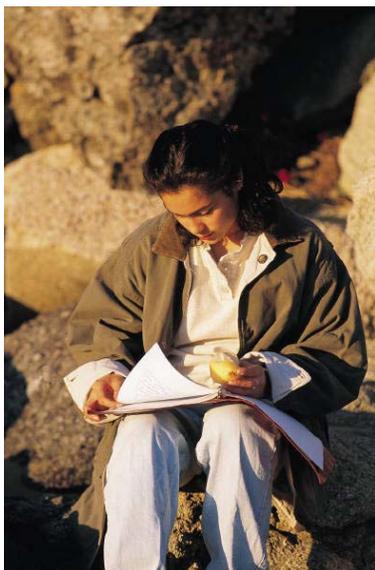
The case manager discovered that Richard had an interest in fishing and scheduled a fly-fishing class with a local business. Richard attended with other youth program participants. This was a two-

day class that included fishing on a lake. As a result of this creative approach to get Richard involved, he built positive relationships with his case manager and the other youth. Richard then continued with the program and has presented at HRC conferences and serves as a role model for other participants.

In June of 2001, Richard was placed as a youth activity aide at the local Indian Alliance. He continues to work there and has received numerous commendations for his work with the youth he serves.

In October of 2001, Richard was selected to fill a vacancy on the Workforce Investment Boards' Youth Council.





Alice

This was Alice's second summer as a participant in the WIA youth program through Northwest Montana Human Resources. Alice lives in a small community in northwestern Montana. She enrolled in the summer employment component and before summer ended, she had decided not to return to high school for her senior year.

Alice has serious problems interacting with her peers socially. She struggles with low self-esteem and other health issues that made school very difficult for her socially. Her plan was to take her GED and then try to find employment. NW Montana Human Resources arranged for Alice to work with a very supportive employer and mentor at the

local food pantry. Alice was encouraged to continue her education in any way that she could. Shortly after the school year began, the school district started an alternative school for students just like Alice. With encouragement from her case manager and employer, Alice enrolled with the intent of obtaining her high school diploma.

After entering the alternative school, Alice found out she could take classes at Flathead Valley Community College in Kalispell before obtaining her diploma. She enrolled in two classes and continued working at the food pantry, increasing her employability skills. She was continuously encouraged to get an education and complete high school. After one semester at FVCC, Alice was counseled by the college to take her GED and enroll as a full time student. She was convinced that she would never pass the test because her math skills were very low. When the GED test scoring was explained to her and she became aware that it is a combination of tests and scores, she felt a little more confident in her ability to pass. Alice passed her GED test on the first try and enrolled as a

full time college student the next semester!

Alice has found the college atmosphere much more accepting of her as an individual. Her self esteem has increased because of her successful work experience and the encouragement and mentoring from her employer. Alice is now working in the college office and attending classes on a full time basis. She is much happier than she has ever been and feels that she is ready to move out on her own and will undoubtedly succeed.

Ann

Ann was a senior in high school when enrolled by Northwest Montana Human Resources in November 2000. At the time of enrollment she had little or no work experience. She has a learning disability and school was very challenging for her. She expressed an interest in working with animals, especially horses. NWHRC set up a work experience for her at the local animal shelter shortly after enrolling her into the program. Her work experience was part of her school curriculum and she received high school credit as well as learning new work



skills and getting paid minimum wage. She worked 10 to 15 hours per week, successfully ending in early May 2001.

The animal shelter had a job opening which they hoped to fill by mid-May. Since Ann was a senior she still needed to complete her high school requirements. NWHRC assisted Ann in completing the county application and rehearsed interview questions with her. NWHRC staff also met with Ann's case manager from the resource room to see if her school schedule could be adjusted since the animal shelter wanted someone full-time. Ann went through the interview and got the job! NWHRC helped Ann set up her schedule so she attended school on Monday, Wednesday and Friday.

She worked on Tuesday, Thursday, Saturday and Sunday. That lasted for two weeks in order for her to successfully complete her high school requirements. Ann graduated with her class in June 2001. She is now a full time employee at the animal shelter. She works a 40 hour week and makes \$7.40/hr. She receives full benefits and retirement.

Jason

Jason enrolled in the Opportunities, Inc. WIA youth program in June 2000. He had just graduated from a training program in automotive technology and wanted a position that encompassed all aspects of his training. He also needed a fair wage to pay off his student loans. Jason had applied for positions with muffler shops

and with chain stores that specialized in oil changes and minor repair, but Jason wanted to work on major repairs and engine work.

Jason was one of our first applicants selected to participate in our program. He was placed at an automotive repair shop in Great Falls. His starting wage was \$8.00 per hour. The owner of the shop sent Jason to further training and encouraged him to study and take his test toward completion of his Automotive Service Excellence certification. Jason was placed on an OJT contract and he began fulfilling his occupational goal. Soon he was overhauling engines, brake systems, and transmissions on a wide variety of automobiles.

At the time of Jason's exit from the program, he was receiving \$9.00 per hour. He is a well-liked and accepted member of the automotive team. He remains employed in the shop and is very proud of his achievements. Jason continues to work toward Automotive Service Excellence certification.

Marissa

Marissa is a 22 year-old outstanding energetic individual from a small town in north central Montana. She is disabled--spinal cord injury, orthopedically impaired and has a learning disability, yet, she is highly motivated, determined, dedicated, professional and consistently displays the ability, willingness, strength and courage to tackle any and all challenges. She has overcome many obstacles and she continues to excel.

Marissa was referred to the Workforce Investment Act program at Opportunities, Inc. There, staff worked with Vocational Rehabilitation and other agencies to help assess Marissa's needs. Work experience and basic life skills were two goals set-forth in Marissa's career plan. These two goals were initially selected knowing that they were part of an important cornerstone needed to help her become better prepared to be self-sufficient and successful in reaching other goals in her life. Marissa's ultimate goal was to someday become self-employed in business at

home.

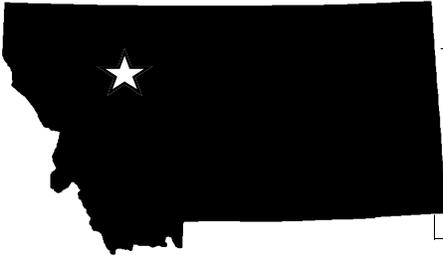
Marissa's first work experience in the WIA program was in a public library setting where she learned various tasks, including customer relations. Her experience in this setting gave her the ability to learn basic and somewhat challenging tasks. Once again she showed the ability to excel, and her skills and talents shined. Additionally, her interaction with customers boosted her self-confidence and allowed her to experience new life skills including communication and customer-oriented relationships.

After her experience in the public setting, Opportunities, Inc., wanted to focus more attention on fine-tuning her basic life skills and her goal of seeking self-employment opportunities. A job coach helped her prepare for her dream of self-employment. About the same time Montana Job Training Partnership sponsored a self-employment technical assistance/Social Security incentives workshop in Cut Bank in August 2001. The workshop was part of a disability demonstration project from the US

Department of Labor.

Marissa and her mother attended this workshop. They both found it extremely informative and helpful. At the end of the workshop, Marissa was awarded a grant from the demonstration project through Montana/Wyoming Careers through Partnerships, which was a major leap to accomplish her goal of becoming self-employed and self-sufficient. This grant allowed her to set up and prepare her self-employment in an arts and crafts stationary business. She purchased a computer and all necessary items needed to start her own business.

Marissa is receiving additional training to help her get started successfully in her business. The WIA program has had a major impact in providing the necessary resources to help Marissa become self-sufficient, self-employed and reach the ultimate goal she has worked so hard to accomplish. Marissa's determination, motivation, positive attitude, coupled with the WIA program contributed greatly to her present status and successes.



Business Success Stories

Stream, Intl., Kalispell

Knowing it is a very competitive world out there when it comes to getting a business to put down roots in your town, Kalispell, 30 miles from Glacier National Park, rolled out the welcome mat with a business enticement packet that Stream International Services Corp. couldn't refuse. The Canton, Massachusetts, based Stream, is a global leader of Web and voice-based customer support services for technology companies and e-business.

Within eight months of opening their Kalispell center, payroll has skyrocketed to 1000 full-time employees. And, while companies across the country are facing labor shortages and heavy employee turnover, this Kalispell business faces neither of these predicaments.

"What impressed us was the level of commitment that the team in Kalispell demonstrated," said Stream President Craig Weinstein. "They used an approach similar to that of

a business partner rather than a bureaucratic entity, which made it easy to decide in favor of Kalispell."

The city's purchase and improvement of the unoccupied 63,000 square-foot Gateway West Mall enabled the city to give Stream a long-term reduction in rent as well as a variety of tax rebates for the next ten years. In addition, the City, Montana Department of Commerce and Flathead Electric Cooperative are partnering with Stream to share the cost of a customized employee-training program at the center.

Kalispell City Manager, Chris Kukulski, called the incentive packet one that "made economic sense for the area and offered substantial benefits for both Stream and the community." The recruitment team of local economic development groups, Flathead Economic Authority and Jobs, N.O.W., the City of Kalispell, the Montana Department of Commerce, Flathead Electric Cooperative

and American Capital, brought into play a variety of financial instruments and resources including monies from the U.S. Department of Commerce Economic Development Administration.

"Working together, collaboration and cooperation is what a company can expect when it talks to us about setting up a business in Montana," said Montana Commerce Director Mark Simonich. "We know a company has a multitude of options. It is our goal to put together customized enticements that show we understand what private businesses are interested in and how we can work with them."

In the course of the site exploration, Montana and Stream realized that they shared some common characteristics: a commitment to a high-skilled workforce, vast business capabilities, sophisticated technology infrastructure, a multinational presence and a commitment to client relations.

Stream also has centers in Beaverton, OR; Canton, MA; Dallas, TX; Memphis, TN; Amsterdam, Netherlands; Berlin, Germany;

Londonderry, North Ireland; and Velizy, France and a partnership with Fujitsu in Tokyo, Japan.



Moo Juice, Sidney

Moo Juice Dairy, located outside of Sidney, is the state's first commercial sized dairy operation. When fully operational, the facility will bring the number of milking cows in the Montana-Dakota region to over 15,000.

Started by Mike Degn, John Redman, and Robert Duncan, Moo Juice was milking 1,000 plus cows in early July 2000. The state-of-the-art facilities will ultimately house 3,000 plus cows.

Cow comfort has been a key theme. "The less stressed a cow is the more milk they will produce," said Robert Duncan. Part of the philosophy of creating a stress-free environment is to move the cows into the milking parlor via hydraulic crowd gates. "Our bot-

tom line is to produce a quality product," Duncan noted.

Moo Juice will employ in excess of 50 full-time people when full production is reached.

Cass Clay Creamery, a Fargo based cooperative, purchases the Sidney milk on a daily basis. The milk is processed into cheese and fluid milk in various Cass Clay plants. The milk cannot be bottled in Montana because legislation requires that industrial dairy milk be shipped out of Montana.

Along with hay, the dairy cows are fed corn, silage, beet pulp, cottonseed, and other premixed rations. Potatoes grown in this part of the state are also fed to the cows. Potatoes can help soothe the cows' stomachs.

This dairy project is expected to be the lynchpin for possible growth in food related processing in eastern Montana. The area offers manufacturers access to the railroad, five highways, and air service plus an agricultural savvy workforce.



**Eastern Montana:
Cows, Potatoes,
Safflowers,
Manufacturing —
Space Ships?**

Eastern Montana is as different in its north and south as the United States, but they share a rich tradition of love of the land. While agricultural prices have decreased the fortunes of folks in the east, the spirit of trappers, hunters, great cattle barons and rustlers still lives on in what is considered by some to be the “friendliest” part of the state. The region has been greatly challenged by low commodity prices and the loss of population as individuals move to other areas of Montana or the nation to find work.

Eastern Montana is truly Big Sky Country, and the sunsets are big, beautiful, and never ending. The

first staging points for people coming west under the Homestead Act were established in the area stretching from Glendive to Miles City. Lewis and Clark also spent a good deal of time out here, encountering their first grizzly bear near Culbertson.

The strengths of the region are a bounty of water, plenty of electrical generating capability and one of the world’s largest coal reserves. The area also boasts ample oil and natural gas reserves.

Recently a number of irrigation projects have been started. A change from dry land to irrigated areas is essential to the crop diversification and value-added efforts of the region. The expanded Holly Sugar beet operation in Sidney is an example of the benefits of wise use of water resources. About 1,500 acres of potatoes have been planted in the Williston, ND, and Sidney, MT, area while at Culbertson, Montana Growers is bottling and shipping safflower oil to markets in California and others.

Manufacturing is getting a boost. Sidney Millworks, a manufacturer and installer of counter tops and island type work areas, recently completed a \$1.5 million expansion. Among its customers are hospitals and schools, the majority of which are outside the state. Educational opportunities have greatly increased with ITV (interactive television) and Internet. Community colleges in Poplar, Glendive, and Miles City are benefiting from these developments by being able to share classroom opportunities with Montana State University in Billings and Havre, and University of Montana, Great Falls.

Tourism in the east is likely to reach new highs when visitors come to share in the Lewis and Clark experience.

It’s cows, potatoes, safflowers, and manufacturing today. For the future, expanded value-added agriculture and a burgeoning aerospace industry is a distinct possibility. The old Glasgow air force base, now the town of St. Marie, continues to be discussed as a potential key location to the state’s efforts to build Montana as a space launch and/or rocket test site.

Assisting Montana Employers for Continued Success

ters has started to provide enhanced services to business customers that go beyond the traditional labor exchange (matching job seekers to employers' openings) and are more human resource (HR) management in nature. In Montana, a large majority of the businesses are small operations - lacking HR departments or staff. This provides the Job Service offices with a great opportunity to fill an unmet need for many of business customers.

The types of HR services provided include such things as performing job analysis, developing job descriptions and effective hiring procedures, assisting with development of employee handbooks and providing information on labor market trends, labor and human rights laws. All services are customized to meet the needs of the individual business customer.

As the demand for these services has grown, local Job Service Workforce Centers have had to increase the amount of staff

time devoted to these duties. Every center has at least one business advocate, and most large centers now have two or more advocates. It is noteworthy that the provision of these types of services to business customers began in the Flathead Job Service Workforce Center at the urging of the local Job Service Employer Committee (JSEC).

There is no separate funding for the business advocate program. Since inception, expenses have included staff training and professional development, purchase of resource materials for use by staff and customers and, of course, staff time. All of these expenses are currently covered through WIA partner Wagner-Peyser funding. In instances where an expense cannot be picked up through the Wagner-Peyser funds - such as national SHRM membership - the Job Service Employer Committee has often covered that expense through private funding raising efforts.

Job Service Business Advocate Program

The Wagner-Peyser Program is a mandatory partner under the Workforce Investment Act for workforce services. Montana's Job Service Workforce Centers take that role seriously and have brought a strong business focus to the workforce investment system. In the past few years, each of the 23 Job Service Workforce Cen-

Workforce 2020

Looming on the horizon is a change in the workforce. Accordingly, the needs of the business community have evolved and the Flathead Job Service Workforce Center is poised to meet the challenges associated with a changing economy and take an active role in improving the economic health and vitality of the community.

The Flathead Job Service Workforce Center has been focusing on economic development by connecting with community partners

and Flathead Valley employers. Most recently, the Flathead Job Service has partnered with the Kalispell Area Chamber of Commerce, the Flathead Valley Community College, and School District 5 to implement Workforce 2020 Learning Academies in the community. The Kalispell Chamber of Commerce was honored with being one of just 6 Chambers nationally to receive a grant to conduct training academies for employers focused on areas of hiring, training, and retaining a qualified work-

force. The US Chamber of Commerce and the US Dept of Labor sponsor Workforce 2020.

Two learning academies were held, reaching approximately 200 businesses. The impact of the Workforce 2020 project, however, has extended far beyond those 200 businesses.

Several workforce agencies from the area presented sessions on employee training, employee recognition, and other topics to help employers recruit and retain the best



employees.

Participants in the Academy receive an Employer Toolkit, which is a comprehensive resource guide compiled by Melody Downs and Virginia Sloan of the Flathead Job Service. This book offers comprehensive information on hiring, applications, interviewing, checking references, employee handbooks, employee evaluations, employee retention, personnel records, progressive discipline, sexual harassment, wage and hour laws, employment laws, required posters and other personnel-related information. Different sections also include government business forms, legal requirements and local services that are free or of little charge to employers. The purpose of this guide is "to bring it all together" to help employers be successful, particularly the small businesses of Montana that struggle without a human resources department. This book is highly regarded by the attendees of the first two Workforce Learning Academies.

The Workforce 2020 Learning Academies have been a valuable tool for the Flathead Job Service Work-

force Center as new partnerships were built and strengthened by the framework of educating the business community about opportunities available under the Workforce Investment Act. With a tightening labor pool in the future it became more evident that not only was the business community going to face a shortage of workers but the

skill of those

"This academy is the sort of thing that makes an amazingly positive difference in the economy of the Flathead Valley."

- Carol Nelson, Carol Nelson Design

workers was even more important to the success of their businesses.

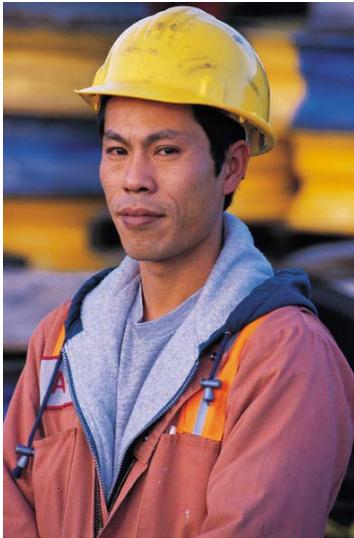
In addition to the exciting opportunities available to employers through Workforce 2020, Job Service business advocates Melody Downs and Virginia Sloan are active in local economic development activities. Both are co-chairing committees to update the local Community Economic Development Strategy. They

are called on regularly to provide business contacts with information about the workforce available in the Flathead Valley and have developed an enhancement, with the assistance of technical guru, Michael Hewston, Polson Job Service office, to create a database of the technical workforce available for IT companies considering expanding or locating to the area.

As a result of these surveys one business has relocated to the Creston area and they are working with several other information technology companies who are strongly considering northwest Montana as a site to do business. For the past year Virginia Sloan has served on the statewide Economic Development Action Group that has been working with government leaders and elected officials with the goal of improving the Montana economy.

Virginia Sloan and Melody Downs received the 2001 Governor's Award for Excellence in Performance, recognizing their contributions to economic development.

Governor Marc Racicot, with advice from his State Workforce Investment Board, invested portions of the state-wide Workforce Investment Act funds into several projects.



Incumbent Worker Training

Funds were directed to the Montana Department of Commerce to leverage activity with community development block grants. The Department of Commerce developed projects for customized training for new and expanding businesses in Montana to provide needed skills and better-paying jobs for their workers. The combination of funding sources provided job training and skills upgrading resulting in the creation of 967 jobs (358 of these jobs were moderate to high-income) and allowed Montana employers to retain 15 jobs that would have been lost without this funding.

Governor's Discretionary Funds: Investing in Montana's Future



CISCO System Network Academies

The Department of Administration administered funds which increased the opportunity for Montana's youth to access information technology network training by developing the capacity of the CISCO System Network academies across the state. WIA funds leveraged public and private donations that provided software and hardware to existing and new Academies. Resources were directed to continued funding for 29 existing local academies and the creation 50 new local academies and 5 regional academies.



Residential Youth Challenge Program

Resources were directed to help support a newly created residential program for at-risk youth, operated by the Montana National Guard. The primary goal of the program is to improve the life skills and employment potential of high school dropouts/expellees through quasi-military based training and education in a 5-month residential phase, followed by 12-month post-residential one-to-one mentoring. Two groups of 100 students were enrolled, trained and educated, and are in the follow-up phase currently.

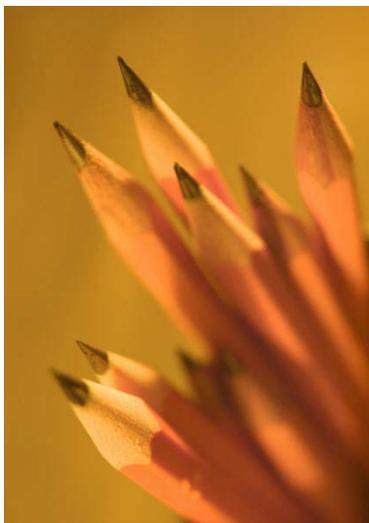
Capacity Building for Local Boards

Funds were made available to the Local Workforce Investment Boards to sponsor a statewide one-stop conference open to all members of the 23 community management teams, facilitators, and service providers. Funds were also used by the Local Boards for general technical assistance and capacity building for the local boards, their staff, youth councils and ser-

vice providers.

Adult Basic Education

The Office of Public Instruction received funds to provide "Training of Trainers" for adult basic education providers, Job Service staff, Office of Public Assistance staff, community based organizations and other members of the one-stop system. The training is on "Workplace Essentials", a nationally recognized curriculum designed to provide adult basic education in the context of the workplace, and is accessed via video and on-line components.



Governor Martz established her Office on Economic Opportunity to strengthen the statewide integration of economic development with other statewide efforts, including workforce development. She appointed a workforce development officer to assist with the integration of education and workforce development, particularly as related to economic development.

Staffing of the State Workforce Investment Board will be headed by the workforce development officer, Desiree Taggart, and will focus on the following goal areas:

- ◆ Goal No 1 - Facilitate and strengthen the statewide integration of education, workforce and economic development to maximize the return on investment.

Strategies:

- ◇ Clarify the roles of institutions and entities within the workforce system to strengthen the effective use of existing resources.
- ◇ Define system level measures and methodologies to assess statewide progress toward workforce outcomes.

Next Steps: Linking Workforce Development with Economic Development

- ◇ Create incentives for local communities, non-profits, state agencies, and post-secondary education institutions to share data and measure progress.

- ◇ Accountability Measure - design accountability measures that will indicate whether or not Montana has achieved this goal.

- ◆ Goal No 2 - Minimize the skills gap between the current and future needs for skilled workers in a dynamic economy.

Strategies:

- ◇ Provide high-quality labor market information that integrates, workforce, education and economic data.
- ◇ Develop curricula, career guidance, and technology applications linked to industry skill standards using industry

- associations as resource for standards.
 - ◇ Expand and improve access to education and training in post-secondary and alternative systems (i.e. distance learning).
 - ◇ Strengthen apprenticeship training and apprenticeship preparation and vocational programs.
 - ◇ Accountability Measure - Identify performance measures that will indicate whether Montana has achieved this goal.
- ◆ Goal No 3 - Guarantee existing and emerging workforce has access to job opportunities and educational choices that allow them to improve their earnings potential and advance their skills.

Strategies:

- ◇ Strengthen local and regional marketing efforts about workforce development options.
- ◇ Invest adequate resources for small, medium, and large employers to participate in financing their employees or

prospective employees' education and training.

- ◇ Provide worker training programs at times and locations that are accessible to working people.
- ◇ Accountability Measure - Identify performance measures that will indicate whether Montana is successful achieving this goal.

As the Office on Economic Opportunity and the State Workforce Investment Board gather momentum and begin to make an impact on the workforce development efforts in this state, additional goal areas will be identified along with relevant strategies and performance indicators.

JobLINC is the statewide coordination and collaboration of employment and training organizations, workforce development organizations, and other community service providers. The goal of JobLINC is to provide efficient, streamlined access to meaningful workforce development services and information

At the community level, JobLINC is designed and administered by management representatives of the participating organizations for a particular community. The management representatives group is known in some communities as the local management team; others call this group the community management team. These teams meet periodically to design, plan, and deliver their services in a way that is targeted to the needs of their particular community, and reduces duplication of services by coordinating the delivery of services in the community.

JobLINC providers comprise a wide array of agencies and organizations concerned with the continued development of Montana's workforce, economy, and way of life. Some of the organizations involved with JobLINC are Workforce Services Division, Chambers of



Next Steps: A Common Identifier for

Commerce, educational entities, economic development corporations, Offices of Public Assistance, Rural Employment Opportunities, Human Resource Development Councils, Vocational Rehabilitation, and many more community-based organizations. JobLINC participation is not limited in any way -- community management teams determine the makeup of their community's JobLINC system based on the needs of the community and the availability of services.

Next Steps: Improved Partnerships Through Shared Information

One of the lynchpins of Montana's five-year strategic plan was the implementation of an integrated technology project. A barrier hindering a successful statewide workforce investment system is that agencies are faced with the difficult challenge of communicating between existing state mainframe systems, incompatibility of software, no framework for the development of new applications, inadequate data-transition lines, and delays in the implementation of new information technology initiatives because of such an environment. Montana plans included an assessment of current systems, and electing and implementing connectivities between existing systems.

Montana contracted with Science Applications International Corporation (SAIC), a private consultant out of the San Diego, California area, to conduct an assessment of the technological systems being used in Montana and provided a complete review of the op-

tions to connect those systems or to replace them. Partners in the workforce investment system in Montana considered the information and recommendations provided by SAIC and elected to develop a one stop operating system in two pieces. One piece is to acquire and install Washington state's version of U-Works (SKIES). This system will replace the labor exchange system and provide for reporting capabilities under WIA. The other piece is a case management program that will allow for the remaining legacy systems to have an exchange of data for participants. Some aspects of both pieces were completed during the first year of WIA, however, full implementation is not expected until June 2002.

Montana will continue with this major project during the second and third years of WIA, working towards a fully operational data sharing among workforce development programs and agencies.

With all the collaboration and planning actively occurring at the local and community level, there still remains the major challenge of growing one-stops in Montana. Montana has met the legislatively mandated “at least one comprehensive One-stop in each local workforce investment area.” However, with the large geographic areas in this state, it is obvious that a single one-stop in each area is not enough.

The Local Boards have indicated that their ideal is for communities to have a single collocated one-stop. Long-term leases and limited building space prevent that from occurring in every location. Further, concerns about limiting the number of doors our citizens have to enter the system have justifi-

ably been raised. Montana’s workforce development system is struggling between having multiple access points for customers to enter the system and merging programs and offices into single access points. That is not an easy debate in a state as large and diverse as this one. At this point the one-stop centers’ services are augmented with associate service providers located throughout the state. However, we must continue to work at growing Montana’s one-stop system.

Next Steps: One-Stop Challenge

Evaluation of Workforce Investment Activities: Continuous Improvement

The State has a number of methods to use in evaluating workforce investment activities. One method was annual monitoring the local workforce investment areas. In May 2001, the State conducted on-site monitoring at the local workforce areas' administrative entity Montana Job Training Partnership, Inc., as well as selected adult, youth and dislocated worker service providers in each local area. The monitoring consisted of a review of the planning process for WIA implementation on July 1, 2000; the selection process for adult, youth and dislocated worker service providers and a review of program and fiscal

policies that were in place prior to implementation to ensure the smooth transition from JTPA to WIA; and a review of the management information system with service providers using remote data entry. Additionally the Workforce Services Division and Montana Job Training Partnership, Inc. conducted a joint survey of the Balance of State and Concentrated Employment Program workforce investment board members asking for their feedback on the Workforce Investment Act implementation process as well as technical assistance received during implementation and their suggestions for continuous improvement strategies. The survey responses were very favorable; board members were supportive of the processes used to implement WIA and expressed appreciation that they were involved in the process whether as a member of the adult, youth, dislocated worker and Individual Training Account task force and/or as a local board member.

In August 2001, State staff representing the one-stop implementation program and WIA adult, youth and dislocated worker programs accompanied Juanita Bell, One-

Stop Specialist from the Denver Associate Regional Office while she conducted an evaluation of the Butte One-Stop Center System. The evaluation consisted of a physical visit to the Butte Job Service Workforce Center who is the One-Stop Center for the Concentrated Employment Program Workforce Area. The team also visited partner sites including AFL-CIO Project Challenge: Work Again dislocated worker program and Career Futures WIA Title IB adult services provider. Interviews were conducted with Job Service Workforce Center staff and staff from WIA Title IB adult, youth and dislocated worker programs that are collocated in the One-Stop Center. During and following the review the State and Local Workforce Investment Areas were commended on the Concentrated Employment Program One-stop center system.

The state and local workforce areas continuously evaluate the workforce system through the customer and employer satisfaction surveys.

Montana's workforce system began its continuous improvement journey several years ago. The mission of the workforce system is to develop a collaborative, integrated, customer driven, customer friendly, workforce investment system that is responsive to all customers, continually improves the services provided, and which meets the needs of Montana's workers and businesses by

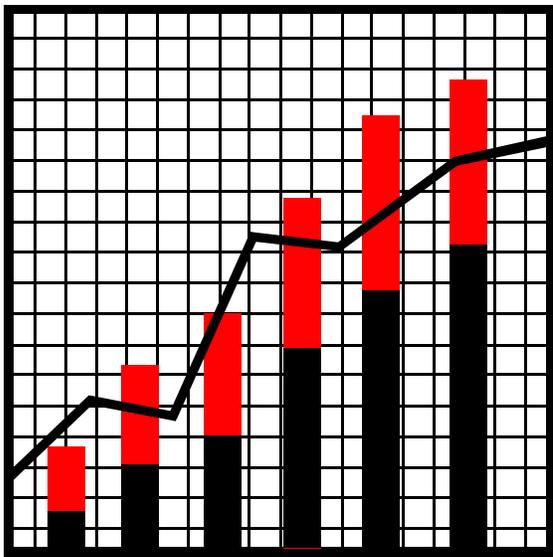
providing workers with skills needed by business and businesses with the skilled workers they require.

Strategies for continuous improvement include: Program Manager/Program Specialist Meetings - State and local workforce staff began holding Program Manager/Program Specialist meetings in 1996. The staff continues to meet monthly to discuss a variety of issues ranging from WIA policy to continuous improvement strategies such as providing technical assistance and training to WIA adult, youth and dislocated worker service providers and partners in June 2001. State and local staff are in the process of planning for next year's meeting in June 2002. The cooperation and coordination between state and local workforce investment board staff has been a tremendous asset in the WIA implementation process and the continuing WIA activities.

Customer satisfaction information and feedback is used to develop budgets and for planning and implementing systems. An example of the continuous improvement effort board and council members complete evaluation questionnaires after each meeting to rate the quality of business meetings. The questionnaires ask members to evaluate the method of conducting meetings, providing information and receiving feedback for meeting improvement.

The Montana Council for Workforce Quality (McWQ) - McWQ was established prior to WIA implementation to promote an environment that encourages organizations to instill continuous improvement into their systems to produce quality outcomes for the customers. The council membership comprises individuals from interested organizations that are dedicated to high quality, customer-focused services using the successful process management techniques adapted from the private sector Malcolm Baldrige management principles. Its purpose is to promote and enhance the quality of all workforce development services in Montana and recognize the quality that exists in the system. McWQ has developed a variety of surveys designed to solicit feedback that will enhance continuous improvement of the workforce system.

Appendices: Program Performance Data



WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in The Sample	Response Rate
Participants	68.0	80.3	729	1377	1377*	52.9
Employers	66.0	88.0	35	99	99*	35.4

* Due to the small number of exiters from Montana’s WIA program, sampling is not performed for Customer Satisfaction Surveys for Participants and/or Employers. 100% of Montana’s exiters are included in the survey pool. As indicated by Montana’s response rate not everyone in the pool responds. Montana did not survey employers until August of 2001 resulting in a lower response rate.

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction,
Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2000 – 06/30/2001

Entered Employment Rate, Credential & Employment Rate,
Six Month Retention Rate, Six Month Earnings Change/Replacement
Rate, Placement into Non-Trad Employment, Training Related
Employment, and Wage at Entry Into Employment: 10/01/1999 – 09/30/2000

Twelve Month Retention Rate, Twelve Month Earnings Change,
and Twelve Month Earnings Replacement Rate: 10/01/1998 – 09/30/1999

Note: Employer customer satisfaction survey results do not include data for Employment Service related to activities (e.g. job orders). Employer surveys here involve specific WIA Training (OJT, Customized Training, etc).

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table B – Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	63.0	68.6	218	318
Employment Retention Rate	74.0	70.4**	207	294
Earnings Change in Six Months	2500	3697	931621	252
Employment and Credential Rate	50.0	11.6*	26	225

Table C – Outcomes for Adult Special Populations

Reported Information	Public Asst	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	64.5	100 155	72.4	21 29	64.5	40 62	71.4	5 7
Empl Retention Rate	71.9	82 114	55.6	15 27	66.7	36 54	66.7	4 6
Earnings Change in 6 months	3358	335789 100	3296	65929 20	3588	172207 48	-1086	-4342 4
Empl & Credential Rate	9.3	10 108	16.7	4 24	6.9	2 29	0.0	0 4

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	80.2	134 167	55.6	84 151
Employment Retention Rate	68.8	128 186	73.1	79 108
Earnings Change in 6 Months	4193	645781 154	2917	285840 98
Employment & Credential Rate	11.6	26 225	0.0	0 0

*Employment and credential measures outcomes (Numerator) for the Adult programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

**Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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	76.0	69.1	493	713
Employment Retention Rate	80.0	77.9**	384	493
Earnings Change in Six Months	80.0	101.1	4421679	4373977
Employment and Credential Rate	60.0	11.4*	58	510

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Indiv	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	64.2	86 134	67.7	21 31	64.8	35 54	71.4	5 7
Empl. Retention Rate	72.1	62 86	90.5	19 21	71.4	25 35	60.0	3 5
Earnings Replacement 6 mo	95.1	893646 932200	122.7	217912 177622	83.0	279374 336660	91.4	26051 28502
Empl & Credential Rate	14.3	14 98	8.7	2 23	2.9	1 35	0.0	0 0

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	72.0	347 482	63.2	146 231
Employment Retention Rate	78.1	271 347	77.4	113 146
Earnings Change in 6 Months	99.4	3047743 3067078	105.1	1373936 1306899
Employment & Credential Rate	11.4	58 510	0.00	0 0

*Employment and credential measures outcomes (Numerator) for the Dislocated Worker programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

** Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table H – Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	65.0	61.7	37	60
Employment Retention Rate	60.0	80.0	36	45
Earnings Change in Six Months	1500	3171	142679	45
Employment and Credential Rate	46.0	18.3	13	71

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Out of Schl Youth	Num Den
Entered Employment Rate	54.5	12 22	0.0	0 0	50.0	5 10	63.0	34 54
Empl. Retention Rate	86.7	13 15	0.0	0 0	83.3	5 6	75.7	28 37
Earnings Change in 6 months	3684	55258 15	0	0 0	4218	25305 6	3146	116411 37
Empl & Credential Rate	20.0	5 25	0.0	0 0	25.0	3 12	14.0	8 57

Table J – Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	60.0	84.2	160	190
Diploma or Equiv Attainment Rate	50.0	35.3	49	139
Earnings Change in 6 Months	54.0	44.0***	62	141

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Indiv With Disabilities	Num Den	Out-of-Schl Youth	Num Den
Skill Attainment Rate	0.0	0 5	33.3	2 6	22.2	2 9
Diploma or Equiv Rate	33.3	9 27	55.0	22 40	15.4	4 26
Retention Rate	61.9	13 21	39.0	16 41	68.0	17 25

***Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance,

relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure. Montana is moving to a service based economy with the growth occurring in the low-end jobs of the service sector, which traditionally provides low wages and low benefits. There is a disconnect between the best paying industries in Montana and the occupations with the highest expected growth rate. In order to have more reflective data Montana began collecting supplemental wage data through subsequent follow-up surveys in the fall of 2001

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table L – Other Reported Information

Program	12 Month Employment Retention Rate		12 Month Earnings Change/Replacement Rate (DW)		Placements For Participants in NonTrad Employment		Wages At Entry Into Employment For Those Who Enter Unsubsid Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	100.0	2 2	6435	12870 2	7.5	24 318	3009	758150 252	78.8	26 33
Dislocated Workers	66.7	2 3	72.1	25694 35642	6.2	44 713	4998	2208908 442	90.5	57 63
Older Youth	0.0	0 0	0	0 0	5.0	3 60	2375	106893 45		

Table M – Participation Levels

Program	Total Participants Served	Total Exiters
Adults	822	373
Dislocated Workers	2421	819
Older Youth (Age 19–21)	160	57
Younger Youth (Age 14-18)	605	172

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,974,367.00
Local Dislocated Workers	\$ 3,186,696.00
Local Youth	\$ 2,896,309.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 1,514,339.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 366,504.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 150,000.00
	Cisco System Network Academics	\$ 100,000.00
	Youth Challenge	\$ 200,000.00
	Capacity Building for Local Boards	\$ 199,694.00
	ABE	\$ 0.00
	Integrated Technology Project	\$ 0.00
	(Please refer to Narrative Section for descriptions)	
Total of All Federal Spending Listed Above		\$11,588,182.00

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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

Table O – Local Performance

Total Participants Served	
a) Adults	822
b) Dislocated Workers	2421
c) Older Youth 19-21	160
d) Younger Youth 14-18	605
Total Exiters	
a) Adults	373
b) Dislocated Workers	819
c) Older Youth 19-21	57
d) Younger Youth 14-18	172

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction – Participants	68.0	80.3		
b) Customer Satisfaction – Employer	66.0	88.0		
Entered Employment Rate				
a) Adults (11)*	63.0	68.6	218	318
b) Dislocated Workers (13)*	76.0	69.1	493	713
c) Older Youth 19-21 (3)*	65.0	61.7	37	60
Retention Rate (6 months)				
a) Adults (3)*	74.0	70.4	207	294
b) Dislocated Workers (4)*	80.0	77.9	384	493
c) Older Youth 19-21 (1)*	60.0	80.0	36	45
d) Younger Youth 14-18 (2)*	54.0	44.0	62	141
Earnings Change/Replacement Rate 6 Months				
a) Adults (3)*	2500	3697	931621	252
b) Dislocated Workers (4)*	80.0	101.1	4421679	4373977
c) Older Youth 19-21 (1)*	1500	3171	142679	45
Credential/Diploma Rate				
a) Adults (2)*	50.0	11.6*	26	225
b) Dislocated Workers	60.0	11.4*	58	510
c) Older Youth 19-21 (3)*	46.0	18.3	13	71
d) Younger Youth 14-18	50.0	35.3	49	139
Skill Attainment Rate				
a) Younger Youth 14-18	60.0	84.2	160	190

Description Of Other State Performance Indicators

- a. _____
- b. _____

Overall Status Of Local Performance Not Met Met Exceeded

* Figures in parenthesis indicate the number exempt from performance

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in The Sample	Response Rate
Participants	68.0	80.0	197	289	289*	68.2
Employers	66.0	0.0	0	0	0	0

* Due to the small number of exiters from Montana’s WIA program, sampling is not performed for Customer Satisfaction Surveys for Participants and/or Employers. 100% of Montana’s exiters are included in the survey pool. As indicated by Montana’s response rate not everyone in the pool responds. Montana did not survey employers until August of 2001 resulting in a lower response rate.

Date Ranges Used In Calculating Report Items

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Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2000 – 06/30/2001

Entered Employment Rate, Credential & Employment Rate,
Six Month Retention Rate, Six Month Earnings Change/Replacement
Rate, Placement into Non-Trad Employment, Training Related
Employment, and Wage at Entry Into Employment: 10/01/1999 – 09/30/2000

Twelve Month Retention Rate, Twelve Month Earnings Change,
and Twelve Month Earnings Replacement Rate: 10/01/1998 – 09/30/1999

Note: Employer customer satisfaction survey results do not include data for Employment Service related to activities (e.g. job orders). Employer surveys here involve specific WIA Training (OJT, Customized Training, etc).

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table B – Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	63.0	0.0	0	0
Employment Retention Rate	74.0	0.0	0	0
Earnings Change in Six Months	2500	0.0	0	0
Employment and Credential Rate	50.0	0.0	0	0

Table C – Outcomes for Adult Special Populations

Reported Information	Public Asst	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0
Empl Retention Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0
Earnings Change in 6 months	0	0 0	0	0 0	0	0 0	0	0 0
Empl & Credential Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0

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	0.0	0 0	0.0	0 0
Employment Retention Rate	0.0	0 0	0.0	0 0
Earnings Change in 6 Months	0	0 0	0	0 0
Employment & Credential Rate	0.0	0 0	0.0	0 0

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	76.0	61.9	164	265
Employment Retention Rate	80.0	84.8	139	164
Earnings Change in Six Months	80.0	117.3	1736686	1480643
Employment and Credential Rate	60.0	15.6*	19	122

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Indiv	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	58.0	29 50	71.4	10 14	60.7	17 28	80.0	4 5
Empl. Retention Rate	79.3	23 29	90.0	9 10	76.5	13 17	50.0	2 4
Earnings Replacement 6 mo	119.6	360980 301744	129.1	114796 88893	124.4	158149 127122	55.5	15359 27657
Empl & Credential Rate	21.7	5 23	20.0	1 5	12.5	1 8	0.0	0 0

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	62.9	107 170	60.0	57 95
Employment Retention Rate	84.1	90 107	86.0	49 57
Earnings Change in 6 Months	113.7	1072662 943355	123.6	664024 537288
Employment & Credential Rate	15.6	19 122	0.0	0.0

*Employment and credential measures outcomes (Numerator) for the Dislocated Worker programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table H – Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	65.0	0.0	0	0
Employment Retention Rate	60.0	0.0	0	0
Earnings Change in Six Months	2500	0	0	0
Employment and Credential Rate	46.0	0.0	0	0

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Out of Schl Youth	Num Den
Entered Employment Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0
Empl. Retention Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0
Earnings Change in 6 months	0	0 0	0	0 0	0	0 0	0	0 0
Empl & Credential Rate	0.0	0 0	0	0 0	0	0 0	0	0 0

Table J – Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	60.0	0.0	0	0
Diploma or Equiv Attainment Rate	50.0	0.0	0	0
Earnings Change in 6 Months	54.0	0.0	0	0

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Indiv With Disabilities	Num Den	Out-of-Schl Youth	Num Den
Skill Attainment Rate	0.0	0 0	0.0	0 0	0.0	0 0
Diploma or Equiv Rate	0.0	0 0	0.0	0 0	0.0	0 0
Retention Rate	0.0	0 0	0.0	0 0	0.0	0 0

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table L – Other Reported Information

Program	12 Month Employment Retention Rate		12 Month Earnings Change/Replacement Rate (DW)		Placements For Participants in NonTrad Employment		Wages At Entry Into Employment For Those Who Enter Unsubsid Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	0.0	0	0	0	0.0	0	0	0	0.0	0
Dislocated Workers	0.0	0	0.0	0	1.5	4	5194	851816	87.5	14
Older Youth	0.0	0	0	0	0.0	0	0	0		

Table M – Participation Levels

Program	Total Participants Served	Total Exiters
Adults	0	0
Dislocated Workers	813	296
Older Youth (Age 19–21)	0	0
Younger Youth (Age 14-18)	0	0

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,974,367.00
Local Dislocated Workers	\$ 3,186,696.00
Local Youth	\$ 2,896,309.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 1,514,339.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 366,504.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 150,000.00
	Cisco System Network Academics	\$ 100,000.00
	Youth Challenge	\$ 200,000.00
	Capacity Building for Local Boards	\$ 199,694.00
	ABE	\$ 0.00
	Integrated Technology Project	\$ 0.00
	(Please refer to Narrative Section for descriptions)	
Total of All Federal Spending Listed Above		\$11,588,182.00

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 01-00 State of Montana Operated Programs

Table O – Local Performance

Total Participants Served	
a) Adults	0
b) Dislocated Workers	813
c) Older Youth 19-21	0
d) Younger Youth 14-18	0
Total Exiters	
a) Adults	0
b) Dislocated Workers	296
c) Older Youth 19-21	0
d) Younger Youth 14-18	0

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction - Participants	68.0	80.0		
b) Customer Satisfaction – Employer	66.0	0		
Entered Employment Rate				
a) Adults (0)*	63.0	0.0	0	0
b) Dislocated Workers (6)*	76.0	61.9	164	265
c) Older Youth 19-21 (0)*	65.0	0.0	0	0
Retention Rate (6 months)				
a) Adults (0)*	74.0	0.0	0	0
b) Dislocated Workers (2)*	80.0	84.8	139	164
c) Older Youth 19-21 (0)*	60.0	0.0	0	0
d) Younger Youth 14-18 (0)*	54.0	0.0	0	0
Earnings Change/Replacement Rate 6 Months				
a) Adults (0)*	2500	0	0	0
b) Dislocated Workers (2)*	80.0	117.3	1736686	1480643
c) Older Youth 19-21 (0)*	1500	0	0	0
Credential/Diploma Rate				
a) Adults (0)*	50.0	0.0	0	0
b) Dislocated Workers (0)*	60.0	15.6	19	122
c) Older Youth 19-21 (0)*	46.0	0.0	0	0
d) Younger Youth 14-18	50.0	0.0	0	0
Skill Attainment Rate				
a) Younger Youth 14-18	60.0	0.0	0	0

Description Of Other State Performance Indicators

- a. _____
- b. _____

Overall Status Of Local Performance Not Met Met Exceeded

* Figures in parenthesis indicate the number exempt from performance

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in The Sample	Response Rate
Participants	68.0	80.6	378	814	814*	46.4
Employers	66.0	87.5	29	85	85*	35.7

* Due to the small number of exiters from Montana’s WIA program, sampling is not performed for Customer Satisfaction Surveys for Participants and/or Employers. 100% of Montana’s exiters are included in the survey pool. As indicated by Montana’s response rate not everyone in the pool responds. Montana did not survey employers until August of 2001 resulting in a lower response rate.

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction,
Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2000 – 06/30/2001

Entered Employment Rate, Credential & Employment Rate,
Six Month Retention Rate, Six Month Earnings Change/Replacement
Rate, Placement into Non-Trad Employment, Training Related
Employment, and Wage at Entry Into Employment: 10/01/1999 – 09/30/2000

Twelve Month Retention Rate, Twelve Month Earnings Change,
and Twelve Month Earnings Replacement Rate: 10/01/1998 – 09/30/1999

Note: Employer customer satisfaction survey results do not include data for Employment Service related to activities (e.g. job orders). Employer surveys here involve specific WIA Training (OJT, Customized Training, etc).

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table B – Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	63.0	67.6	192	284
Employment Retention Rate	74.0	69.2**	175	253
Earnings Change in Six Months	2500	3432	737794	215
Employment and Credential Rate	50.0	11.9*	22	185

Table C – Outcomes for Adult Special Populations

Reported Information	Public Asst	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	62.2	84 135	70.4	19 27	63.6	35 55	66.7	4 6
Empl Retention Rate	69.1	65 94	52.2	12 23	62.5	30 48	60.0	3 5
Earnings Change in 6 months	2820	234052 83	1870	29922 16	3062	128592 42	-1554	-4663 3
Empl & Credential Rate	9.0	8 89	20.0	4 20	8.3	2 24	0.0	0 3

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	80.4	115 143	54.6	77 141
Employment Retention Rate	68.2	105 154	70.7	70 99
Earnings Change in 6 Months	3968	499928 126	2673	237866 89
Employment & Credential Rate	11.9	22 185	0.0	0 0

*Employment and credential measures outcomes (Numerator) for the Adult programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

**Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	76.0	72.4	228	315
Employment Retention Rate	80.0	72.4**	165	228
Earnings Change in Six Months	80.0	100.9	1816426	1799799
Employment and Credential Rate	60.0	10.6*	38	357

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Indiv	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	71.4	40 56	63.6	7 11	70.6	12 17	50.0	1 2
Empl. Retention Rate	72.5	29 40	100.0	7 7	58.3	7 12	100.0	1 1
Earnings Replacement 6 mo	103.7	383370 369793	134.0	61508 48585	61.2	60950 99638	1265.3	10692 845
Empl & Credential Rate	13.0	9 69	12.5	2 16	4.0	1 25	0.0	0 0

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	76.0	165 217	64.3	63 98
Employment Retention Rate	75.8	125 165	63.5	40 63
Earnings Change in 6 Months	103.5	1355048 1309450	94.1	461378 490349
Employment & Credential Rate	10.6	38 357	0.00	0 0

*Employment and credential measures outcomes (Numerator) for the Dislocated Worker programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

**Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table H – Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	65.0	53.1	17	32
Employment Retention Rate	60.0	81.8	18	22
Earnings Change in Six Months	1500	3086	67889	22
Employment and Credential Rate	46.0	15.4	6	39

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assist	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Out of Schl Youth	Num Den
Entered Employment Rate	50.0	8 16	0.0	0 0	50.0	4 8	53.6	15 28
Empl. Retention Rate	77.8	7 9	0.0	0 0	75.0	3 4	76.5	13 17
Earnings Change in 6 months	3495	31458 9	0	0 0	3459	13834 4	2916	49571 17
Empl & Credential Rate	0.0	0 17	0.0	0 0	22.2	2 9	10.0	3 30

Table J – Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	60.0	83.0	142	171
Diploma or Equiv Attainment Rate	50.0	37.7	43	114
Earnings Change in 6 Months	54.0	45.7***	43	94

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Indiv With Disabilities	Num Den	Out-of-Schl Youth	Num Den
Skill Attainment Rate	0.0	0 2	40.0	2 5	22.2	2 9
Diploma or Equiv Rate	38.1	8 21	56.8	21 37	15.8	3 19
Retention Rate	62.5	10 16	39.5	15 38	76.9	10 13

***Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the

impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure. Montana is moving to a service based economy with the growth occurring in the low-end jobs of the service sector, which traditionally provides low wages and low benefits. There is a disconnect between the best paying industries in Montana and the occupations with the highest expected growth rate. In order to have more reflective data Montana began collecting supplemental wage data through subsequent follow-up surveys in the fall of 2001

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table L – Other Reported Information

Program	12 Month Employment Retention Rate		12 Month Earnings Change/Replacement Rate (DW)		Placements For Participants in NonTrad Employment		Wages At Entry Into Employment For Those Who Enter Unsubsid Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	100.0	2 2	6435	12870 2	7.7	22 284	2976	639803 215	78.6	22 28
Dislocated Workers	66.7	2 3	72.1	25694 35642	10.8	34 315	4629	879531 190	91.3	42 46
Older Youth	0.0	0 0	0	0 0	6.3	2 32	2282	50194 22		

Table M – Participation Levels

Program	Total Participants Served	Total Exiters
Adults	668	318
Dislocated Workers	1049	344
Older Youth (Age 19–21)	125	42
Younger Youth (Age 14-18)	463	136

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,974,367.00
Local Dislocated Workers	\$ 3,186,696.00
Local Youth	\$ 2,896,309.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 1,514,339.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 366,504.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 150,000.00
	Cisco System Network Academics	\$ 100,000.00
	Youth Challenge	\$ 200,000.00
	Capacity Building for Local Boards	\$ 199,694.00
	ABE	\$ 0.00
	Integrated Technology Project	\$ 0.00
	(Please refer to Narrative Section for descriptions)	
Total of All Federal Spending Listed Above		\$11,588,182.00

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 02-00 Balance of State

Table O – Local Performance

Total Participants Served	
a) Adults	668
b) Dislocated Workers	1049
c) Older Youth 19-21	125
d) Younger Youth 14-18	463
Total Exiters	
a) Adults	318
b) Dislocated Workers	344
c) Older Youth 19-21	42
d) Younger Youth 14-18	136

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction – Participants	68.0	80.6		
b) Customer Satisfaction – Employer	66.0	87.5		
Entered Employment Rate				
a) Adults (11)*	63.0	67.6	192	284
b) Dislocated Workers (13)*	76.0	72.4	228	315
c) Older Youth 19-21 (3)*	65.0	53.1	17	32
Retention Rate (6 months)				
a) Adults (3)*	74.0	69.2	175	253
b) Dislocated Workers (4)*	80.0	72.4	165	228
c) Older Youth 19-21 (1)*	60.0	81.8	18	22
d) Younger Youth 14-18 (2)*	54.0	45.7	43	94
Earnings Change/Replacement Rate 6 Months				
a) Adults (3)*	2500	3432	737794	215
b) Dislocated Workers (4)*	80.0	100.9	1816426	1799799
c) Older Youth 19-21 (1)*	1500	3086	67889	22
Credential/Diploma Rate				
a) Adults (2)*	50.0	11.9	22	185
b) Dislocated Workers	60.0	10.6	38	357
c) Older Youth 19-21 (3)*	46.0	15.4	6	39
d) Younger Youth 14-18	50.0	37.7	43	114
Skill Attainment Rate				
a) Younger Youth 14-18	60.0	83.0	142	171

Description Of Other State Performance Indicators

- a. _____
- b. _____

Overall Status Of Local Performance Not Met Met Exceeded

* Figures in parenthesis indicate the number exempt from performance

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 03-00 MT Concentrated Employment Program

Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level – American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in The Sample	Response Rate
Participants	68.0	78.9	154	274	274*	55.9
Employers	66.0	90.3	6	14	14*	42.9

* Due to the small number of exiters from Montana’s WIA program, sampling is not performed for Customer Satisfaction Surveys for Participants and/or Employers. 100% of Montana’s exiters are included in the survey pool. As indicated by Montana’s response rate not everyone in the pool responds. Montana did not survey employers until August of 2001 resulting in a lower response rate.

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction,
Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2000 – 06/30/2001

Entered Employment Rate, Credential & Employment Rate,
Six Month Retention Rate, Six Month Earnings Change/Replacement
Rate, Placement into Non-Trad Employment, Training Related
Employment, and Wage at Entry Into Employment: 10/01/1999 – 09/30/2000

Twelve Month Retention Rate, Twelve Month Earnings Change,
and Twelve Month Earnings Replacement Rate: 10/01/1998 – 09/30/1999

Note: Employer customer satisfaction survey results do not include data for Employment Service related to activities (e.g. job orders). Employer surveys here involve specific WIA Training (OJT, Customized Training, etc).

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 03-00 MT Concentrated Employment Program

Table B – Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	63.0	76.5	26	34
Employment Retention Rate	74.0	78.0	32	41
Earnings Change in Six Months	2500	5239	193827	37
Employment and Credential Rate	50.0	10.0*	4	40

Table C – Outcomes for Adult Special Populations

Reported Information	Public Asst	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	80.0	16 20	100.00	2 2	71.4	5 7	100.0	1 1
Empl Retention Rate	85.0	17 20	75.0	3 4	100.0	6 6	100.0	1 1
Earnings Change in 6 months	5985	101737 17	9002	36007 4	7269	43615 6	321	321 1
Empl & Credential Rate	10.5	2 19	25.0	1 4	20.0	1 5	0.0	0 1

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	79.2	19 24	70.0	7 10
Employment Retention Rate	71.9	23 32	100.0	9 9
Earnings Change in 6 Months	5209	145853 28	5330	47974 9
Employment & Credential Rate	10.0	4 40	0.0	0 0

*Employment and credential measures outcomes (Numerator) for the Adult programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 03-00 MT Concentrated Employment Program

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	76.0	75.9	101	133
Employment Retention Rate	80.0	79.2**	80	101
Earnings Change in Six Months	80.0	79.4***	868567	1093535
Employment and Credential Rate	60.0	3.2*	1	31

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Indiv With Disabilities	Num Den	Older Indiv	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	60.7	17 28	66.7	4 6	66.7	6 9	0.0	0 0
Empl. Retention Rate	58.8	10 17	75.0	3 4	83.3	5 6	0.0	0 0
Earnings Replacement 6 mo	57.3	149296 260663	94.7	38008 40144	54.8	60275 109900	0.0	0 0
Empl & Credential Rate	16.7	1 6	50.0	1 2	50.0	1 2	0.0	0 0

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	78.9	75 95	68.4	26 38
Employment Retention Rate	74.7	56 75	92.3	24 26
Earnings Change in 6 Months	76.1	620033 814273	89.0	248534 279262
Employment & Credential Rate	3.2	1 31	0.00	0 0

*Employment and credential measures outcomes (Numerator) for the Dislocated Worker programs are based on one quarter of data due to the transition from JTPA to WIA. Credential measures outcomes were not collected under JTPA. Over the next several quarters we expect credential rates will adjust each quarter as WIA data replaces JTPA.

**Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure.

***Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data creates untimely and incomplete reporting which impacts this performance measure. Montana is moving to a service based economy with the growth occurring in the low-end jobs of the service sector, which traditionally provides low wages and low benefits. There is a disconnect between the best paying industries in Montana and the occupations with the highest expected growth rate. In order to have more reflective data Montana began collecting supplemental wage data through subsequent follow-up surveys in the fall of 2001.

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

Agy./PO: 03-00 MT Concentrated Employment Program

Table H – Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	65.0	71.4	20	28
Employment Retention Rate	60.0	78.3	18	23
Earnings Change in Six Months	1500	3252	74790	23
Employment and Credential Rate	46.0	21.9	7	32

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assist	Num Den	Veteran	Num Den	Indiv With Disabilities	Num Den	Out of Schl Youth	Num Den
Entered Employment Rate	66.7	4 6	0.0	0 0	50.0	1 2	73.1	19 26
Empl. Retention Rate	100.0	6 6	0.0	0 0	100.0	2 2	75.0	15 20
Earnings Change in 6 months	3967	203800 6	0	0 0	5736	11471 2	3342	66840 20
Empl & Credential Rate	62.5	5 8	0.0	0 0	33.3	1 3	18.5	5 27

Table J – Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	60.0	100.0	18	18
Diploma or Equiv Attainment Rate	50.0	24.0	6	25
Earnings Change in 6 Months	54.0	40.4***	19	47

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Indiv With Disabilities	Num Den	Out-of-Schl Youth	Num Den
Skill Attainment Rate	0.0	0 0	0.0	0 0	0.0	0 0
Diploma or Equiv Rate	16.7	1 6	33.3	1 3	14.3	1 7
Retention Rate	60.0	3 5	33.3	1 3	58.3	7 12

***Performance measure is calculated with less than a 50% match between the unemployment records and the targeted population. Participants enter occupations that are not covered by unemployment insurance, relocate out of Montana, or enter seasonal employment. The measure is extremely volatile due to the impact of a small sample size. The six-months or more delay in receiving unemployment insurance data

creates untimely and incomplete reporting which impacts this performance measure. Montana is moving to a service based economy with the growth occurring in the low-end jobs of the service sector, which traditionally provides low wages and low benefits. There is a disconnect between the best paying industries in Montana and the occupations with the highest expected growth rate. In order to have more reflective data Montana began collecting supplemental wage data through subsequent follow-up surveys in the fall of 2001

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2000 to 06/30/2001

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Table L – Other Reported Information

Program	12 Month Employment Retention Rate		12 Month Earnings Change/Replacement Rate (DW)		Placements For Participants in NonTrad Employment		Wages At Entry Into Employment For Those Who Enter Unsubsid Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	0.0	0	0	0	5.9	2	3199	118347	80.0	4
Dislocated Workers	0.0	0	0.0	0	4.5	6	5427	477561	100.0	1
Older Youth	0.0	0	0	0	3.6	1	2465	56699		23

Table M – Participation Levels

Program	Total Participants Served	Total Exiters
Adults	154	55
Dislocated Workers	559	179
Older Youth (Age 19-21)	35	15
Younger Youth (Age 14-18)	139	36

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Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,974,367.00
Local Dislocated Workers	\$ 3,186,696.00
Local Youth	\$ 2,896,309.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 1,514,339.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 366,504.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 150,000.00
	Cisco System Network Academics	\$ 100,000.00
	Youth Challenge	\$ 200,000.00
	Capacity Building for Local Boards	\$ 199,694.00
	ABE	\$ 0.00
	Integrated Technology Project	\$ 0.00
	(Please refer to Narrative Section for descriptions)	
	Total of All Federal Spending Listed Above	\$11,588,182.00

