

# MONTANA ANNUAL REPORT

## WORKFORCE INVESTMENT ACT



**Program Year 2006  
July 1, 2006 through June 30, 2007**



OFFICE OF THE GOVERNOR  
STATE OF MONTANA

BRIAN SCHWEITZER  
GOVERNOR



JOHN BOHLINGER  
LT. GOVERNOR

September 2007

I am honored to present the WIA PY2006 Annual Report.

Montana is home to some of the hardest working men and women in America. We chose to live here because Montana is the best place to start a business, raise a family and build a community.

Montana has outpaced the nation in wage growth, maintained historic low levels of unemployment, increased its number of jobs throughout the state, and experienced employment gains on five of seven Indian reservations in Montana.

Record low levels of unemployment and rising wages show Montana is on the move. Our rapidly growing economy demands we prepare skilled and able employees for our workforce pipeline.

In 2006, I charged Montana's State Workforce Investment Board (SWIB) with ensuring WIA accountability, promoting local input and involvement, improving program efficiencies and getting more dollars into the hands of our citizens in need. Montana transitioned to a single statewide planning area and the transition resulted in a reallocation of more than \$1.2 million back into the workforce system – nearly 1/7 of Montana's total WIA allocation for PY2005. Additionally, Montana has expanded its outreach in the local communities through the One-Stop system, taking us from four One-Stops to 19 - including the first nationally designated Native American One-Stop.

Everyone shares a stake in the future development of Montana's workforce system. Through consistent and committed partnerships with education, apprenticeship, and training service providers we will take the steps necessary to engage our citizens not currently in the workforce. And, we will inform those Montanans who left the state for supposedly greener pastures that it is time to come home.

Sincerely,

  
BRIAN SCHWEITZER  
Governor

## EXECUTIVE SUMMARY

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

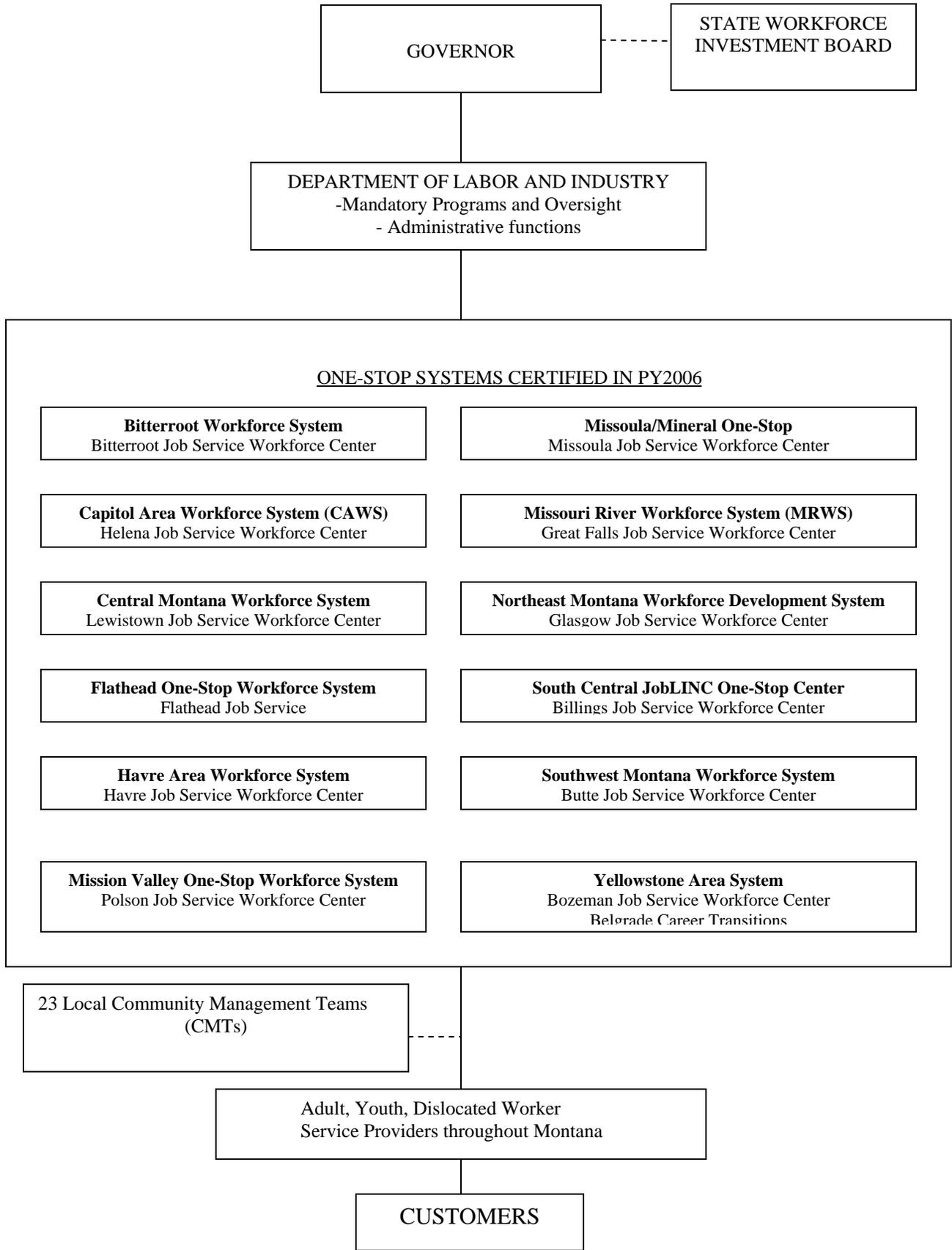
- 1) promoting a diverse economy by providing skilled workers to emerging Montana industries, specifically those in information and advanced technology, health services, value-added agriculture, and communications; and
- 2) promoting continual skill development, increasing wages, and an enhanced standard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

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

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

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**WORKFORCE SYSTEM  
ORGANIZATIONAL CHART**



## LEADERSHIP

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

In August 2005 Governor Schweitzer charged the State Workforce Investment Board (SWIB) with four very distinct priorities for Montana's Workforce System: (1) Ensure Accountability; (2) Improve Efficiencies by getting more dollars to Montana's needy citizens, (3) Promote Local Involvement and (4) Include Montana's First Americans and Montana's Last and the Least. The Workforce Investment Board has since transitioned to a single administrative entity, creating more than \$1.2 million in savings that was re-allocated to service providers for those most in need.

The SWIB has several sub-committees to conduct business as an advisory body to the Governor on statewide workforce system issues, as well as to assume responsibility for performing all Workforce Investment Act (WIA) local workforce board duties.

**Executive Committee** is comprised of the SWIB Chair, the chairs from each of the standing committees, and up to 10 other members. It has the authority to act on behalf of the SWIB.

**Economic Development & Business Retention Committee** coordinates the work of the board with the state's economic development strategy. They conduct studies and analyses, as necessary, to determine the needs of Montana's employers and the workforce development strategies that are required to meet those needs. The committee works to engage employers of the state, in a sector-by-sector approach, to determine the specific needs of each sector and to recommend strategies to address the needs. They also determine the priority training needs of the state's employers and recommend directing state training funds to those needs, and coordinate projects with the Research and Analysis Bureau, who will serve as advisory and resource staff to the State Board.

**Workforce System Committee** has the responsibility to oversee and coordinate the implementation of the Governor's and the Board's strategic workforce development plans through the actions and operational directives of the state's executive agencies. They also are charged with ensuring the quality of programs and services in the local areas, planning efforts, and strategies to improve the Montana workforce system.

**One-Stop Development Committee.** The One-Stop Development Committee is a temporary committee charged with expanding the number of One-Stop Centers in Montana through stronger partnerships and improved service integration. They also work to promote One-Stop system development efforts by coordinating communication and involvement of Community Management Teams (CMTs) within Montana communities, and with the State Board.

**Apprenticeship Advisory Committee.** This committee serves as an advisory body to the State Registered Apprenticeship Program, and works to better link education with apprenticeable occupations.

**Youth Council.** Montana's SWIB Youth Council ensures that workforce investment youth activities complement and reinforce academic and occupational curriculum focusing on the essential nature of work accessing bona fide connections to employers, a variety of contextual

education options for competency certification, and opportunities for postsecondary education and training. The SWIB and Youth Council ensures success of Montana's youth by providing opportunities for leadership development, positive peer support, serving the community, and follow up support over a sustained period.

**Health Care Task Force** was formed based on a recommendation from the Economic Development and Business Retention Committee, and met several times during summer 2006. Their objective was to identify Montana's healthcare workforce shortages and the regions where they exist; identify any causes of the shortages; and recommend strategies to address the shortages.

### **Program Year 2006 State Workforce Investment Board Activities**

- ***Transition to Single Statewide Planning Area:*** On October 11, 2006, Montana was designated a single statewide planning area for Workforce Investment Act (WIA) activities. The transition allowed for the Montana Department of Labor and Industry (DLI) to reallocate more than \$1 million of WIA funds back into the workforce system to better serve our citizens. DLI assumed the administrative entity responsibilities for WIA Adult, Youth, and Dislocated worker programs, and the SWIB is responsible for all previous local board functions.

During the second year of their term, the SWIB's Workforce System Committee developed recommendations for the Adult and Dislocated Worker Request for Proposal (RFP) criteria and scoring. The Youth Council developed recommendations for the Youth RFP criteria and scoring. They both designated RFP process responsibility for all three programs to the WIA Unit. Several SWIB members volunteered to participate in the RFP scoring process. The SWIB was able to complete the process by adopting recommendations and awarding service provider contracts.

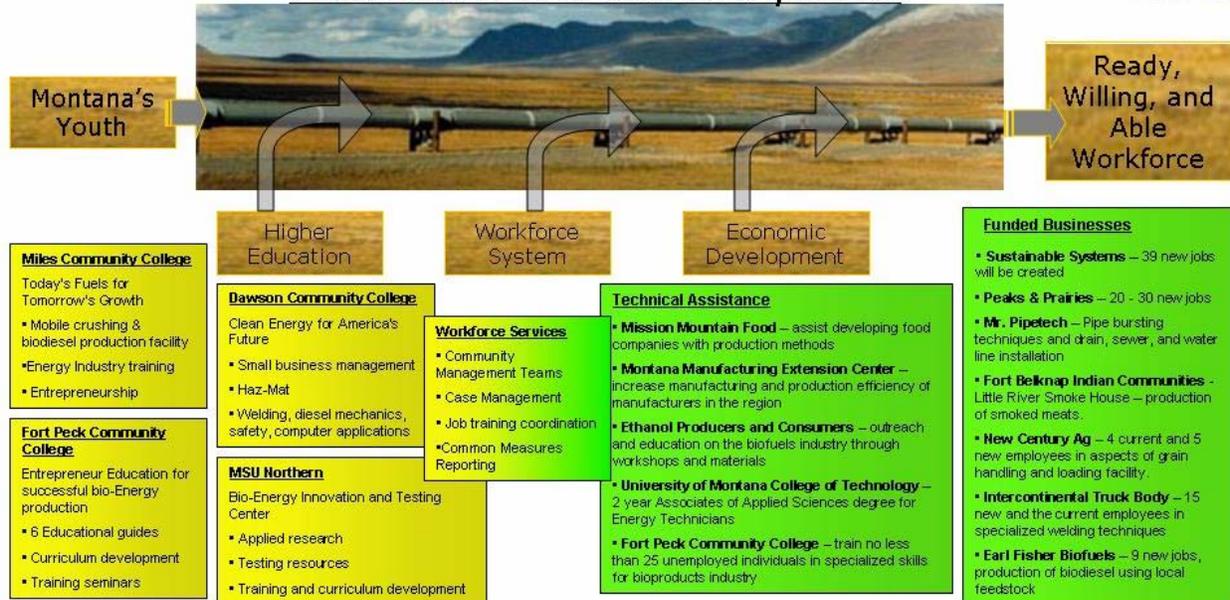
One of Montana's goals under the Two-Year State Plan is to expand the number of One-Stops and promote the integration of service delivery within the one-stop systems across the state. A year ago, Montana had 6 certified One-Stops. Since becoming a single statewide planning area, the SWIB has certified 11 additional One-Stop Centers. The SWIB also has five One-Stops that are under review and pending certification. The SWIB has worked very hard to develop certification criteria and a process that will ensure success of the One-Stop system and strengthen service delivery in communities across Montana.

- ***Rockies Energy Workforce Collaboration:*** Montana is one of five states that partnered last spring to form the Rockies Energy Workforce Collaboration (REWC). The other states participating are: Colorado, Wyoming, North Dakota, and Utah. The initial scope of the Collaboration is the development of the work force system in the Rockies to ensure an adequate supply of skilled energy workers for the rapidly growing energy industry. The Collaboration provides a forum for industry, education, public workforce systems and economic development to dialogue, develop strategy and solution based workforce actions to leverage staff, resources, and public and private investments. The initial scope of the Collaboration is in oil and gas, addressing current and anticipated shortages in the workforce. Participation by DLI on the coalition has been, and will continue to be, crucial to building regional partnerships and sectoral strategies that will strengthen Montana's energy industry, workforce, and economy.

- Workforce Innovation in Regional Economic Development (WIRED):** Montana is one of 13 regions across the country to successfully compete for the first round of the *Workforce Innovation in Regional Economic Development (WIRED)* grant. The WIRED grant brings \$15 million dollars to the state over a four-year period. Montana's proposal focuses on 32 rural counties and 6 reservations in the eastern part of the state, and will provide training to build bioproduct industries, especially those related to biolubricants and biofuels. Partners within the Governor's office, Department of Commerce, DLI, the university system, and others are collaborating to ensure a successful WIRED project in Montana, which will create jobs in the high growth, high wage energy industry, and improve the economic outlook for the most rural parts of our state, including 6 of Montana's 7 Reservations. The SWIB Chair and the SWIB's Economic Development & Business Retention Chair serve on the WIRED Executive Committee.



### Montana's Workforce Pipeline



- ***Desiree Taggart Memorial Awards:*** The Desiree Taggart Memorial Awards are given in memory of Desiree Taggart, the first Director of Workforce Development in the Governor's Office of Economic Opportunity. Desiree is remembered for her inspiring dedication to Montana's workforce development efforts, for her abundant energy and willingness to go the extra mile, for her inquisitive mind and creative solutions, her passion for quality and excellence in workforce development, and fostering positive relationships among workforce development professionals, businesses, and the workforce. The first Desiree Taggart Memorial Awards were presented in 2004.

The awards publicly acknowledge outstanding efforts of individuals and organizations that have improved workforce development in Montana through the use of quality principles as promoted by the State Workforce Investment Board (SWIB).

There are three (3) categories of awards given annually:

1. **Outstanding Business of the Year**—Awarded to businesses (private or public) for outstanding contribution to the success of Workforce Development Programs. This award recognizes an employer in a Montana community who supports quality processes AND who participates in the workforce development programs or activities.
2. **Quality Program**—Awarded to a Workforce Development Agency or Program or a group of cooperating agencies or programs that exemplify the principles of quality in providing workforce development services. This award recognizes a workforce development organization (governmental, nonprofit or for profit), one-stop center or Community Management Team (CMT) in Montana who demonstrates leadership in promoting principles of quality initiatives as commonly described under the Malcolm Baldrige National Quality Award Program.
3. **Workforce Development Achievement**—Awarded to an individual workforce agency staff member, employer, council member, county commissioner, etc., for outstanding contribution to the success of Workforce Development Programs in:
  1. Fostering teamwork;
  2. Initiative and versatility;
  3. Total quality improvement activities;
  4. Leadership; and/or
  5. Other acts that promote excellent customer service or support the goals/mission/strategic plan of the workforce system.

The recipients for the 2006 Desiree Taggart Memorial Awards were:

***Outstanding Business of the Year***

Opportunities Inc. for its empowerment of low-income families to achieve self-sufficiency.

***Individual Workforce Development Achievement***

Yvonneda (Henry) Thompson for her dedication to the Northern Cheyenne community, including offering a wide variety of extension services.

***Quality Program***

Youth and Family Services Program, St. Labre Indian School, for its many activities to improve the employment opportunities of the clients they serve.

## MONTANA'S LABOR SITUATION

Montana is in the Rocky Mountain area of the northwestern United States, bordered by the Canadian provinces of British Columbia, Alberta, and Saskatchewan on the north, Idaho on the west, Wyoming on the south, and North and South Dakota on the east. Montana is sparsely populated with 944,632 people spread over 147,138 square miles. It is the 4<sup>th</sup> largest state in land area and 44<sup>th</sup> in population.

Montana continues to experience positive growth in population as indicated by an increase of about 9,895 people from 2005 to 2006, or 1.1 percent. Examining the population increase since 2000, 18,037 more births to deaths have been recorded, with an additional increase of 27,036 accounted for by new entrants to the state.

Over the last five years, Montana's economy has experienced high levels of growth and has seen a strong expansion in employment and rapid increases in wages. Some highlights of this growth include:

- Montana's total personal income increased by 6.9 percent in 2006, which was the 12<sup>th</sup> largest increase over the year. Per capita personal income increased by 5.7 percent over the same time period, which ranked 9<sup>th</sup> among all states for growth. Montana's rank among all states for per capita income was 42<sup>nd</sup> in 2006.
- The average annual wage grew by \$1,451, which represents a 5.0 percent increase between 2005 and 2006. Montana ranked 49<sup>th</sup> among all states in average annual wage and 11<sup>th</sup> in average wage growth.
- The Consumer Price Index saw an increase of 2.4 percent between July 2006 and July 2007.
- Wage and salary employment covered increased by 12,758 jobs between 2005 and 2006. This represents a change of 3.1% over the year, which was the 8<sup>th</sup> highest rate of growth in the nation.
- Montana's unemployment rate, seasonally adjusted was 2.7 percent of the workforce (July 2007), while the U.S. rate was 4.6 percent over the same time period.

Unemployment has continued to fall in Montana. In March of 2007 the statewide rate reached 2.0%, which was the lowest in the state's history and the lowest in the nation. Montana has continued to maintain one of the lowest rates since that time. The statewide improvement in economic conditions has spread to all areas of the state. Counties with traditionally high levels of unemployment are recording record lows, while robust economies are struggling to fill many jobs and are forcing businesses to raise wages in hopes of attracting new workers.

## MONTANA'S WORKFORCE ACTIVITIES AND SUCCESSES

- **The State Workforce Investment Board Certifies New One-Stops**

In PY2006 the State Workforce Investment Board certified 11 new one-stops. Those certified One-Stops are:

### *Bitterroot Workforce One-Stop System*

Serving Ravalli County, the Bitterroot Workforce System utilizes a campus approach to their One-Stop System. They have three levels of participation in their system. Level 1 is the Campus One-Stop Management Team, comprised of 39 partners. Level 2, the System Management Team, has six partners; it represents a higher level of commitment and responsibility. Level 3, the Community Management Team has two partners. The mission of the Bitterroot Workforce System is to "Respond to the unique needs of Ravalli County, focus on customer-centered services, assist workers in attaining self-sufficiency, and respond to business needs for a skilled workforce." The designated One-Stop Center is at the Bitterroot Job Service Workforce Center in Hamilton. An affiliate site is located at the District XI HRDC. The communities of Corvallis, Darby, Hamilton, Stevensville, and Victor have satellite sites.

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

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

### *Central Montana Workforce System*

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

### *Flathead Workforce System*

The Flathead Workforce System Community Management Team provides an integrated service delivery system for education, employment and training, business support, and economic development resources and services to the citizens of Flathead County. The Flathead operates a Tier System formed in three layers. Tier One is comprised of member

agencies and organizations that provide training, economic development, and contiguous services to service area customers. Tier Two is comprised of WIA mandated partners and other agencies interested in participating with an increased level of responsibility toward the operation of the Flathead One-Stop Workforce System. Tier Three is comprised of primary partners established as a One-Stop Operations Team. The designated One-Stop Workforce Center is located at the Flathead Job Service.

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

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

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

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

### ***Missoula/Mineral One-Stop***

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

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

The MRWS delivers services to the counties of Cascade, Choteau, and Teton. The Center is located in the Great Falls Job Service Workforce Center. The MRWS has numerous community partners linking education, workforce development and business. The MRWS

holds quarterly meetings, during which there is typically a morning learning session to cross-train staff from one-stop partner agencies. They also hold a business meeting to ensure cooperation, collaboration and efficient delivery of workforce services by all partners.

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

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

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

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

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

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

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

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

- **Statewide Activities**

*Rapid Response Activities:* The Dislocated Worker Unit in the Montana Department of Labor and Industry is the oversight entity for the Rapid Response program. Assistance and early intervention services for businesses and workers facing layoffs or closures are provided by Montana's Job Service Workforce Centers through individual appointments or in Rapid Response workshops. At the workshops, the affected workers receive information about various programs that will assist them in their transition to new employment.

Unemployment Insurance is always one of the programs invited to provide information to the affected workers. The Dislocated Worker Program, Employment Services, Trade Adjustment Assistance, and various community agencies are invited to present information to the workers on their programs. The workshops also include information on how to survive a layoff and become re-employed.

- **Technical Assistance**

*Technical Assistance and Training:* The Statewide Workforce Programs and Oversight Bureau of the Montana Department of Labor and Industry hosted two Technical Assistance and Training (TAT) sessions during Program Year 2006. The first session was held in October 2006 in Bozeman, MT and the second one was held in April 2007 in Whitefish, MT. The focus of the TAT was for Adult, Dislocated Worker, and Youth providers of the Workforce Investment Act. Other workforce partners also attending the TAT sessions were providers of Wagner-Peyser and Job Corps services.

At the October 2006 TAT, WIA providers attended breakout training sessions, presented by Montana's Department of Administration, on the Request for Proposal (RFP) process and basic grant writing tips. This presentation was helpful in that it helped prepare potential WIA service providers for the bid process for contracts that would be awarded for PY2007 beginning July 1, 2007.

Providers also attended training sessions on how to incorporate Work Experience, On-the-Job Training, Apprenticeship, and Customized Training into their training plans for customers. A Back to Basic - Beginning to End case management training was also provided for new WIA case managers. Statewide Workforce Programs and Oversight Bureau utilized the College of Technology in Bozeman to offer some "hands-on" training for MontanaWorks which is Montana's case management information system.

The spring TAT was held in April 2007 in Whitefish MT and focused on training surrounding Common Measures. Vinz Koller, Director of Training and Technical Assistance at Social Policy Research Associates and Diana Jackson, Director of LearningWork Connection at the Ohio State University in Columbus Ohio came to Whitefish to speak to Adult, Dislocated Worker, and Youth providers about Common Measures and issues surrounding performance. Both speakers were very well received by WIA providers and everyone is anxious to have them come back to Montana.

The Statewide Workforce Programs and Oversight Bureau staff incorporated mini-technical assistance and training sessions throughout PY2006 in each city or town as staff traveled to monitor WIA programs. One session was held in each town and all WIA providers in that area were invited to attend. The mini-TAT sessions gave providers a chance to ask questions of State staff and also gave Bureau staff a chance to visit and provide information to providers. These mini-technical assistance sessions were very beneficial and State staff plan to continue conducting them on an annual basis in conjunction with monitoring.

- **Statewide WIA Youth Summit**

On June 19<sup>th</sup> and 20<sup>th</sup> approximately 105 youth and adults gathered on the campus at MSU Bozeman to participate in the statewide Workforce Investment Act (WIA) youth summit. The Youth Summit is the first conference of this kind sponsored by the Montana Department of Labor and Industry.

The Youth Summit provided youth with similar backgrounds an opportunity to meet and network with their peers. The turn-out was great with youth ranging in ages from 15-21 representing a good deal of the state from as far east as Glendive and west from Kalispell and Libby. The youth were accompanied by Workforce Investment Act youth managers from the Career Training Institute in Helena and Human Resource Development Councils across the state as well as other individuals that volunteered as chaperones for the summit. An invitation was extended to Montana's Job Corps programs and youth from the Anaconda and Trapper Creek Job Corps centers also participated in the Summit.

The MSU setting was a great opportunity for youth to experience a taste of campus living. The youth were housed in a residence hall; workshops were held in one of the lecture halls, lunch was served in the campus cafeteria; and evening activities were held in the Student Union Building.

The activities centered on leadership development to encourage responsibility and other positive social behaviors. There was very positive feedback about the workshops with Marty Foxman working with the youth on Team Building and Leadership Skills; Marty and Victoria Johnson providing interpersonal and life survival skills; Kelly Ogger advising the youth about the soft skills that are helpful in a job; and Sharon Nash's workshop on money management.

The overall feedback from the Youth Summit was super and WIA staff received some great suggestions for future summits

- **Integration of Management Information System**

Montana is moving rapidly toward integrating WIA Title IB, Wagner-Peyser, Veteran Services, and Trade Act programs into one case management and reporting system. The Statewide Workforce Programs and Oversight Bureau staff worked diligently on testing and developing training materials for the new MontanaWorks (integrated computer system). Many hours were spent together as a group and with outside service providers testing and re-testing the new system. The new MontanaWorks system is scheduled to be in production on October 1, 2007.

- **Oversight Activities**

*Monitoring:* The Statewide Workforce Programs and Oversight Bureau as the oversight entity for WIA Title IB programs has the responsibility for monitoring each WIA adult, youth and dislocated worker service provider. Monitoring includes comprehensive review of program requirements, fiscal controls, management information systems, provider agreements and the eligible training provider application process. No major issues were found during regular WIA monitoring and the monitoring process revealed that the service providers are doing a good job serving the participants of Montana.

- **Improving Outcomes for Individuals with Disabilities**

*Governor Establishes Transition Workgroup:* In 2007, the Governor's Transition Workgroup with partners from the University of Montana Rural Institute, University of Montana – Helena, Montana Council on Development Disabilities, Department of Labor and Industry, Department of Corrections, the Montana Youth Leadership Forum, the Department of Public Health and Human Services, the Department of Commerce, the Office of Public Instruction, the Governor's Budget Office, the State Chief Information Office, and the Governor's Family Services, Education and Indian Affairs Advisors collected information on gaps, desired impact, potential solutions, and current activities relevant to youth and young adults with disabilities age 14 to 30 years.

The intention of the information/data collection, the findings is to create a starting point for informed change and cross-system coordination at the policy level that in the short term will align agency decisions and strategies relevant to this population, and in the long term will improve outcomes for the individuals using the system.

The group identified the Ideal Transition System in Montana as a system where youth and young adults with disabilities:

- are well prepared for adult life while in school;
- have direct access to preferred career opportunities and competitive employment in private and public settings; and
- have the opportunity to pursue education, employment, recreation and all aspects of a full and satisfactory life.

The group also identified several barriers that could prevent the realization of an ideal system including:

- Different disability definitions and eligibility criteria
- Lack of awareness and communication about what each agency is doing and what resources or services are available for persons with disabilities.
- Philosophical differences and a lack of a shared vision
- Engaging this age group is challenging;
  - Within some agencies, there are few programs specifically targeted to persons with disabilities

Next Steps: The Montana Workgroup members will begin strategic planning to coordinate systems in a way that improves individual outcomes in the long run.

*Disability Navigators:* In May 2006, the Statewide Workforce Programs and Oversight Bureau of the Department of Labor and Industry was awarded a two-year grant from the US Department of Labor to reinstate the Disability Navigator Program in Montana. The main purpose of the grant is to fund Disability Navigators within the One-Stop system to assist individuals with disabilities to better understand and access the services and resources available through their local one-stops. The secondary purpose of the grant is to identify and secure resources that will sustain Navigator services beyond the life of the grant. A subgrant was awarded to the Job Service Operations Bureau to fund Navigator staff in each of the five Job Service Regions. The subgrant also funds a Lead Navigator position at the state level. This position coordinates the overall implementation and sustainability of the program and serves as a liaison to other disability related programs and initiatives including those operated by entities such as the Governor's office, other state agencies and private sector disability organizations and advocacy groups.

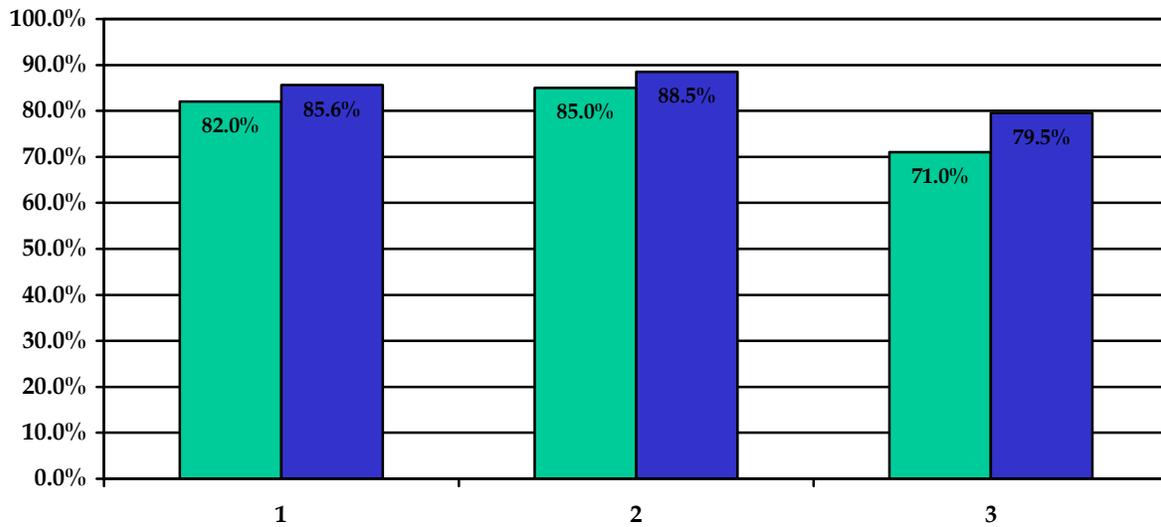
# WORKFORCE INVESTMENT ACT TITLE IB PROGRAMS

## ADULT PROGRAM

In Program Year 2006, 639 adults were registered to receive intensive and training services. The training services that were provided included: occupational skills training; entrepreneurial training; skill upgrading and retraining; workplace training and related instruction that included cooperative education programs adult education and literacy activities provided in combination with the training activities; and customized training with commitment by employer or group of employers to employ the individual when they successfully complete the program.

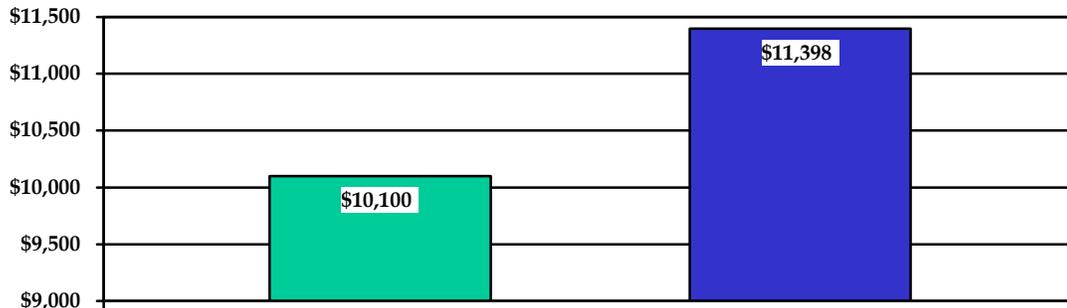
### ADULT PROGRAM PERFORMANCE PY 2006

■ Negotiated Levels ■ Achieved Levels



1. Entry into unsubsidized employment
2. Employment retention rate after six months
3. Credential attainment rate

### Six Months Average Earnings



## MONTANA'S WIA DISLOCATED WORKER PROGRAM

### Achieving Re-employment for Montanans

In Program Year 2006, 605 dislocated workers received formula funded Dislocated Worker program and Rapid Response services. In addition, certain groups of dislocated workers received services through National Emergency Grants (NEGs) funded with discretionary Dislocated Worker funds. Participants in these programs received services such as remedial training, classroom training, skill upgrade and retraining, workplace training, relocation assistance to a new job, assistance in buying tools and equipment needed for training or a job, and various other supportive services needed while a person is advancing their skills or looking for work.

National Emergency Grant (NEG) funds are the Secretary of Labor's discretionary Dislocated Worker funds that are set aside to serve specific populations of dislocated workers. When a State suffers a major dislocation, they can apply for assistance for a specific population and receive a grant to serve those dislocated workers. NEGs are awarded for a two year period.

In PY 2006, Montana operated three continuing NEGs and received funding for one new NEG. The three continuing NEGs were the Talk America/Bresnan, Northwest Montana Timber and Montana Tunnels Mine NEG. The new NEG is for Stimson Lumber.

The Talk America/Bresnan grant was awarded to serve the workers dislocated from Talk America in Butte, MT and from Bresnan Telecommunications located across the State. This project ended in December 2006.

The Northwest Montana Timber grant was awarded in response to the closure of the Owens and Hurst lumber mill in Eureka, MT. This project served workers dislocated from businesses that closed or had a reduction in force due to the lumber mill closing. This project ended in March 2007.

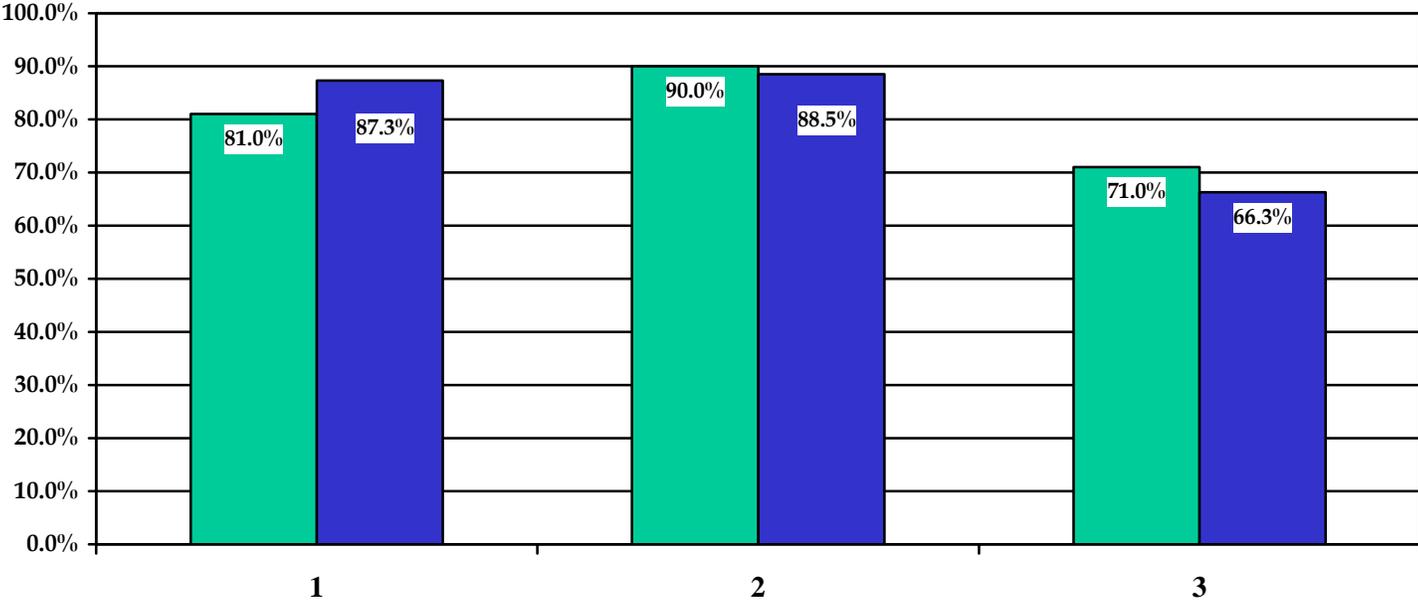
The Montana Tunnels Mine grant was awarded in response to the closure of the Montana Tunnels Mine in Jefferson City, MT. This project serves workers dislocated due to the shutdown of the mine. This NEG was awarded in April 2006 and continues through March 2008.

In late June 2006, the Stimson Lumber grant was awarded in response to the permanent closure of the company's plywood operations in Bonner, MT and major layoff of workers at the company's finger joiner operations in Libby, MT. This is a Dual Enrollment grant that requires all participants be co-enrolled in the Trade Adjustment Assistance (TAA) program. In this case, the TAA funding covers training costs and the NEG funds are designated for "wrap around" supportive service costs. This project continues through June 2008.

As Montana's funding for workforce programs continues to decline, the system relies on the support from these NEG funds to serve major layoffs that occur in the State.

**DISLOCATED WORKER PROGRAM  
PERFORMANCE  
PY 2006**

■ **Negotiated Levels**      
 ■ **Achieved Levels**



1. Entry into unsubsidized employment
2. Employment retention rate after six months
3. Credential attainment rate

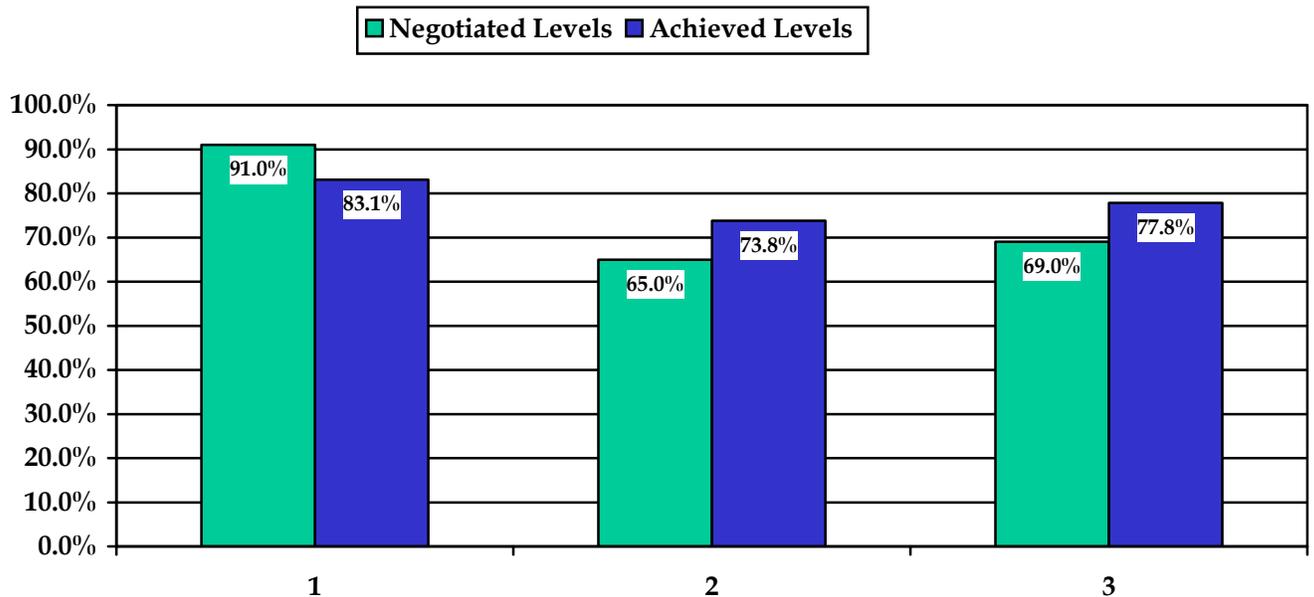
**Six Months Earnings Increase**



## Montana's WIA Youth Program

In PY 2005, 522 younger and older youth were served in the Workforce Investment Act Title IB youth program. There are ten youth service providers in Montana, nine of which are Human Resource Development Councils and Career Training Institute which is a private non-profit agency. In March 2006, following the State's transition to a single statewide planning area, the State Workforce Investment Board appointed a single statewide Youth Council to serve in the place of the former Local Workforce Investment Area Youth Councils.

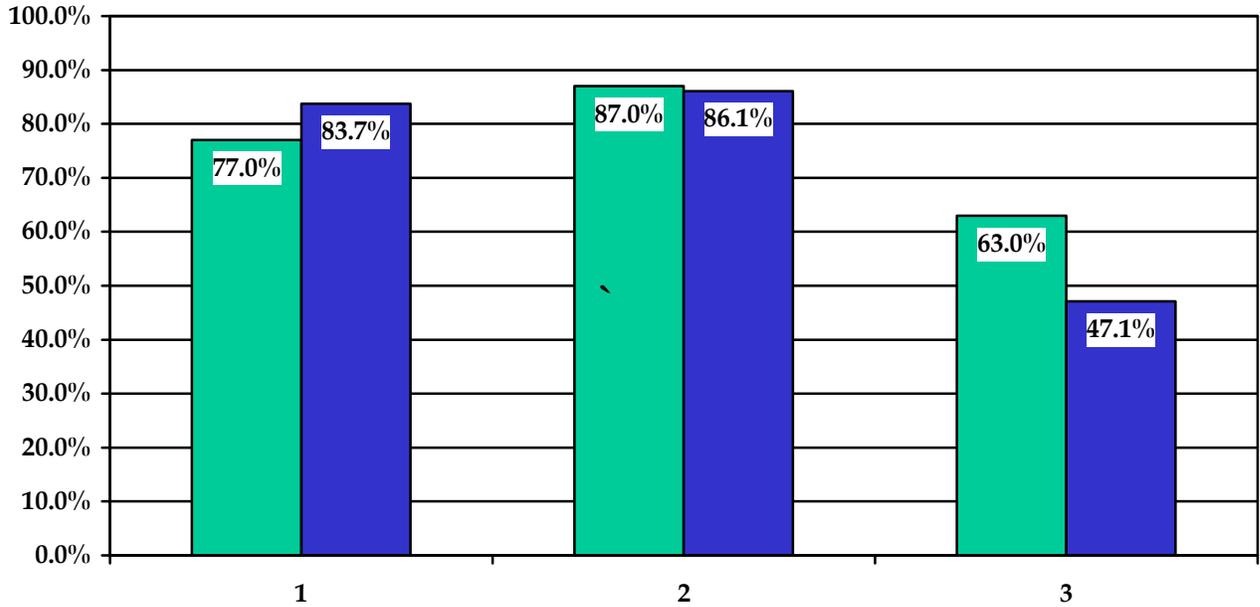
### YOUNGER YOUTH (14-18) PROGRAM PERFORMANCE PY 2006



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, employment, and apprenticeship

**OLDER YOUTH (19-21) PROGRAM  
PERFORMANCE  
PY 2006**

■ Negotiated Levels ■ Achieved Levels



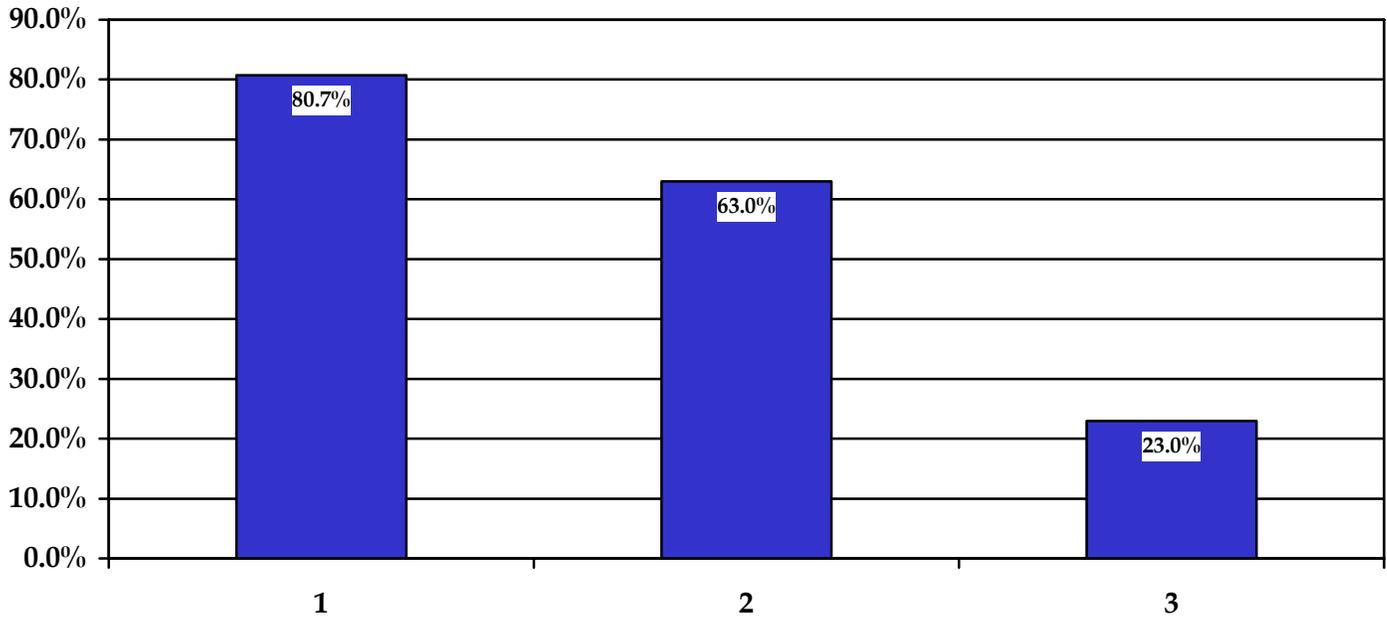
1. Entry into unsubsidized employment
2. Employment retention rate after 6 months
3. Credential attainment rate

**Six Months Earnings Increase**



**YOUTH (14-21) COMMON MEASURES  
PROGRAM PERFORMANCE  
PY 2006**

■ Achieved Levels



1. Placement in Employment or Education
2. Attainment of Degree or Certificate
3. Literacy or Numeracy Gains

NOTE: Data were collected for Youth Common Measures during PY 2006 but there were no negotiated levels during the year.

## FINANCIAL ANALYSIS



Montana completed its seventh year of the Workforce Investment Act with an overall spending rate at 83%. Adult, youth, and dislocated worker services providers are in place, as well as the rapid response delivery system. Participant data collection and analysis has been completely automated. The Governors set-aside for statewide activities helped provide services for incumbent workers. Because of the transition to a single planning state and eliminating the mid-administrative level, the local admin expenditures were quite low.

The average percent of participants exiting the programs and entering employment is 85% and the average 6-month retention rate is 87%. The WIA program has made a significant difference in providing participants with the training and skills needed to enter the workforce at a self-sufficient wage.

<b>WORKFORCE INVESTMENT ACT FINANCIAL STATEMENT</b> <b>PROGRAM YEAR 2006</b> <b>July 1, 2006 through June 30, 2007</b>
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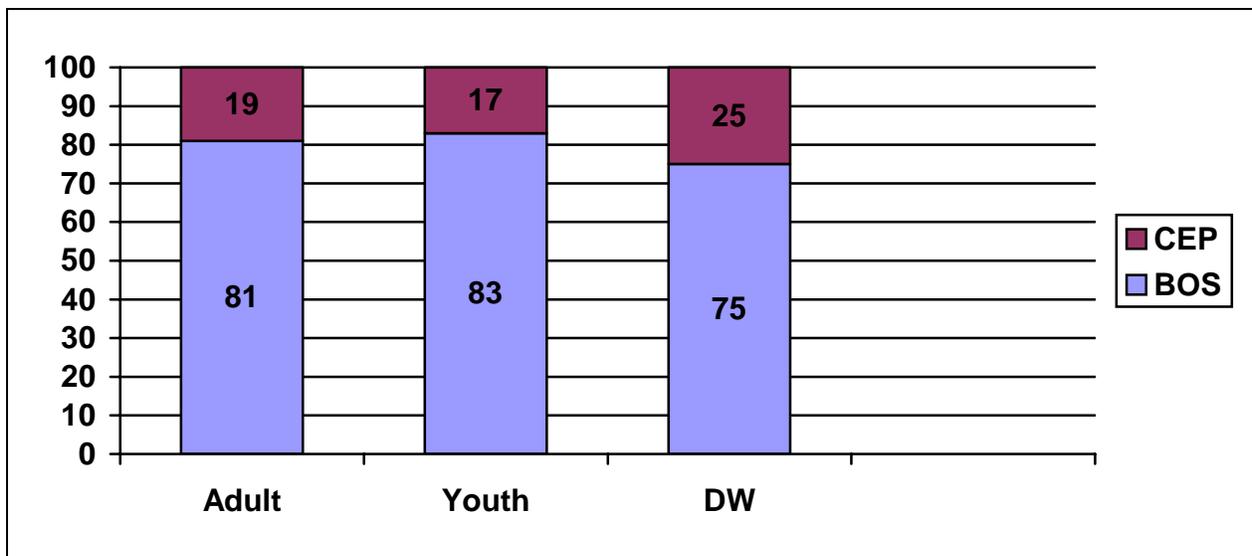
PROGRAM	AVAILABLE	EXPENDED	BALANCE REMAINING	PERCENTAGE EXPENDED
Statewide Activities	\$1,052,173.00	\$ 560,493.00	\$491,680.00	53%
<i>Carry-in</i>	\$ 291,127.00	\$ 291,127.00	\$ -	100%
Rapid Response	\$ 329,931.00	\$ 529,792.00	\$ 139.00	99.97%
<i>Carry-in</i>	\$ 139.00	\$ 139.00	\$ -	100%
Local Admin	\$ 124,612.00	\$ 61,329.00	\$ 63,283.00	49.21%
<i>Carry-in</i>	\$ 558,700.00	\$ 158,700.00	\$400,000.00	28.4%
Local Adult	\$1,991,910.00	\$1,818,725.00	\$173,185.00	91%
<i>Carry-in</i>	\$ 167,370.00	\$ 134,258.00	\$ 3,412.00	80%
Local Youth	\$2,075,022.00	\$1,870,616.00	\$204,406.00	90%
<i>Carry-in</i>	\$ 368,950.00	\$ 340,856.00	\$ 28,094.00	92%
Local DW	\$1,240,834.00	\$1,007,222.00	\$233,612.00	81%
<i>Carry-in</i>	\$ 184,699.00	\$ 183,501.00	\$ 1,198.00	99.35%
Total All Funds	\$7,014,482.00	\$5,848,177.00	\$1,166,305.00	83.4%
	\$1,570,984.00	\$1,108,581.00	\$ 462,403.00	71%

As Montana completes its seventh year of WIA services, the state is in a better position to analyze and compare data from previous years and use this data to develop more effective and efficient program elements and service delivery systems. In Program Year 2006, 2,370 adults, youth and dislocated workers received intensive and training services under the Workforce Investment Act. Among the intensive and training services provided to participants were Work Experience and On-the-Job Training, short term prevocational training and occupational skills training. Services were provided with an overall investment of local and state resources totaling more than \$8,600,000. Some of these resources were invested in support systems, such as state administration. Some were invested in other statewide activities such as those described in the narrative section of this report. Rapid response services were also provided to many dislocated workers who were not listed as receiving intensive or training services. The number of adults and dislocated workers that registered for services and the average cost per participant were:

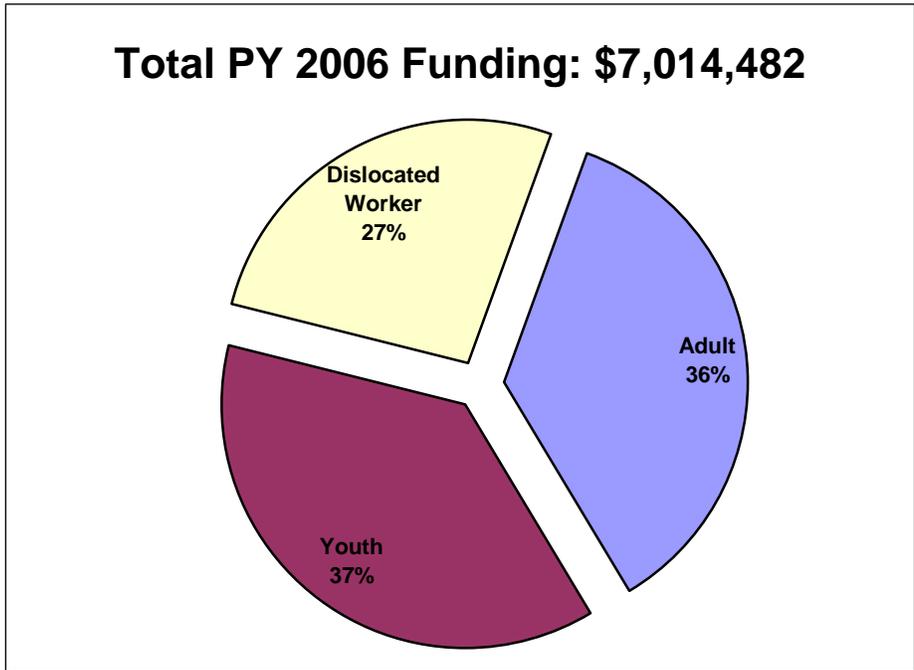
	Participants	Cost Per Participant
Adults	639	\$2,907
Dislocated Workers	445	\$2,788

522 Youth (both older and younger) were served in PY 2006 with an average cost per participant of \$3,671.

WIA funds were allocated per the funding formula as outlined in the State's Five Year Strategic Plan. In PY 2006 the formula funds were directed to the BOS and CEP as follows:



	Adult		Dislocated Worker		Youth	
BOS	81%	\$ 1,505,087	75%	\$ 930,626	83%	\$ 1,590,669
CEP	19%	\$ 353,045	25%	\$ 310,209	17%	\$ 325,799



**Governor’s Charge: Serve the Last and the Least**

In January 2006, the Montana Department of Labor and Industry assumed all administrative functions formerly conducted by Montana’s two local workforce investment boards thereby removing the mid-level of administration resulting in an a reduction in the percentage of program dollars being kept for local administration. Instead of the 10% of program dollars traditionally kept for local administration, only 2% is being kept for administrative purposes with the remaining 8% going back into the system (equating to an \$800,000 - \$900,000 yearly program savings depending on total funding received).

## EVALUATION OF WORKFORCE INVESTMENT ACTIVITIES STRATEGIES FOR CONTINUOUS IMPROVEMENT

Program Year 2006 continued to mark the strengthening of partnerships within Montana's workforce system and the continuous improvement journey that began several years ago. The mission of the workforce system is to develop a collaborative, integrated, customer driven, customer friendly, workforce investment system that is responsible to all customers, continually improves the services provided, and which meets the needs of Montana's workers and business by providing workers with skills needed by business and businesses with the skilled workers they require.

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

- ◇ Annual monitoring of WIA Title IB adult, youth and dislocated worker service providers by the State WIA oversight agency. Monitoring includes a comprehensive review of local fiscal and management information systems, provider agreements and the eligible training provider application process. Written reports are prepared and submitted to the service providers by the State oversight staff conducting the review. All written reports are available for review by the Governor's State Workforce Investment Board upon request. Traditionally, the results of the reviews and interviews with service provider staff are positive from the viewpoint of oversight staff and service providers.
- ◇ Through Customer Satisfaction surveys of participants and employers as required for WIA performance. The information resulting from the customer satisfaction survey is an important tool in ensuring services meet the needs of customers and is shared, as appropriate, with appropriate administrative and line staff and used to improve WIA service delivery.
- ◇ Through Data Element Validation
  - Data element validation evaluates the accuracy of participant data used to generate annual WIA performance reports. The process compares source documentation in participant files, such as eligibility documentation, to selected information pulled from a sample of exited participant records. Data element validation is critical to ensure that performance results of Montana's WIA program are reasonably accurate. Each state is required by the U.S. Department of Labor (USDOL) to complete this process.
  - Montana staff completed data validation of WIA participant data for PY 2004. Staff visited 47 service providers, including AFL-CIO Project Challenge Work Again offices; Job Service offices; Human Resource Development Councils; and several miscellaneous nonprofit human service agencies. Staff reviewed 665 participant files for the Adult, Dislocated Worker, and Youth programs. Data validation for PY2005 will start in October 2006.
  - Montana's WIA operations are not typical to other states. Management Information System (MIS) and Unemployment Insurance resources are available to state MIS staff on a daily basis, which makes validating many items on the data validation worksheets easy to accomplish.

## ACHIEVING PERFORMANCE And CUSTOMER SATISFACTION

### Achieving Performance

The State of Montana **met and exceeded all but two performance standards. The standards not met were as follows:**

- **Older Youth Employment and Credential Measure:** The negotiated level for the Older Youth Employment and Credential Measure was 63.0%, while statewide performance was 47.1%.
- **Employer Customer Satisfaction Rate:** The standard for the Employer Customer Satisfaction Rate was 90%, while statewide performance was 87.3%.

The Employment and Training Administration (ETA) of the U.S. Department of Labor requires that at least 500 surveys be conducted per year for Participant Customer Satisfaction and Employer Customer Satisfaction. For PY 2006, 117 employers who received services from Montana WIA programs were surveyed. An additional 395 employer surveys were conducted based on Wagner-Peyser (Job Service Workforce Center) services provided to employers, bringing Montana into compliance with ETA's guidance on collecting customer satisfaction information.

If only employer surveys for the WIA program were used to calculate the Employer Customer Satisfaction Rate, Montana's rate would be 99.2%. Including the Wagner-Peyser employer surveys decreased the rate to 87.3%, which is still an extremely healthy customer satisfaction rate. Most comments from employers who received Wagner-Peyser services related to not having a sufficient number of applicants for the jobs they advertised.

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

The State conducts a 100% sample of all exiters that did not fall under exclusions, from WIA Title IB programs for the customer satisfaction survey. In PY2006, there were 782 exiters from the Adult, Dislocated Worker and Youth Programs. There were 608 employer satisfaction surveys completed.

#### Employer Satisfaction Survey Comments:

- The youth program is a great one and CTI was really on top of things
- CTI is a wonderful organization
- Our OJT with Bozeman Job Service went very well-would do it again
- Will take any Certified Nurse Assistant from the Great Falls JSWC anytime. Ken McLean was great
- Billings HRDC works hard to place the right youth in the right position
- Holly at the Flathead JS did a super job for us
- One county sheriff's department says the JS did a wonderful job for them
- The Missoula JS people are good people to work with

- Great Falls business was pleased with their OJT from Project Challenge:Work Again. “ I would do this program again-Carol is a wonderful worker and really wants to work!”
- One Billings business says the HRDC is great “more kids please-we hired this last youth full time”
- Browning agency says the kids provided by Opportunities Inc. were great; great job Curt
- Anaconda business owner says Butte HRC does a great job but we need more kids
- Company very satisfied with the Lake County JSWC job order -hired 12 workers from their listing
- Director of nursing says her dealing with the Bitterroot JSWC was very good, people were so nice and explained everything clearly
- Company in Billings very pleased with the follow-up from the Billings JSWC and they always returned her phone calls
- Western Montana company says the Flathead JSWC did a grand job for us
- An employer in Missoula says “Paula from the Missoula JSWC is exceptional”
- The Livingston JSWC always does a good job for us
- The Great Falls JSWC is “absolutely excellent”
- Company owner was very pleased with the Bitterroot JSWC - wife got help compiling a new employee handbook
- Butte JSWC sends us really good people and helps us with job descriptions for our job orders
- Larry with the Billings JSWC has been awesome to work with on our job orders
- Havre JSWC people are “real good”
- Billings JSWC - “Customer Service is great”
- Butte JSWC-very good-did follow-up
- Missoula JSWC-employer extremely pleased, much better than with private agencies; they have tried in the past-the follow-up has been wonderful
- George Palmer with the Missoula JSWC was super “held my hand through the whole process-we had so many applications we had to stop the ad the first day”
- Bozeman JSWC-“they were right on time with help-in fact they call and remind me to update my listings”
- The Butte JSWC was awesome
- The Glendive JSWC people do a good job, very helpful, go beyond meeting our needs, assist with job announcements and help develop interview questions.
- Overall theme from employers in Montana is that the Job Service Workforce Centers do a wonderful job but that there is just not the qualified workforce available to employers. One employer summed it up by saying “Those who want to work are; and those who aren’t don’t want to work”

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

- Action for Eastern Montana worked really hard with her-disabled youth
- A Billings YWCA participant said “this was one of the neatest programs she had ever found out about”
- A participant with the Billings PC:WA said “things went so well I was afraid something might be wrong but it was great”
- The Miles City JSWC is still calling and checking with me and providing job leads
- A dislocated worker was very pleased with both the Job Service and PC:WA; they were very helpful and supportive in all ways
- A registered nurse says the Anaconda Job Service has a “wonderful program”
- Lewistown PC:WA-“a great program; would not have been able to finish without their help”
- A dislocated worker from eastern Montana said that Lee from the Job service was extremely helpful.
- Lake County certified nurse assistant graduate was very happy with the services she received and also with her job
- The people at the Billings Job Service were always available, always helpful
- An over the road trucker got his commercial driver license and training through the Great Falls Job Service program and their help was great
- A dislocated worker from the Bitterroot JS said, “I appreciate what you guys are doing for people.”
- A Butte HRDC youth said they were great people, phenomenal, “did everything I needed and Linda Lowney was a great friend”
- A Helena Job Service client said “They went above and beyond my expectations. They helped me so much.”
- The Billings YWCA program was most impressive.
- A Dislocated worker from Butte had this to say about the Butte PC:WA program: “ Can’t thank you enough-Angie was great-even talked to my wife-now I can stay in Montana-my wife can keep her job and my 10 year old doesn’t have to leave Montana.”
- A co-enrolled dislocated worker from the Bozeman Job Service and Project Challenge said it was a good experience; that Larry and Becky applied the program splendidly and that Becky was a veteran coordinator and that Larry shoots straight.
- “Everyone was so helpful, from the GED, Welfare, and Linda Valentine at the Missoula HRDC. They went out of their way to help me.”
- “I am a success story, and it all due to my job specialist at the Flathead Job Service Workforce Center. I had help with my resume and learned the best management skills from my job service representative.”
- A Great Falls Dislocated worker said “I wish I was related to Norma, she was wonderful”
- A youth from the Lewistown HRDC said that the “hands on experience he received from his Work Experience was great”
- Registered nurse graduate wishes she had known about the Havre Job Service program sooner.
- The Havre HRDC people were great!

- The Great Falls Opportunities Inc program gave me lots of help. “Thank You.”
- “We would not have our jobs without Career Futures and especially Lynn Clark.”
- The people at the Great Falls Job Service are wonderful people; they didn’t put me down when I went in to see them after my layoff.
- The Career Transition people helped me with “an ass-kickin’ resume “
- “Al Ekblad from the Great Falls PC:WA is a kind, caring, great mentor.”
- An adult participant from the Miles Community College program had this to say: “I highly recommend this program to anyone who needs assistance!”
- “I was laid off my job after 9 years. Trish and Pat and all the people I encountered at the Flathead Job Service went to bat for me. Thanks!”
- “They were awesome” is the comment from an adult participant out of the Glendive Job Service. “I was in a wheel chair and now I am a Licensed Practical Nurse.”
- I went to college and got my degree. It was the best thing that ever happened in my life. I considered this layoff and the opportunities provided to me by the Butte Job Service and Project Challenge as a blessing in disguise.”
- “I got a full ride scholarship”. Curt with Opportunities was so very helpful.
- I am a single parent and Brenda at Lewistown HRDC was awesome.
- “NCLEX was wonderful. Thanks to the people at the Lake County Job Service for helping them be able to take the class; it was invaluable and better than any review book available” said an adult registered nurse graduate.
- “I could not have gotten here without the help of the Dislocated Worker program in Helena.
- “Mary Stahlberg with the Kalispell HRDC went above and beyond anything and everything was done-she had the resources to help and found out what she didn’t know if I needed it. What a wonderful person”.
- “I sure appreciated the help I got. The Job Service helped pay for my last semester for my RN degree”.
- An exiter from the Lewistown area said “I was so excited receiving the help I got; I told others I would not be here today without the help of the Lewistown HRDC. Thank you! Thank you!”
- “Kathleen was great-she was just terrific” was the comment from a dislocated worker in Billings.
- The Bitterroot Job Service was always on top of things.
- “She is an awesome lady” “Kathleen Hanley” A+ A+, If I could give her a hug right now I would.”
- “ I think it is a fantastic program-Larry Cloniger does a superb job.”
- “Becky with Project Challenge did the best for me; I was a difficult student.”
- “Will with the Missoula Job Service was very good and very clear about the guidelines.”
- “The people at CTI were wonderful, always calling and checking on me. I appreciate all they did for me.”
- A single father with two boys said that Holly did a super job and he appreciated all her help. The support was super and the opportunity was one I never would have been able to complete without their help.
- An adult participant from the Glasgow area said that they helped him whenever he needed it and he appreciated their help.

- “It was a pleasure getting to know Kim Blunt from the Miles City Job Service. I am a definite success story.”
- “Trish Hart is an awesome counselor. I admire and respect her for all she has done for me.”

Customer satisfaction comments are most often received through the survey conducted after the participant has exited to employment. Sometimes however success stories are provided by case managers or participants express their satisfaction in the form of letters to service providers. The following are two such examples.

12/21/06

Dear Ms. Krantz,

*My name is John Suchy and I was one of the Owens & Hurst employees that were laid off about a year and a half ago. I approached the prospect of retraining with some apprehension given my age and lack of higher education. I was especially concerned about dealing with the government and the related funding issues. I knew that college would be hard enough without having to deal with the government and all the paperwork that goes along with it.*

*I would like to take this opportunity to say that it has been a real pleasure to deal with the Programs staff at the Kalispell Job Service. I mostly dealt with Laura, who I'm sure is glad I finally graduated, but also Trish and Mia to some degree, and most all of the staff on occasion. The course I chose had many challenges along the way requiring a lot of diligence on the part of your staff. I never once heard a complaint from them and there were many occasions dealing with the college that were very frustrating for all of us. They handled all of this in stride and very professionally. I always felt that my successful retraining was their ultimate goal. They made the paperwork as simple as possible and explained everything in great detail if necessary. I guess I'm trying to say that your staff bent over backwards to make my retraining a positive hassle free experience. I have also talked with a number of my former coworkers and have heard many of the same stories. I don't know if you have received any other letters or not regarding this issue but I didn't want to let this opportunity pass without stating my appreciation.*

*I know as a supervisor you get to handle many complaints, some are warranted and many are not. I also know how nice it is to get some positive feedback. As a supervisor at my former job I always liked to think that if you have a good crew it is at least a partial reflection of their supervision. So while I have never met you, I think you could give yourself a pat on the back as well for having such a good staff.*

*I'm hopeful that mine will be a success story. I finished school in August and just started a full time position as a Project Manager for a maintenance company based in Florida. I am in charge of all building and grounds maintenance and cleaning at the Port of Roosville (border station north of Eureka), and will have a small crew working under me. This is a good paying job at full boiler scale (because I was encouraged by your staff to get a state boiler license). Now that I am working at a government facility I will get to put my paperwork, as well as my maintenance skills to good use.*

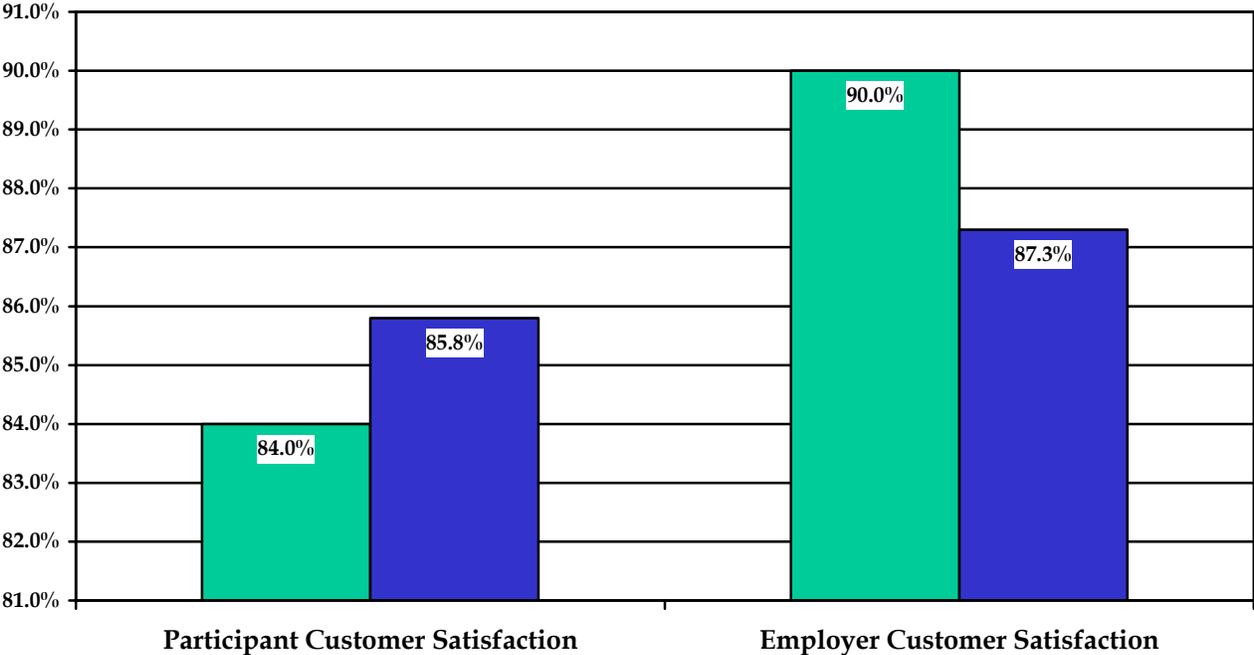
*I would just like to say thank you again to all of the people who have made this possible for me and hope you will pass this along to them.*

John Suchy

Youth Success Story: Linda (not her real name) is a 20 year old recovering Meth addict with a 17 month old son. She is currently raising the child on her own with some help from her mother. She came to HRDC seeking assistance in securing employment. Because of her felony drug charges she was finding it impossible to get a job. We helped her get a job with the Gallatin Valley Food Bank through WIA Work Experience. She is also working for Bozeman Adult Basic Literacy Education while simultaneously getting her GED. Linda seems to be the ideal candidate for our program. She realizes the mistakes that she has made and she's taken steps to insure that they don't happen again. She is extremely motivated to change her position in life and just needs some assistance to get things back on track.

**CUSTOMER SATISFACTION  
PY 2006**

■ Negotiated Levels ■ Achieved Levels



## PROGRAM PERFORMANCE DATA

**Performance Levels  
July 1, 2006 through June 30, 2007**

<b>PERFORMANCE MEASURES</b>	<i>PERFORMANCE GOALS</i>
	<b>PY 2006 (07/01/06 6/30/07)</b>
<b>Adult Program - Core Indicators of Performance</b>	
1. Entered Employment Rate	82.0%
2. Employment Retention Rate	85.0%
3. Six Months Average Earnings	\$10,100
4. Employment and Credential Rate	71.0%
<b>Dislocated Worker Program - Core Indicators of Performance</b>	
1. Entered Employment Rate	81.0%
2. Employment Retention Rate	90.0%
3. Six Months Average Earnings	\$13,900
4. Employment and Credential Rate	71.0%
<b>Older Youth (Ages 19-21) Program - Core Indicators of Performance</b>	
1. Entered Employment Rate	77.0%
2. Employment Retention Rate	87.0%
3. Six Months Earnings Change	\$3,500
4. Credential Rate	63.0%
<b>Younger Youth (Ages 14-18) Program - Core Indicators of Performance</b>	
1. Skills/Goals Attainment Rate	91.0%
2. Diploma/Equivalent Attainment Rate	65.0%
3. Retention Rate	69.0%
<b>Customer Satisfaction - Core Indicators of Performance</b>	
1. Participants	84.0%
2. Employers	90.0%

**WIA Title IB Annual Report Form (ETA 9091)**  
 Report Period: 07/01/2006 to 06/30/2007

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	84.0	85.8	608	757	757	80.3
Employers	90.0	87.3	502	512	512	98.0

Date Ranges Used In Calculating Report Items

Total Participants:	07/01/2006 - 06/30/2007
Exiters, Younger Youth Diploma or Equivalent Rate, And Younger Youth Skill Attainment Rate:	04/01/2006 - 03/31/2007
Participant Customer Satisfaction and Employer Customer Satisfaction:	01/01/2006 - 12/31/2006
Entered Employment Rate, Credential & Employment Rate, And Credential Rate (Older Youth):	10/01/2005 - 09/30/2006
Six Months Employment Retention Rate, Younger Youth Retention, And Six Months Earnings Change:	04/01/2005 - 03/31/2006

**WIA Title IB Annual Report Form (ETA 9091)**  
Report Period: 07/01/2006 to 06/30/2007

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	82.0	85.6	149	174
Employment Retention Rate	85.0	88.5	247	279
Six Months Average Earnings	\$10,100	11398	\$2,781,123	244
Employment and Credential Rate	71.0	79.5	198	249

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

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individuals With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	86.5	<u>32</u> 37	75.0	<u>12</u> 16	70.6	<u>12</u> 17	80.0	<u>8</u> 10
Employment Retention Rate	87.2	<u>41</u> 47	80.0	<u>16</u> 20	82.6	<u>19</u> 23	88.9	<u>16</u> 18
Six Months Average Earnings	\$7,684	<u>\$315,039</u> 41	\$13,265	<u>\$198,968</u> 15	\$10,651	<u>\$202,366</u> 19	\$10,210	<u>\$163,366</u> 16
Employment & Credential Rate	78.4	<u>29</u> 37	61.5	<u>8</u> 13	77.8	<u>14</u> 18	86.7	<u>13</u> 15

**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	87.7	<u>121</u> 138	75.8	<u>25</u> 33
Employment Retention Rate	88.3	<u>211</u> 239	88.9	<u>32</u> 36
Six Months Average Earnings	\$11,931	<u>\$2,493,496</u> 209	\$7,914	<u>\$245,339</u> 31

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

Report Period: 07/01/2006 to 06/30/2007

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	81.0	87.3	220	252
Employment Retention Rate	90.0	88.5	338	382
Six Months Average Earnings	\$13,900	\$13,582	\$4,522,696	333
Employment and Credential Rate	71.0	66.3	167	252

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

Reported Information	Veteran	Num Den	Individuals With Disabilities	Num Den	Older Individuals	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	87.2	<u>34</u> 39	100.0	<u>10</u> 10	86.4	<u>19</u> 22	75.0	<u>3</u> 4
Employment Retention Rate	86.5	<u>45</u> 52	100.0	<u>16</u> 16	82.1	<u>23</u> 28	100.0	<u>5</u> 5
Six Months Average Earnings	\$15,331	<u>\$674,576</u> 44	\$13,193	<u>\$211,085</u> 16	\$15,543	<u>\$341,955</u> 22	\$5,851	<u>\$29,256</u> 5
Employment & Credential Rate	61.8	<u>21</u> 34	50.0	<u>4</u> 8	55.0	<u>11</u> 20	~~~~~	<u>~</u> <u>~</u>

**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	88.3	<u>166</u> 188	83.1	<u>49</u> 59
Employment Retention Rate	89.9	<u>267</u> 297	82.2	<u>60</u> 73
Six Months Average Earnings	\$13,607	<u>\$3,592,197</u> 264	\$14,101	<u>\$817,829</u> 58

~~~~~ - Data has been suppressed. An aggregate of at least three participants is required to disclose this information.

**WIA Title IB Annual Report Form (ETA 9091)**  
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**Table H.1 - Youth (14-21) Results At-A-Glance**

| Performance Items                    | Negotiated Performance | Actual Performance | Numerator | Denominator |
|--------------------------------------|------------------------|--------------------|-----------|-------------|
| Placement in Employment or Education | 0.0                    | 80.7               | 117       | 145         |
| Attain Degree or Certificate         | 0.0                    | 61.8               | 68        | 110         |
| Literacy or Numeracy Gains           | 0                      | 30.8               | 4         | 13          |

**Table H.2 - Older Youth (19-21) Results At-A-Glance**

| Performance Items              | Negotiated Performance | Actual Performance | Numerator | Denominator |
|--------------------------------|------------------------|--------------------|-----------|-------------|
| Entered Employment Rate        | 77.0                   | 83.7               | 36        | 43          |
| Employment Retention Rate      | 87.0                   | 86.1               | 31        | 36          |
| Six Months Earnings Increase   | \$3,500                | \$5,128            | \$169,213 | 33          |
| Employment and Credential Rate | 63.0                   | 47.1               | 24        | 51          |

**Table I - Outcomes for Older Youth Special Populations**

| Reported Information         | Public Assistance | Num Den              | Veteran | Num Den       | Individuals With Disabilities | Num Den       | Out of School Youth | Num Den               |
|------------------------------|-------------------|----------------------|---------|---------------|-------------------------------|---------------|---------------------|-----------------------|
| Entered Employment Rate      | 57.1              | $\frac{4}{7}$        | 0       | $\frac{0}{0}$ | 100.0                         | $\frac{7}{7}$ | 85.7                | $\frac{30}{35}$       |
| Employment Retention Rate    | 83.3              | $\frac{5}{6}$        | 0       | $\frac{0}{0}$ | ~~~~~                         | ~~~~~         | 83.3                | $\frac{15}{18}$       |
| Six Months Earnings Increase | \$2,014           | $\frac{\$12,083}{6}$ | 0       | $\frac{0}{0}$ | ~~~~~                         | ~~~~~         | \$3,864             | $\frac{\$65,690}{17}$ |
| Employment & Credential Rate | 30.0              | $\frac{3}{10}$       | 0       | $\frac{0}{0}$ | 42.9                          | $\frac{3}{7}$ | 48.8                | $\frac{20}{41}$       |

**Table J - Younger Youth Results At-A-Glance**

| Performance Items                     | Negotiated Performance | Actual Performance | Numerator | Denominator |
|---------------------------------------|------------------------|--------------------|-----------|-------------|
| Skill Attainment Rate                 | 91.0                   | 83.0               | 323       | 389         |
| Diploma or Equivalent Attainment Rate | 65.0                   | 73.8               | 62        | 84          |
| Retention Rate                        | 69.0                   | 77.8               | 112       | 144         |

**Table K - Outcomes for Younger Youth Special Populations**

| Reported Information       | Public Assistance | Num Den         | Individuals With Disabilities | Num Den         | Out-of-School Youth | Num Den         |
|----------------------------|-------------------|-----------------|-------------------------------|-----------------|---------------------|-----------------|
| Skill Attainment Rate      | 74.1              | $\frac{43}{58}$ | 80.0                          | $\frac{48}{60}$ | 79.5                | $\frac{66}{83}$ |
| Diploma or Equivalent Rate | 57.1              | $\frac{8}{14}$  | 54.5                          | $\frac{6}{11}$  | 41.7                | $\frac{10}{24}$ |
| Retention Rate             | 70.6              | $\frac{12}{17}$ | 60.0                          | $\frac{15}{25}$ | 71.9                | $\frac{23}{32}$ |

~~~~~ - Data has been suppressed. An aggregate of at least three participants is required to disclose this information.

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**Table L - Other Reported Information**

| Program            | 12 Month Employment Retention Rate |                   | 12 Month Earnings Change (Adults and Older Youth) Or 12 Month Earnings Replacement (Dislocated Workers) |                                   | Placements For Participants in Non-Traditional Employment |                 | Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment |                           | Entry Into Unsubsidized Employment Related to Training |                  |
|--------------------|------------------------------------|-------------------|---|-----------------------------------|---|-----------------|--|---------------------------|--|------------------|
|                    |                                    |                   |   |                                   |   |                 |  |                           |  |                  |
| Adults             | 89.7                               | <u>208</u><br>232 | \$6,329   | <u>\$1,430,408</u><br>226         | 6.0   | <u>9</u><br>149 | \$5,357  | <u>\$771,354</u><br>144   | 71.1   | <u>86</u><br>121 |
| Dislocated Workers | 92.3                               | <u>299</u><br>324 | 108.1   | <u>\$4,049,100</u><br>\$3,745,747 | 3.2   | <u>7</u><br>220 | \$7,590  | <u>\$1,631,808</u><br>215 | 57.6   | <u>98</u><br>170 |
| Older Youth        | 85.7                               | <u>24</u><br>28   | \$5,595   | <u>\$139,879</u><br>25            | 0.0   | <u>0</u><br>36  | \$2,678  | <u>\$91,052</u><br>34     | 0.0  | <u>0</u><br>0    |

**Table M - Participation Levels**

| Program                          | Total Participants Served | Total Exiters |
|----------------------------------|---------------------------|---------------|
| Total Adult Customers            | 1131                      | 587           |
| Total Adults (Self-Service Only) | 0                         | 0             |
| WIA Adults                       | 631                       | 312           |
| WIA Dislocated Workers           | 529                       | 285           |
| Total Youth (14-21)              | 514                       | 185           |
| Younger Youth (14-18)            | 417                       | 132           |
| Older Youth (19-21)              | 97                        | 53            |
| Out-of-School Youth              | 187                       | 92            |
| In-School Youth                  | 327                       | 93            |

**Table N - Cost of Program Activities**

| Program Activity  | Total Federal Spending |
|---|------------------------|
| Local Adults  | \$2,102,683            |
| Local Dislocated Workers                                  | \$1,109,722            |
| Local Youth   | \$2,211,472            |
| Rapid Response (Up to 25%) 134 (a) (2) (A)                | \$529,931              |
| Statewide Required Activities (Up to 15%) 134 (a) (2) (B) | \$754,113              |

| Statewide Allowable Activities 134 (a) (3) | Program Activity Description                         |                    |
|--|--|--------------------|
|  | Technical Assistance for Local Providers             | \$97,506           |
|  |  |                    |
|  |  |                    |
|  |  |                    |
|  | (Please refer to Narrative Section for descriptions) |                    |
|  |  |                    |
|  |  |                    |
|  | <b>Total of All Federal Spending Listed Above</b>    | <b>\$6,805,427</b> |

