

A Message from the Governor of the State of Montana



At the close of the 2003 program year for Workforce Investment Act programs, I can honestly say how impressed I am with the quality of Montana’s system, and the commitment of everyone involved to continuously improve into the future.

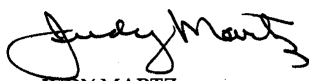
Quality is sometimes an ambiguous term, but most of us know quality when we see it. I see quality when I look at the community partnerships that drive this workforce system. I hear about the quality of the system when constituents write me to share their positive experiences. While Montana’s system, like many other states, continues to wrestle with the best provision of service and shrinking funds to provide those services, I’m simply awed by the innovative ideas put into practice through a large network of caring professionals all across Montana.

From the flagship business services center in the Flathead, to the blooming partnership between financial institutions and fast food restaurants designed to promote skilled workers from entry-level positions in Miles City, to the fantastic accomplishments of Montana’s Workforce Investment Act provider network, Montana has much to appreciate about our workforce system.

As you read this report and note the many achievements over the past year, keep in mind these words from Ralph Waldo Emerson as we move toward the future: “What lies behind us and what lies before us are small matter compared to what lies within us.” What lies within Montana’s system is tremendous human resources committed to working together to help job seekers and businesses achieve success.

I look forward to working with this system to ensure that Montana is the best place to do business.

Sincerely,


 JUDY MARTZ
 Governor

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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 five key principles— that our workforce investment system be:

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

Montana's State Workforce Investment and the two Local Workforce Investment Boards continue to work 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 encompassed at least one JobLINC Center (Montana's name for One-stop Centers) in each local workforce area supplemented with a network of associated providers. There are now four certified JobLINC one-stop centers in Montana. Three in the Balance of State Workforce Area and one in the Concentrated Employment Program Area. 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 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 904,433 people spread over 147,138 square miles. It is the fourth largest state in land area and 44th in population. Approximately 34% of the population lives in urban areas.

Montana continues to experience positive growth in population as indicated by an increase of about 4,100 people from July 2001 to July 2002, or 0.4 percent. The modest population increase consisted of about 2,400 more births than deaths, plus approximately 1,700 more people moved to the state than left it.

More people are living in Montana, more jobs are available, and those people working are earning more money. This growth, however, is not spread evenly across the state, and per capita income continues to rank near the bottom of states at 45th.

Statewide, 2001 to 2002

Payroll (wage and salary) employment covered by unemployment insurance increased 1.1 percent or 4,000 jobs, 2001 compared with 2002. The previous year (2001), growth was 1.3 percent (5,000 jobs), so the Montana job growth definitely slowed somewhat in 2002. Even though the U.S. Gross Domestic Product increased in 2002, U.S. payroll jobs declined by 1 percent. At the same time, the unemployment rate remained at 4.6 percent of the workforce in 2002, the same as in 2001. The 2001 and 2002 unemployment rates were the lowest

Montana's Labor Situation: As Diverse as the Geography

since 1970 when it was 4.3 percent. The rate of unemployment has basically declined in Montana and the U.S. since 1983.

Montana's total personal income increased by 4.0 percent in 2002 as compared with 4.9 percent for 2001 over 2000. Average income per person (per capita personal income) also increased for 2002, by 3.6 percent, more than the inflation rate of 1.6 percent and the second highest increase of any state. Inflation adjusted per capita income has increased since 1969 and before. The growth in jobs and inflation adjusted per capita income; coupled with stable unemployment, indicate that the economic welfare of Montanans, on the average, improved in 2002. The State's rank among all states for per capita income stayed at 45th however. Montana's average income per person was 81 percent of the national average in 2002.

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. Anaconda-Deer Lodge County in the western third of the state was the exception, declining 9 percent. This county has declined in population since 1960. Nineteen counties (all in the western third and south central portion of the state) experienced more than 10 percent population growth.

For the period 2000 to 2002, 37

counties lost population and 19 showed an increase. Because most of the larger counties were in the increase category Montana overall had a population increase. Basically, only counties in a portion of south central and western Montana increased in population. Not all counties in the west grew in population, however. These declining counties were mostly in the Southwest (Silver Bow, Deer Lodge, Beaverhead, and Powell Counties) plus Lincoln and Mineral Counties.

Uneven Employment Growth Across the State

Employment growth also was uneven across the state for 2002. For payroll jobs covered by the unemployment insurance program (excludes self-employed, most of production agriculture, work-study jobs in higher education, railroads, the military and elected officials) for the period 2001 to 2002, 35 counties increased in employment and 21 declined. This pattern is similar to the pattern for 2000 to 2001 and other time periods. The 4 largest counties in employment accounted for all the total statewide net increase of about 4,000 payroll jobs. These were: Yellowstone, Flathead, Missoula and Gallatin. Employment increases and decreases in the other 52 counties cancelled each other in total.

For Yellowstone County, payroll jobs increased by approximately

1,400, down from a 2,100 increase for the 2000 to 2001 period. Growth was concentrated in private services (750) with almost half of this in health services. Construction was up 400, and retail trade added 300 jobs. Yellowstone County's 2002 employment growth rate was about 2.2 percent, twice the statewide rate of 1.1 percent.

Payroll jobs in Missoula County went up by about 1,000 and at a rate of 2.1 percent, almost twice the 2002 statewide rate. Jobs increased by 350 in retail trade, and by 200 at the University of Montana and for private services.

Gallatin County, the third largest county in total jobs since 1999, increased by about 900 payroll jobs in 2002, as compared with 700 in 2001 and 1,900 for 2000. Gallatin County's 2002 employment increase was concentrated in retail trade (400) and construction (300).

Flathead County, the fourth largest county in total jobs since 2000, had a payroll job increase of about 600 for 2002. This compares with roughly 1,100 jobs for 2001 and 1,800 for 2000. The 2002 increases were concentrated in private services (400); half of this increase was in health services.

Rosebud County led the group of 21 declining counties with a decline in payroll jobs of 140 jobs (3.2 percent). The decline occurred in the utilities industry. Cascade county (fifth largest in total jobs) lost approximately 110 civilian payroll jobs, 105 in the construction industry.

Lewis and Clark County (sixth largest) shed roughly 80 payroll jobs, as a result of the well-publicized closure of the Asarco smelter and a decrease in state government jobs. Chouteau County had a decline of about 60 covered payroll jobs, mostly in local government along with the publicized nursing home closure in Big Sandy. Sweet Grass County also declined by roughly 60 jobs related to the publicized construction of a palladium/platinum mine. Sixteen other counties declined by less than 50 jobs in 2002.

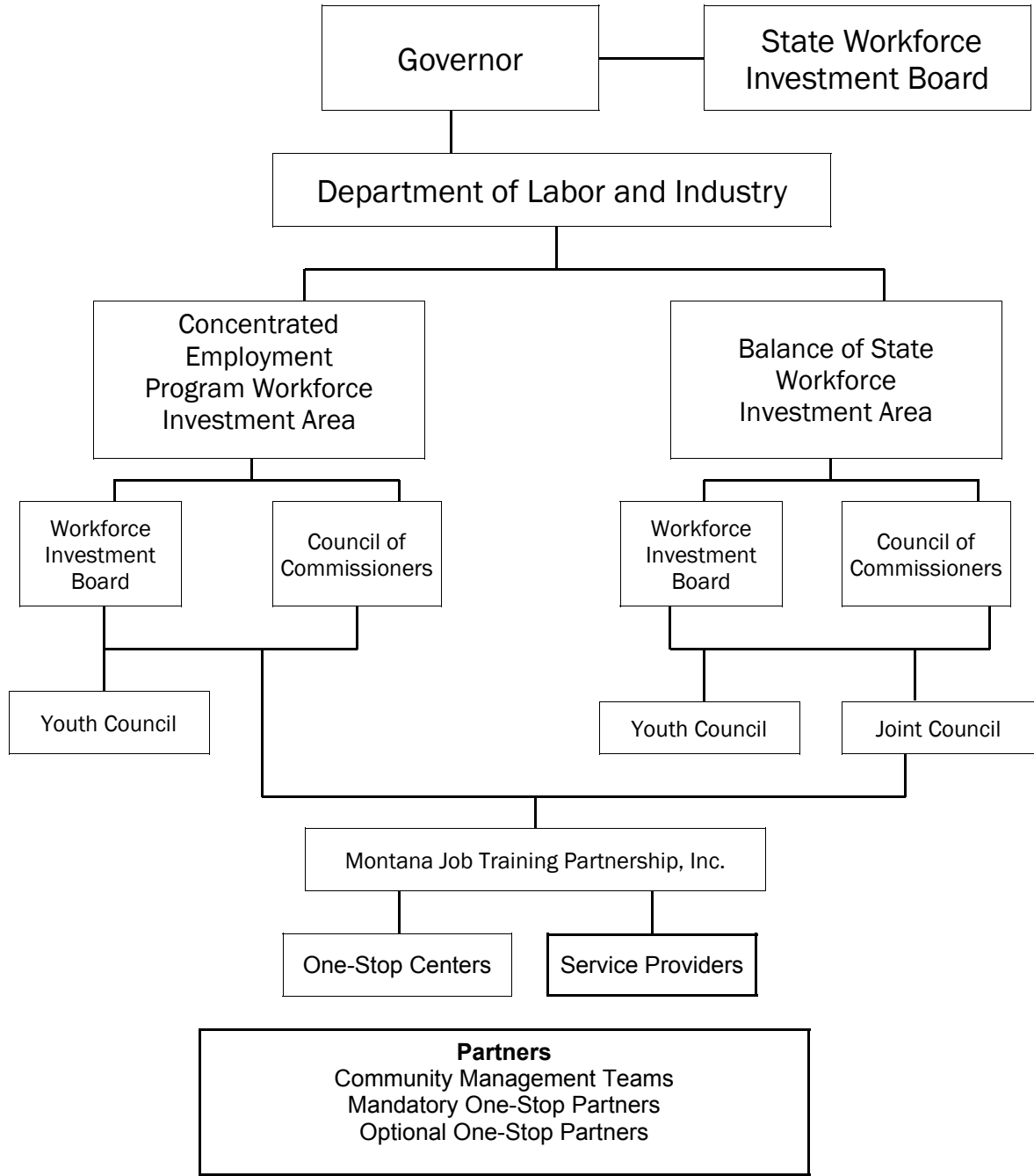
Geographic Uneven Incidence of Unemployment

The incidence of unemployment is also distributed unevenly across Montana. For 2002, 8 counties had a relatively high unemployment rate of above 7 percent, with Big Horn County still the highest at about 15 percent. This compares with 9 counties in 2001, 11 counties in 2000 and 13 counties in 1999 that had unemployment rates above 7 percent. Granite County dropped to just below 7 percent in 2002 (6.9 percent). Twenty-four counties, nearly half of all Montana counties, had low rates below 4 percent (the very low national average rate for 2000), with Carter County being the lowest at 2.4 percent. Carter County also had the lowest unemployment rate for 1999, 2000 and 2001. Of the 8 high unemployment counties, 5 were counties with Indian reservations, where historically employment opportu-

nities have been limited. Two of the other 3 counties were in western Montana (Lincoln and Mineral). 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 may be counted as unemployed for the months they are not working due to spring breakup, the off-season for tourism, winter weather and other factors. Lincoln County had the highest unemployment of the western counties in 2002. Unemployment in this county is expected to be even higher because of the closing of the Stimson plywood plant in Libby .

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

Montana Workforce Investment System



Leadership for a Continually Improving Workforce Investment System

State Workforce Investment Board Accountability Regulatory Economic and Business Retention

The State Workforce Investment Board continued its work toward meeting Governor's Martz's charge of 2001 of providing the insight and guidance needed to develop sound public policy on workforce issues in relation to Montana's economic development goals.

In keeping with the Governor's charge the SWIB established the Executive, Regulatory, Accountability and Economic Development and Business Retention Committees. Each committee was assigned a specific responsibility that would help the workforce system work toward meeting the Governor's goals and charge.

Executive Committee

The Executive Committee is made of the State Workforce Investment Board Chair, and chairs from each of the committees.

Economic Development & Business Retention

The **Economic Development & Business Retention Committee** was established to: 1) coordinate the work of the board with the state's economic development strategy; and 2) ensure that the strategy is communicated to the local boards and used in the evaluation of quality of local plans. This committee will 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.

Regulatory Committee

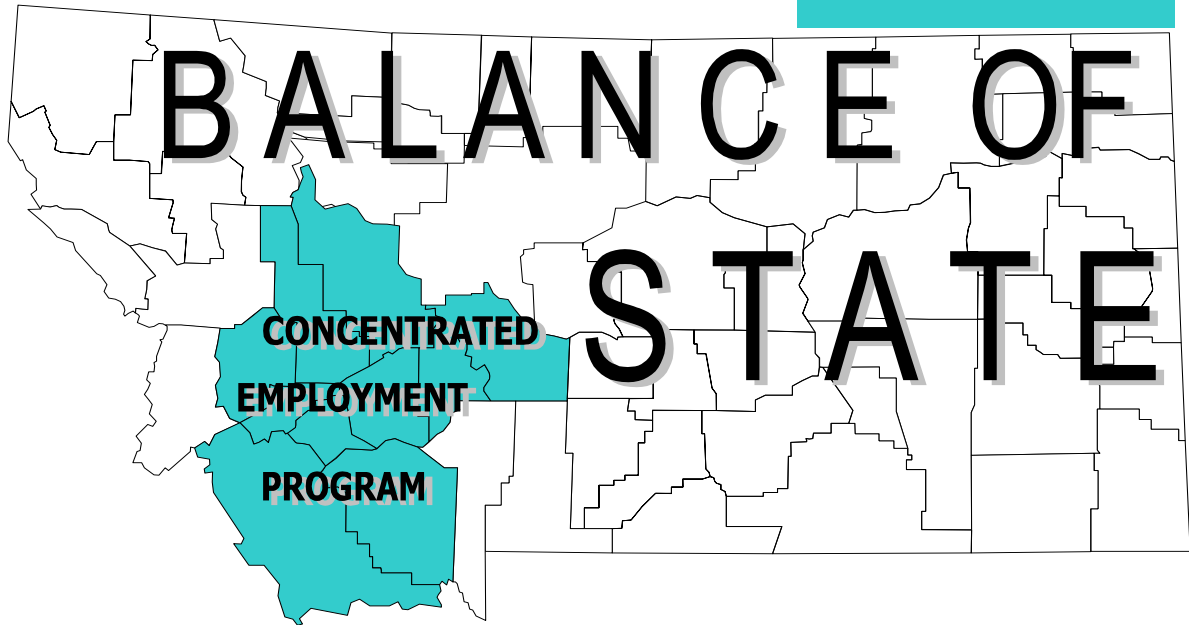
The Regulatory Committee's responsibility is to oversee and coordinate the implementation of the Governor's and the Board's strategic workforce development plans through the actions and operational directives of the state's executive

agencies. This Committee also has the responsibility to: 1) ensure compliance with applicable laws and regulations governing workforce development programs; 2) bring policy issues and recommendations to the Governor and the Board; 3) strengthen connections among the State's departments in meeting workforce development needs, including better coordination among K-12, post-secondary education, and workforce development services.

Accountability Committee

The Accountability Committee is charged with developing meaningful accountability measures for Montana's workforce development investments. Measures will be used to evaluate the quality of training programs, local boards, local workforce planning efforts, and the services offered through the JobLINC Centers in the state.

MONTANA'S LOCAL WORKFORCE INVESTMENT BOARDS



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.

Balance of State (BOS)

There were 28 members on the BOS Local Workforce Investment Board that together with the eleven-member BOS Council of Commissioners, make up the BOS Joint Council. All members of the BOS Joint Council serve on one of three standing committees:

Revenue Development

This Committee is responsible for overseeing financial systems including recommending funding allocations, tracking program expenditures, reviewing program and administrative budgets as well as overseeing financial audits.

System Development Committee:

This Committee is involved in all aspects of designing, selecting and certifying One Stop Centers; including commenting on the State MOU and the State's Unified Five-Year Strategic Plan; evaluates the effectiveness of coordination and participation of one-stop partners; conducts needs assessments in the area

and determines strategies for meeting the workforce needs; develops and implements the Request for Proposals process; develops and implements the strategic long-term plan for the Joint Council; and develops and reviews the comprehensive Five-Year Local Plan.

This Committee also identifies opportunities for linkages among workforce programs and economic development programs; oversees technical assistance needs for the Committee and has oversight responsibilities for Individual Training Accounts, the Eligible Providers List and outreach activities in the rural areas.

(Continued on page 8)

Customer Satisfaction/Continuous Improvement (CS/CI) Committee: This Committee is responsible for: developing and implementing continuous improvement instruments and benchmark standards; reviewing contract and provider agreements; and monitoring policies and procedures.

Oversight responsibilities include: performance standards; program evaluations; monitoring the participant follow-up system; overseeing policy and procedures for resolving issues of noncompliance; developing incentives; continuous improvement plans; identifying low performers; and overseeing corrective action plans.

Executive Committee: This Committee is composed of the Chairs of the BOS Council of Commissioners, the BOS Local Workforce Investment Board, and the Joint Council as well as the Chairs of each standing committee created by the Joint Council.

Youth Council: The 20 member BOS Youth Council includes individuals representing youth interests, education, Job Corps, juvenile justice, individuals with youth expertise, parents of current and/or former youth program participants and WIA youth.

Concentrated Employment Program (CEP)

The CEP Workforce Investment Board is made up of 28 members. All members of the CEP Local Workforce Investment Board

serve on one of two standing committees:

Planning and Finance Committee: This Committee is responsible for reviewing and commenting on the State's Unified Five-Year Strategic Plan and the development and oversight of the Comprehensive Five-Year Local Plan.

This Committee is also responsible for the coordination and marketing of system design to stakeholders and customers, selecting and certifying one-stop centers and determining allocation of funds to One-Stop systems in the area.

The Committee conducts additional grant seeking activities related to activities in the area; identifies and selects target groups and priority programs; develops the request for proposal (RFP) applications and determines the rating criteria for selection of service providers.

This Committee also recommends funding allocations and incentive and carryover awards to the CEP WIB; and reviews and develops program policies.

Customer Satisfaction/Continuous Improvement Committee (CS/CI): This Committee is responsible for development and implementing continuous improvement instruments and benchmark standards; reviewing contract and provider agreement instruments; and monitoring

policies and procedures and performance standards.

This Committee is also responsible for evaluating the effectiveness of coordination and participation of partners; developing and implementing incentives and continuous improvement plans based on provider performance; evaluating programs; developing and monitoring the participant follow-up system; overseeing policy and procedures for resolving issues of noncompliance; evaluating program expenditure, performance and follow-up reports; developing monitoring and technical assistance plans; and reviewing and developing program policies.

Executive Committee: This Committee is composed of the Chair and Vice-Chair of the Board, the Chair of each standing committee and one other director as appointed by the Chair.

Youth Council: The 19 member CEP Youth Council includes individuals representing youth interests, juvenile justice, individuals with youth expertise, parents of current and/or former youth program participants and WIA youth.



Norma Boetel, Chair of the Balance of State Joint Council: An Example of Leadership and Commitment

Norma Boetel began representing the private sector on the Balance of State (BOS) Joint Council in 1993 and was elected Chair of the Balance of State Joint Council when Montana implemented the Workforce Investment Act in 2000. Norma currently owns an insurance agency in Bozeman but her background has been that of a public school teacher and a college assistant professor. Norma was a member of

the BOS Private Industry Council, the forerunner of the Workforce Investment Board (WIB), and served on the task forces formed to implement the Workforce Investment Act. Norma helped in the creation of the local workforce investment boards. Norma's commitment to workforce issues goes far beyond what a traditional presidency entails.

Prior to serving as the Chair of the BOS Joint Council

Norma chaired the CS/CI committee responsible for assessing the Board's performance.

The Montana Balance of State area encompasses 46 counties. In order to effectively advocate for these important issues, Norma is often on the road delivering presentations, attending meetings and providing local guidance and information to partners. She also attends meetings with the Governor, state-level decision-makers and federal-level administrators to ensure that the voice of business is represented whenever workforce development is on the table.

Norma's ability to forge compromise during difficult meetings, and demand good decision-making under pressure, is one of the reasons the BOS area has three successful certified one stop centers when only one is required under the Act. Norma sets a tone of excellence by constantly assessing the work of the board with an eye toward continuous improvement. Norma's leadership inspires the WIB and the staff at MJTP to meeting her exacting standards, which explains why the BOS area continues to qualify for incentive awards nationally.

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

Local Boards: Setting the Standards for Success



An Update on Soft Skills

In Program Year 2001 the Local Workforce Investment Boards developed the Montana Employer Focus Groups Report on soft skills and provided certification training to individuals across the state to deliver workshop-based soft skills training. As a result, hundreds of individuals have completed workshop-based training and know what Montana employers cite as those soft skills necessary to get hired, succeed and advance in the workplace.

In Program Year 2002 the local Boards continued their commitment to ensuring that all Montana employees and businesses have the competitive edge in soft skills. With the implementation of the workshop-based trainings, the Boards realized that full exposure to soft skills training must

also include an experiential curriculum where trainees could learn to demonstrate their knowledge in an employment or training setting. The learner must not only **know** what soft skills are but must be able to **show** those skills.

To accomplish this, the Boards convened 46 professionals representing business, faith-based organizations, healthcare, service providers, state agencies, private nonprofits, and counselors to develop a long-term experiential curriculum that employers, service providers and educators could use to teach trainees how to demonstrate what they know about soft skills. While the workshop-based curriculum is classroom training to groups, the long-term experiential curriculum can be used one-on-one to teach the demonstration of soft skills. The curriculum developers came up

with a three-phase curriculum that addresses each of the ten soft skill sets identified by Montana employers as necessary for employee and business success. They named the curriculum "Setting the Standards for Success". The curriculum is intended to be easy to implement and adaptable to individual organizations. The level of responsibility gradually shifts from the "trainer" teaching and coaching the accepted skill standard, to the "trainee" independently demonstrating mastery of the skill. Training can be implemented for one of the ten skills or several—based on an individual's need.

In June of 2003, at the annual Workforce Conference, various agencies signed on to pilot the curriculum. Curriculum testers contacted the Boards' staff with feedback regarding the effectiveness of the "Setting the Standards for Success" curriculum. Comments on the curriculum include:

"I am very impressed with all levels of this curriculum. I found the sections easy to complete and follow. The specific standards for success were easily converted to a variety of jobs (one for clerical school administration; one for very experienced transportation safety supervisor)." and "The testing of the S.O.S. has gone great! I have been working on 'Reliable/Good Attendance' and 'Display a Good Work Ethic' sections. The three-phase process works great. Clients have been receptive to this format and using the forms, quiz and evaluation makes the training process easy and smooth."

The Local Boards will roll out the final "Setting the Standards for Success" curriculum in January 2004 in hope that the workshop-based and experiential curriculums will foster continued success for both businesses and employees across the state.

One-Stop Planning Conference

Montana's Third Annual One-Stop Conference was held in June 2003. This year's Conference differed from the previous years in that it was targeted to the certified One-Stop Centers. Montana's certified One-Stop Centers are:

- Rocky Mountain Front Workforce Center – Cut Bank
- South Central Montana JobLINC Center – Billings
- Southwest Montana Workforce Center – Butte
- Northeast Montana Workforce Centers – Wolf Point and Glasgow

Teams from each of the five Certified One-Stop Centers at-

Montana's Workforce System Activities and Successes

tended the half-day workshop, which culminated in each team beginning work on their own marketing plans.

It was an intense and interactive half-day boot camp designed to gather the intelligence needed to be successful in marketing workforce programs and services. The teams also developed strategies to overcome a lack of staff, monies and clear-cut strategies to develop a winning marketing program.

The participants learned how to: develop a systematic, strategic

marketing plan that improves brand awareness and increases customers; effectively measure and track outcomes for marketing tactics, recruit staff to help implement and support marketing plans, positioning marketing efforts for future funding and build strategic private sector alliances.

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Workforce Conference

The annual Workforce Conference was held in June 2003. This year's conference theme focus was not just on WIA but on a variety of workshops in three different tracks in which workforce system partners had expressed an interest.

The three tracks were: Workforce System Development; Business System Development; and Professional Development. Approximately 180 people representing the WIA workforce system attended the Conference. Evaluations showed the Conference was a big hit with a good mix of both nationally and locally known speakers.

One of the highlights of the Conference was the roll-out of the first draft of the soft skills experiential curriculum, entitled, "Setting the Standards of Success". An overview of the curriculum was presented as well as offering individual workshops designed to teach people how to use the curriculum

Montana/Wyoming Careers through Partnerships

The Montana/Wyoming Careers through Partnerships Project is one of 12 disability employment grants funded by the US Department of Labor. The project is administered by Montana Job Training Partnership, Inc. (MJTP). Careers through Partnership's philosophy embraces customer choice and self-determination, and promotes community-based partnerships.

MJTP is collaborating with the Rural Institute for Disabilities, University of Montana and the

Wyoming Institute for Disabilities, University of Wyoming. In Montana, the collaborating agencies include: Bitterroot Job Service Workforce Center and Ravalli Services Corp., in Hamilton; Northeast Montana Job Service Workforce Center (designated One-Stop Center) and Great Northern Development in Glasgow and Wolf Point; Rocky Mountain Front Workforce Center (designated One-Stop Center) in Cut Bank and Opportunities, Inc., in Great Falls; and Southwest Montana Job Service Workforce Center (designated One-Stop Center) and Career Futures in Butte.

Project objectives are to provide capacity building activities for front-line staff provided by the Montana Rural Institute on Disabilities and Wyoming Institute for Disabilities; technical assistance to service providers and individuals with disabilities; direct client services to individuals with disabilities with an emphasis on recruiting minorities with disabilities; and to place 51 percent of participants in unsubsidized employment.

Services to job seekers that are available under this project include: person-centered career planning, situational assessments, paid work experience, job search assistance/job carving, basic education, occupational skills training, entrepreneurial/micro business development, job readiness/career preparation, life skills training, On-the-Job training, job coaching, and supportive services.

During the first year, the Montana/Wyoming Careers through Partnerships exceeded all goals. Workshops were held

at the four sites. Workshop content was based on a needs assessment of the local service providers. Topics covered included: person-centered career planning, customizing services, supporting customer choice, situational assessments, job development, self-employment/entrepreneurship, assistive technology, Social Security Work Incentives, and Ticket to Work.

Eighty-seven individuals were enrolled in the project in Montana and Wyoming. Forty-five percent of participants were minorities. Many of these individuals include Native Americans from the Blackfeet and Fort Peck Reservations. Sixty-three percent of the 40 exited individuals were working or self-employed by June 30, 2003. Their earnings averaged \$11.05 per hour and they worked an average of 32 hours a week. At 90-day follow-up, 89 percent were employed earning an average of \$13.45 per hour and working an average of 33 hours a week.

The project is documenting lessons learned and best practices for the US Department of Labor. What we've learned:

- Most individuals know what they want to do, and customer choice and self-determination are the keys to success.
- Collaborative community-based supported employment practices provide formal and informal supports for working participants.
- Post-employment services are vital to job retention or career advancement.
- Self-employment is a viable option of employment, particularly in rural areas. Not only does self-

(Continued on page 13)

employment allow individuals to work out of their home, but often it provides accommodations such as flexible work schedules and accessible work areas. Self-employment also empowers individuals to establish partnerships that benefit their interests.

- Costs to individual programs are decreased when funds are leveraged from several sources such as Vocational Rehabilitation or Social Security Work Incentives and Plans to Achieve Self Support.

Careers Project Success Debbie

Debbie, a 32-year-old Native American, lives in a small community on the Blackfeet Reservation. With the assistance of the Careers project and the Rocky Mountain Front Workforce Center, she was placed in a work experience position. During her participation she was trained and received certification in First Aid, CPR and as a certified nurses' assistant. The work experience and credentials helped qualify her for a position as an outreach coordinator with the tribal diabetes project. She works full-time and earns \$10.53 per hour.

Don

Don, age 50, lives in northeastern Montana. He was a butcher until a spinal cord injury limited his physical ability to perform the job requirements. The Northeast Montana Job Service Workforce Center accessed funds from the Careers project and collaborated with Vocational Rehabilitation (VR) to help Don start a wild game processing and sausage making business. Preparing finger-types of meat doesn't re-

quire the same lifting abilities as those required in a butcher shop. VR provided Don with counseling, guidance, and sausage presses. Careers project funds were used to help Don purchase a reconditioned electric meat mixer and sausage-stuffing machine. He is now able to process several hundred pounds a day. He has come into the Northeast Montana Job Service Workforce Center twice to thank the partners in the project. The mixer has saved his back from the intense pain he had when he had to hand mix large batches of meat. Don's products include jerky, meat sticks, sausage and burger patties. Don averages about \$18 per hour and works about 20 hours a week. Recently, the state VR program used Don's sausage shop as a work experience site. John, the VR client, has a learning disability and lacks work experience. John is learning packaging, labeling and other chores and gaining work experience.

Sue

Sue, age 42, has a disability that caused her to leave her conventional wage job. Vocational Rehabilitation referred Sue to the Southwest Montana Job Service Workforce Center in Butte. There she was enrolled in the Careers project. Sue needed assistance in purchasing equipment to set up a web-page development business. She had a business plan and the education to succeed in self-employment, but lacked the resources to obtain the needed equipment. By the first meeting with Job Service staff, she had already developed four professional web pages and was pursuing leads to develop six others. Her greatest needs included a new computer with the specifications

unique to this line of work, as well as the professional software needed to create, develop and maintain her new sites. With funding from the Careers Project, Job Service purchased a computer and state of the art software for Sue. Sue now earns \$30 per hour for web page development and works 16 to 20 hours a week.

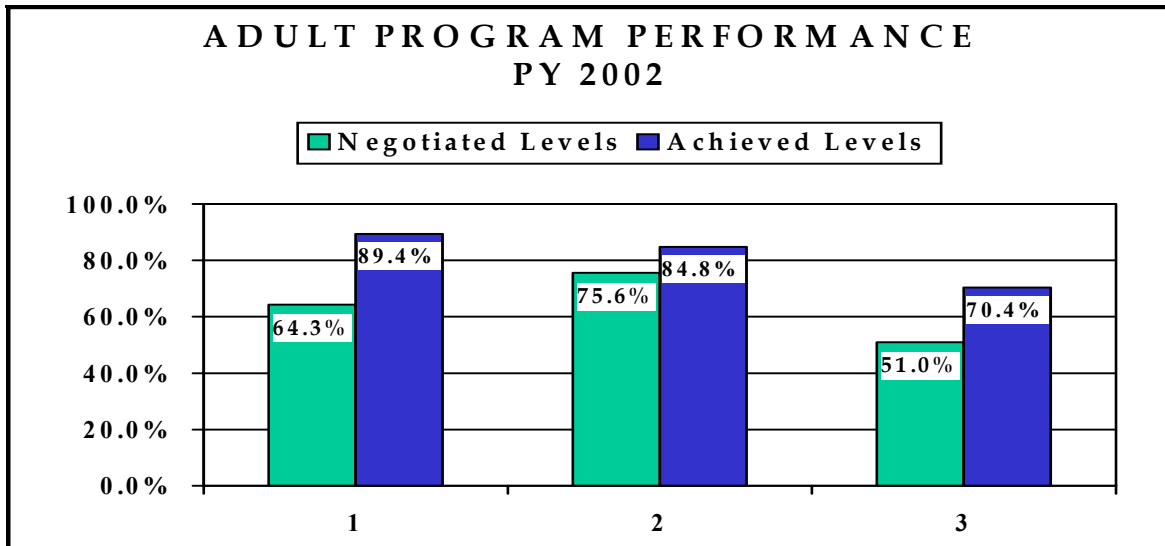
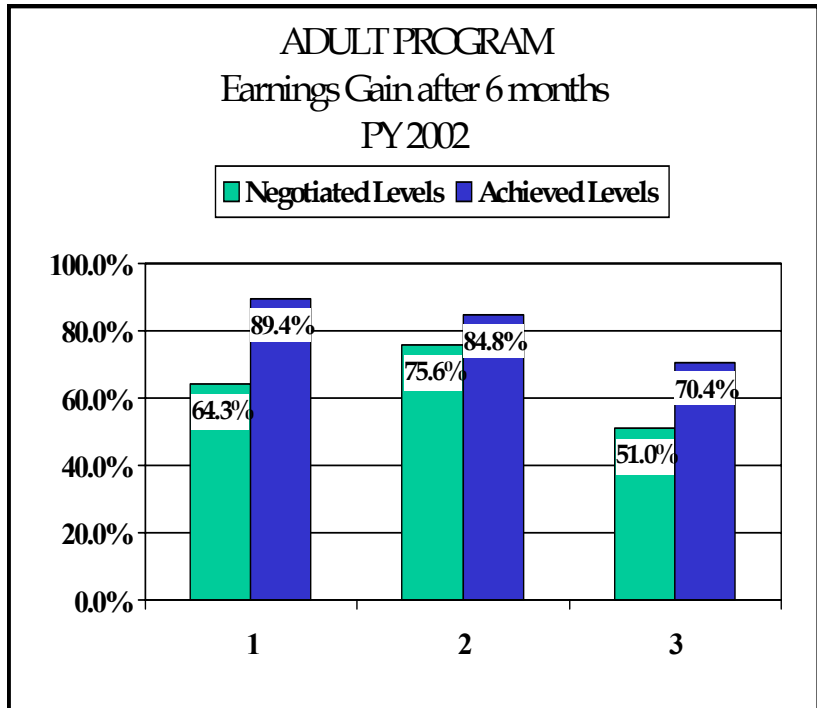
Doris

Doris, age 59, has a medical disability and resides in Cut Bank. Doris sought assistance from the Rocky Mountain Front Workforce Center. There she was enrolled in the WIA Adult program and the Careers project. Funds from both programs were used to pay the ITA costs for Doris to attend a 12-week dog grooming school in Havre. Upon completion of her training, Doris opened her dog grooming business in Cut Bank. Her business is doing very well. Her future plans are to expand her grooming services for cats and to go back to school to learn how to groom birds. She also volunteers her services to the local animal shelter. As an adoption incentive, she offers a free nail trim and shampoo to anyone adopting a "pound" dog. Doris charges \$10 an hour and averages about 20 hours a week in her dog grooming business

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

In Program Year 2002, 864 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 may include 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.



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

In PY2002 Montana experienced severe cutbacks in Dislocated Worker funding and continued to experience several major layoffs throughout the State. The State was able to secure National Emergency Grant (NEG) funding to assist the large dislocated worker populations that occurred.

In December 2002, the Stimson Lumber Company located in Libby Montana announced it would be closing its operations. Libby is a town that has been severely affected by economic downturns over the past several years. The County of Lincoln, where Libby is the county seat, has been a labor surplus area for sixteen of the last eighteen years. Libby residents have suffered from asbestosis, a disease caused by exposure to asbestos from the WR Grace mine that operated in Libby for several years. Libby has been declared as a Superfund Site and is in the process of cleaning up the environment from the contamination.

Stimson Lumber Company was a lumber mill that employed 300 workers and on December 31, 2002, closed its operations causing a severe economic impact for the community. In January 2003, Montana received a National Emergency Grant in the amount of \$595,459 to serve the workers directly affected by this closure. The funding will continue to provide ser-

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

vices those dislocated workers until June 15, 2004. This money has been and will continue to be used to educate and provide supportive services to these workers. Many of the workers affected by this closure had worked for Stimson Lumber Company or its predecessor for over twenty years and did not have other skills.

In March 2003, the Columbia Falls Aluminum Company located in Columbia Falls Montana announced it would be eliminating 175 workers from its workforce. The Columbia Falls Aluminum Company, an aluminum processing company, provided 350 well paying jobs for the community. The company shut down one of its pot lines and this resulted in the job dislocation. Montana was awarded \$618,278 to serve this population in retraining and supportive services. Montana was awarded this project on June 3, 2003 and will serve these workers through May 31, 2005.

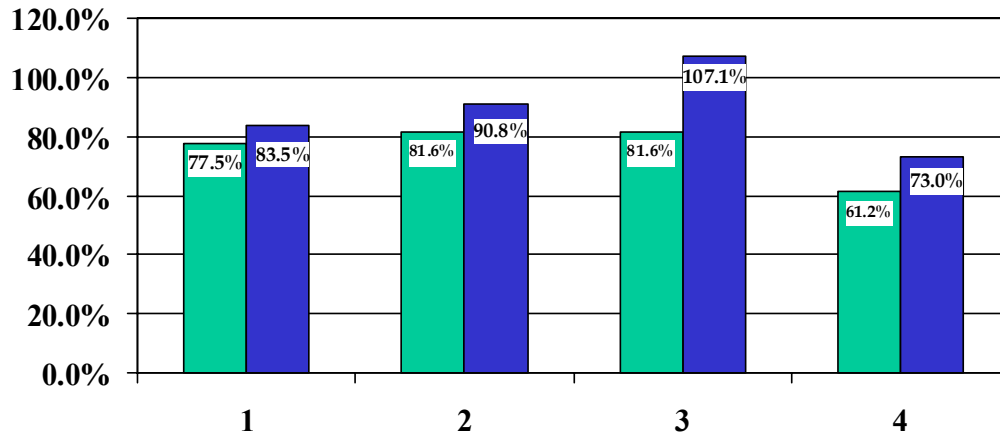
On June 6, 2003, Montana also applied for a community NEG to serve the workers who were dislocated from the Flathead Valley and Northwestern Montana communities beginning in January 2003 through June 2003. Six busi-

nesses were targeted in this community grant with two of these companies laying off more than 150 workers. **Semitoil**, a tool production company, laid off 184 workers and when **Stream International** closed their doors this affected 580 people. Stream International provided customer support via telephone for technical companies. Montana received \$583,147 initially with a Federal approval threshold of \$2,305,197 to serve the workers from these six companies. These workers will continue to receive services through June 2005.

As Montana's formula dislocated worker funding continues to decline, it relies on the support from these NEG funds to serve the major layoffs that occur in the State.

DISLOCATED WORKER PROGRAM PERFORMANCE PY 2002

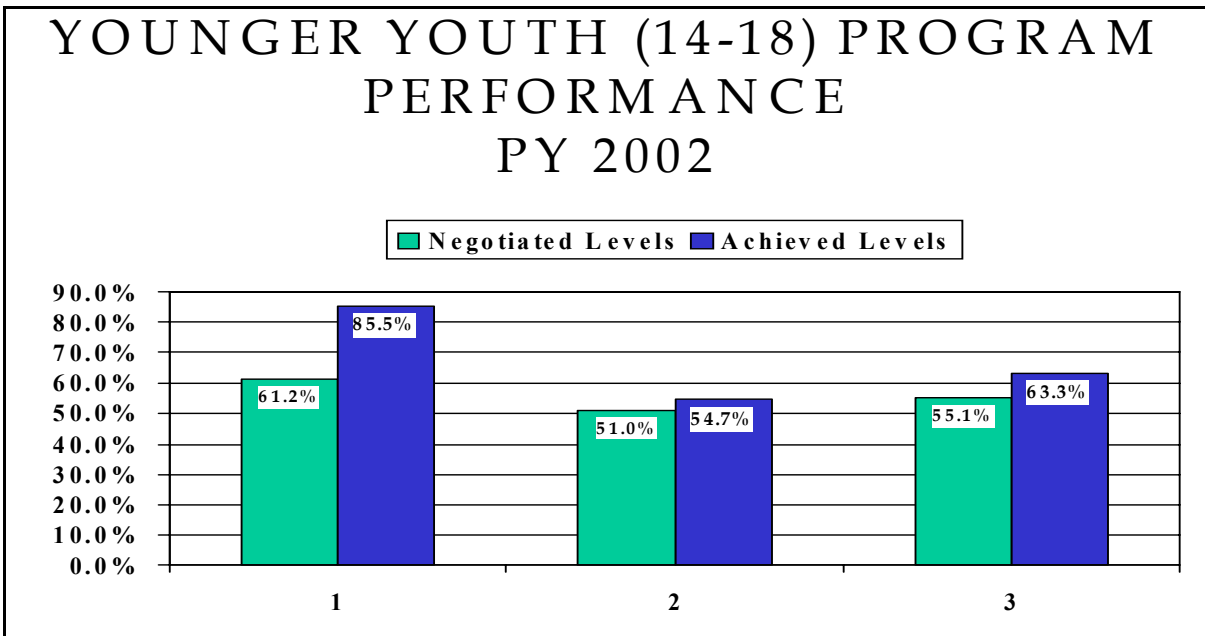
■ Negotiated Levels ■ Achieved Levels



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

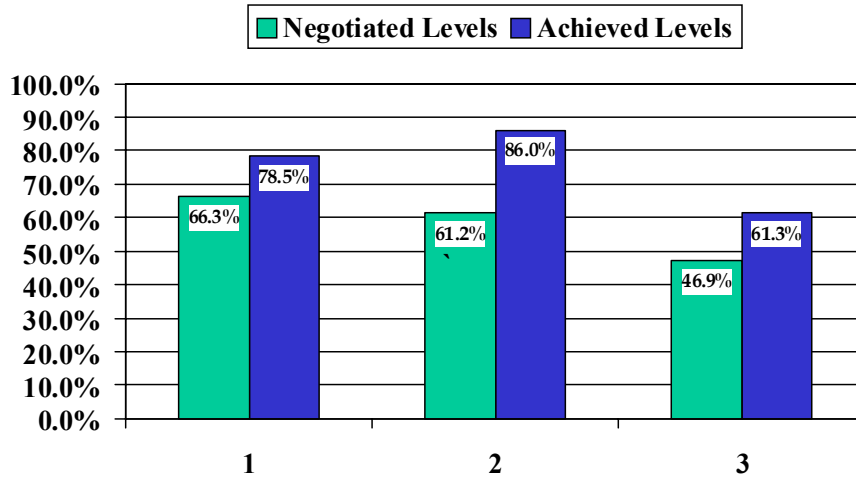
In PY2002 Montana's two Local Workforce Investment Area Youth Councils were again very actively involved in all aspects of both the younger and older youth programs including reviewing and recommending on expenditure and performance reports.

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



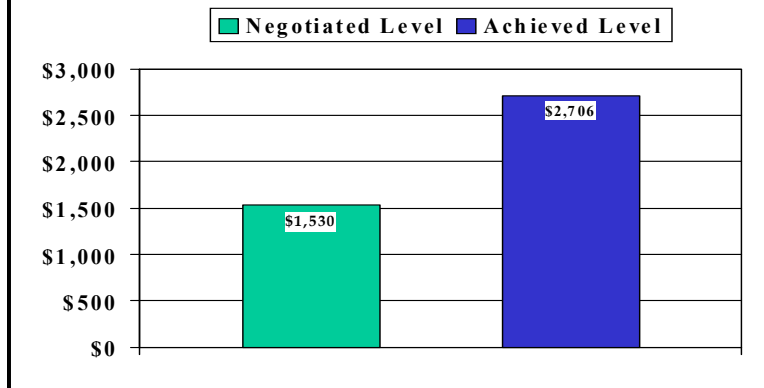
1. Attainment of basic skill/work readiness occupational skills
2. Attainment of secondary school diploma/equivalent
3. Placement and retention rate in postsecondary education, military, training, employment, apprenticeship

OLDER YOUTH (19-21) PROGRAM PERFORMANCE PY 2002



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

OLDER YOUTH (19-21) Earnings Gain After 6 Months PY 2002



Financial Analysis

Montana completed its second year of the Workforce Investment Act with an overall spending rate at 76%. 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, youth projects, and re-employment.

The average percent of participants exiting the programs and entering employment is 79.77% and the average 6-month retention rate is 85.63%. The WIA program has made a significant difference in providing participants with the training and skills needed to enter the workforce at a self-sufficient wage.



WORKFORCE INVESTMENT ACT FINANCIAL STATEMENT
PROGRAM YEAR 2002
July 1, 2002 through June 30, 2003

PROGRAM	AVAILABLE	EXPENDED	BALANCE REMAINING	PERCENTAGE
Statewide Activities	\$1,659,270	\$715,886	\$943,384	43%
<i>Carry-in</i>	\$1,862,773	\$1,862,773	\$0	100%
Rapid Response	\$824,310	\$804,837	\$19,473	98%
<i>Carry-in</i>	\$0	\$0	\$0	0%
Local	\$857,824	\$299,016	\$558,808	35%
Administration	\$786,772	\$786,772	\$0	100%
<i>Carry-in</i>				
Local Adult	\$2,857,138	\$2,608,015	\$249,123	91%
<i>Carry-in</i>	\$126,467	\$126,467	\$0	100%
Local Youth	\$3,082,751	\$2,519,981	\$562,770	82%
<i>Carry-in</i>	\$554,305	\$554,305	\$0	100%
Local Dislocated Worker	\$1,780,507	\$1,482,119	\$298,388	83%
<i>Carry-in</i>	\$306,306	\$306,306	\$0	100%
Total All Funds	\$11,061,800	\$8,429,854	\$2,631,946	76%
	\$3,636,623	\$3,636,623	\$0	100%

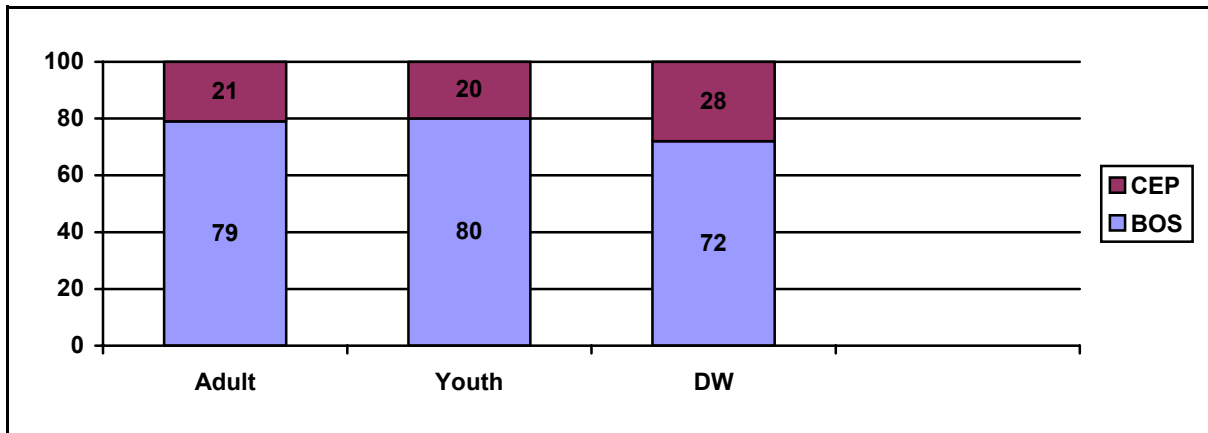
2002 Montana Workforce Investment Act Annual Report

In Program Year 2002 more than 3,200 adults, youth and dislocated workers were registered to receive services under the Workforce Investment Act. Services were provided with an overall investment of local and state resources totaling more than \$15,100,000. Some of these resources were invested in support systems, such as local and state administration. Some were invested in other statewide 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. The number of adults and dislocated workers that registered for services and the average cost per participant were:

	Participants	Cost Per Participant
Adults	864	\$3,674
Dislocated Workers	1,528	\$1,294

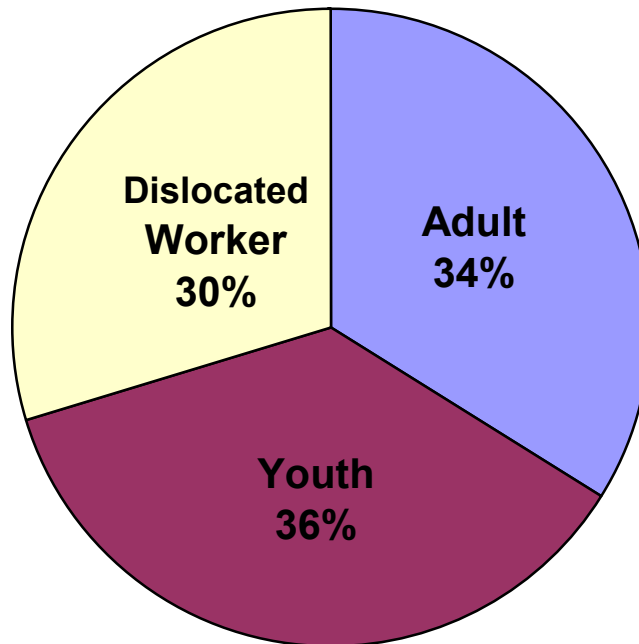
930 Youth (both older and younger) were served in PY 2002 with an average cost per participant of \$3,516

WIA funds were allocated per the funding formula as outlined in the State's Five Year Strategic Plan. In PY 2002 the formula directed funds to:



	Adult	Dislocated Worker	Youth
BOS	79% \$2,507,933	72% \$1,424,406	80% \$2,740,223
CEP	21% \$ 666,666	28% \$ 553,936	20% \$ 685,056

Total Funding \$11,061,800



As WIA finished its third year, Montana held steady with a 76% spending rate for formula dollars. The Governors set-aside for statewide activities helped provide services for incumbent workers and the health care shortage arena.

Montana's Dislocated Worker funding stream for Program Year 2002 received a 53% decrease from Program Year 2001 funding. This decrease in funding followed the PY 2001 dislocated worker rescission of \$208,655. As a result of the decrease in formula funding, Montana applied for National Emergency Grants to help offset that decrease and still provide assistance to dislocated workers in specific targeted layoff areas around the state. Montana received \$1,566,318 in National Emergency Grants in PY 2002.

ACHIEVING PERFORMANCE CUSTOMER SATISFACTION AND SUCCESS IN WORKFORCE PROGRAMS

Achieving performance through Supplemental Data.

Statewide, Montana met and exceeded the goals negotiated with U.S. Department of Labor for Program Year 2002 and is proud of the effort expended by the service providers and local boards in order to achieve high results.

While the majority of employment in a state's workforce is "covered" and is in the Unemployment Insurance wage records, certain types of employers and employees are excluded by Federal unemployment law standards or are not covered under a state's UI law.

"Uncovered" employment typically includes Federal employment, postal service, military, railroad, self-employment, some out-of-state and agricultural employment, and in some cases of employment where earnings are primarily based on commission.

States have flexibility in the methods used to obtain information on participants in "uncovered" employment. Examples include: Case management, follow-up services, and surveys

of participant to determine that the participant is employed.

The local workforce investment areas through their administrative entity Montana Job Training Partnership, Inc. (MJTP) implemented a policy to collect supplemental follow-up, excluding earnings change/replacement rate information, by surveying participants whose employment is not covered in UI wage records. Under this policy the procedure is to allow participants two weeks to return the completed survey to MJTP. Whenever a survey is not returned MJTP staff makes three attempts to contact the participant. If contact is not successful the appropriate service provider has the responsibility to contact the participant. If the service provider is unable to contact the participant in two weeks, the participant is considered to be unreachable and there is no supplemental data available on that individual. The Supplement follow-up information is vital to statewide achievement of meeting performance goals. In PY 2002 4th quarter the local workforce areas met or exceeded all measures using supplemental follow-up where on the average the level of performance raised 13% percent.

Customer Satisfaction and What Customers are Saying About the Programs

The State conducts a 100% sample of all exiters from WIA Title IB programs for the customer satisfaction survey. The first question on the survey asks the exiters how satisfied they were with the services they received. The following are just a few of the positive comments that were made during the customer satisfaction surveys:

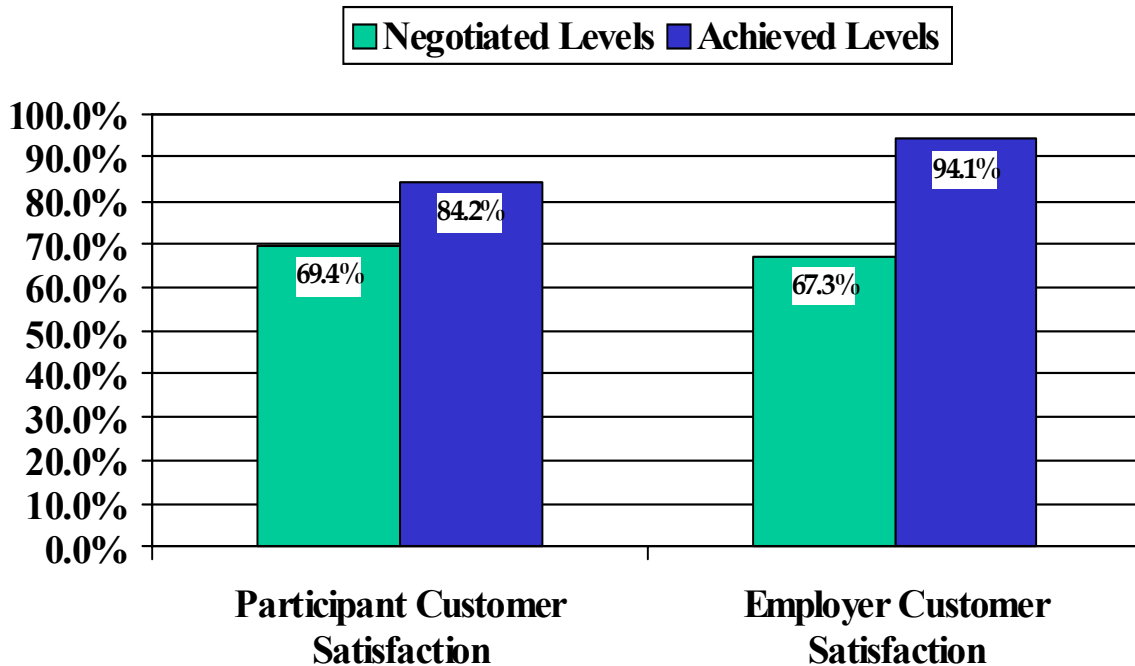
"Everything went smooth-impressed" "They paid for my school" "Helped with business plans and set up my business" "Becky at PCWA and Ginger at Job Service are excellent people." "I thought the program was awesome. I bragged about it to others." "John Rife was wonderful-very people oriented." "Al Eckblad helped very much" "Doris Hiles is so good-helped me get relocation money" "Everyone at Butte Job Service worked diligently to help" "Libby PCWA bent over backwards to help." "Kalispell PCWA and Job Service people I worked with were wonderful-both went out of their way to help me." "Very satisfied with the program" "Received OJT then got the job" "Michelle Vincent of Butte JS

was great; couldn't have done it without her. "Angie from PCWA was great too." "Missoula JS-they were wonderful" "Dawn and Michelle at Cut Bank JS are very good. They were there every step of the way. So happy they were there." "Polson-Lake County

Job Service was really great. I live in Ronan and when my car broke down they came to pick me up. Really went out of their way to help. Even had snacks there. Great Services." "Great program, helped me finish school and create my own business."

"Career Transitions Adult program. I enjoyed the program and everyone was real encouraging." "I am Extremely impressed with Bozeman Job Service and PCWA."

CUSTOMER SATISFACTION PY 2002



WIA Success Stories: Touching and Changing Lives

Don

Don's only income was a monthly \$96 food stamp benefit from Teton County, and a \$1500 monthly SSD payment for a 10-year-old disabled child when he applied to WIA for services in the first days of February 2003. Total monthly income equaling \$1596 was being supplemented by an occasional odd job when it was available, but the family of five was struggling to meet basic needs.

During the assessment Don divulged that he had some minimal training and experience in auto mechanics and would be interested in finding permanent employment in that field. Coincidentally, an employer in the town of Choteau

was advertising for a mechanic at that time and WIA approached him to see if he would be interested in an OJT situation. After some consideration, he agreed to enter into a formalized agreement and to hire Don.

The OJT became effective on February 10, 2003, and WIA purchased Don a beginning set of tools for about \$330. The employer donated a toolbox for him to keep the tools in and he began work on that day as a mechanic's helper earning \$7.00 per hour for 40 hours per week.

The OJT totaled 700 hours and Don worked diligently at his craft during its length, missing very few hours of work. He seemed excited about the opportunity to work full time, and said the extra dollars were more than welcome in his household. As a result of the extra income he was able to purchase a second vehicle for his wife to use while he was at work. He modified it somewhat himself to accommodate her disability and it continues to be used. Previously, he was her main source of transportation, which occupied a portion of his time and interfered somewhat with his ability to get permanent work.

Contacts with Don and the employer during the OJT indicated that Don was a capable and reliable worker, needing minimal supervision in many cases. As the OJT neared its

end the employer disclosed that Don was selected as the Employee of the Month for the employer during the month of May 2003.

At the last contact WIA had with Don in August 2003, all things seemed to be going well for him and he thanked WIA for sponsoring him. The employer has expressed an interest in entering into another OJT situation when his business expands a little, and a suitable candidate can be found. He said that while he continues to advertise, most of the candidates he talks with do not want to move to a rural area to work, preferring to remain in or around larger towns in Montana, such as Great Falls.

Heather

Heather and her young daughter had just moved here from Colorado and Heather was looking for work. Being a client of Joyce's meant that she was a TANF Cash Assistance recipient. Heather had some background in the medical field as a billing clerk, registration and a patient account associate. There was an opening at the Park Clinic for a receptionist/cashier and Heather felt she would qualify for the position if she could upgrade some of her book-keeping skills. Career Transitions in Belgrade currently had classes being offered for the QuickBooks training, so I agreed to pay for her to attend. I also told Heather I would help pay for some

clothing for interviews/employment. Several days later, I talked with the supervisor at the Park Clinic and asked if he would be interested in doing a short term OJT for a client of mine. When I mentioned that it was someone he had already interviewed with and told him Heather's name, he said that she was one of the top candidates on his list and the addition of the OJT training contract helped to entice him to hire Heather.

Since then, Heather has been working full-time and she was able to get off of cash assistance the same month as she was hired. She was given a trailer, which had to be moved and set up at a different location. Because of this expense, I also helped her with some car expense and electrical expense. I just saw Heather this morning and she said that things were going well for her.

Kim

Our "success story" is based on a person most would think had every opportunity to succeed. Kim stepped into our office in March 2003, inquiring about our services. She had graduated in August of 2002 with a Masters degree in Geosciences, and had another previous degree in Metalsmithing. She had designed jewelry for years, and had won several prestigious international awards. Yet, there she sat at my desk not know-

ing how to secure employment in the area she loved as a Water Quality Specialist. She had spent several months applying for any and all jobs, and was very frustrated. She asked for assistance in resume preparation, posting a resume on internet, contacting private employment agencies that specialized in her field, interview practice, and also how to network for employment. Additionally, Kim was separating from her husband and needed assistance in finding housing and short-term funding to be able to live by herself. She had a very part-time job, but didn't have enough work to be self-sufficient.

After listening to her exciting stories about her thesis work and installing water pumps in a muddy field, I started listing contacts for her area of expertise. I forwarded her resume to Denver and Salt Lake to contacts in Mining and Environmental Engineering, and then set an appointment for her to meet with my twin brother, Glenn. He sits on the MT Tech Foundation board, and is an Environmental Consultant. He suggested several companies in the Butte area that I was able to contact on Kim's behalf. We also posted her resume on several job search boards, and conducted an extensive web-based job search. I was able to identify several headhunters in the Northwest that Kim was reviewing to possibly contact.

Kim and I were in contact almost daily, sending cover letters and researching job leads. Glenn suggested that Kim might attend a regional water quality conference in Elko, NV.

When Kim told me, she told me that the only way she could go would be to borrow money; I offered supportive services that enabled her to drive to Elko and stay three days. Out of that meeting came a contact for a company that is doing mine remediation work in Montana. Kim came back from the conference with high hopes that she would be receiving an interview, and completed an interview practice session to prepare. However, the position was put on hold due to a lack of funding, and Kim was very disappointed. I arranged an appointment with Spherion Temporary Employment for her, and she was hired to complete a soil-sampling project. She was to complete a nine month assignment with them, with the possibility of another contract following. I encouraged Kim to keep in touch with the mine remediation people; she started her "dream job" three weeks ago!

Kim called me to thank everyone at Career Futures for giving her the confidence to succeed. She stated that the formal education one receives plays only a small part in a career search, and that everyone needs and deserves help

(Continued on page 26)

with the practical aspects of finding employment. She was grateful that our program was for everyone, and didn't allow her to slip through the cracks. I am in contact with Kim to ensure her employment continuation, and offer any support and assistance we can provide.

Justin

Justin is a 23-year-old young man who was working for a nursing home as an environmental aide. When the facility was audited it was determined that although all workers at the facility were required to be at least Certified Nurse Aids. Justin was not certified and he was let go. However, he received a letter stating that when he became certified as a nurse aide he would be re-employed at the facility fulltime and start at \$8 an hour.

Justin came into the Job Service looking for another job and was referred to the WIA program. In discussing required documentation, it was learned that Justin had not registered for the Selective Service when he turned 18. We pulled up the Selective Service web page and registered him. That was an easy hurdle since he was only 23 year old.

His next step was to look into the Certified Nurse Aide training available at the Salish & Kootenai College and the training offered by Marcy Rice at the Elders Advocacy. Justin decided on the training at Sal-

ish & Kootenai College. Justin decided to attend Salish & Kootenai College to receive his C.N.A. The WIA program paid for his tuition and purchased uniforms, appropriate shoes and equipment required for the class.

Justin came in on a regular basis to let me know how he was doing. He said he could not have done it with out me. When he was given the encouragement to get his C.N.A. he said has had a whole new aspect of himself.

Justin is a young Hispanic man who quit school in the 9th grade. He said his future was looking pretty gray. When he got the job at the Nursing Home, he soon discovered that he enjoyed his work there. He said it was like a punch in the gut when he was laid off. In April of 2003 Justin received his GED. He also took a CPR and First Aide class on his own and received a 2-year certificate.

Jim

Jim entered the program at poverty level and offender with had low job skills and education. Through an On-The-Job experience with American Pipe and Supply Co. he completed his OJT and entered unsubsidized employment as a pipe threader at \$8.50 per hour.

Mary

Mary was a long-term TANF recipient, Food Stamp recipient and low income. With the assistance provided her through training as a Cer-

tified Nurses Assistant and clothing with supportive services she completed her training at Marias Medical Center with high praise. Through an interview with the Human Resources Department at Northern Rockies and job development attained full-time employment with the Northern Rockies Medical Center as a Certified Nurses Assistant.

Bob

Bob had multiple barriers that included basic literacy skills deficiency, lacked work history, long-term TANF recipient, poverty, offender and low income. With his job development/search assistance a Work Experience site was developed at the Blackfeet CHR Program as a Community Health Representative. Once he completed this WEX he attained full-time employment at this site as a Community Health Representative.

Jim

Jim was a low-income long-term TANF and Food Stamp recipient. He received assistance in attaining his GED as well as assisting him with getting his vehicle running, his phone hooked up as he was applying for all kinds of jobs. His ultimate dream of becoming a police officer was realized through extensive job search assistance and working with the Bureau of Indian Affairs. He has attained full-time employment as a police officer with the BIA at \$14.92 per hour.

(Continued on page 27)

Jane

Jane was low-income, lacked skills and work history. An On The Job Training site for an Activity Director was developed at the Blackfeet Care Center. With assistance for meals, gas and accommodations to attend a Coordinators Course she completed the 40 hours of training to obtain her activity coordinators certificate. When she completed her OJT she attained full-time employment at this site as an Activity Director making \$10.00 per hour.

Joan

Joan was a low-income, Food Stamp and long-term TANF recipient. She wanted to work in an office environment but lacked the skills to attain these types of positions. Through assistance with tuition and books for courses she was taking at Blackfeet Community College she attained an AS Degree in Computer & Information and an AS Degree as a General Office Clerk. She is employment at Heart Butte Schools as a tutor making \$25.00 per hour.

Jason

In coordination with partner agencies, the Financial Aid Office at Helena College of Technology referred Jason for possible services from the Adult Program in January of 2001. Jason had been working as a Carpet Technician for a local cleaning service, but his work hours had been reduced to an on-call basis. He

was investigating the possibility of attending classes to obtain an Associates of Science degree in Computer Technology.

Jason graduated from a local high school and worked several short-term jobs. He was familiar with the resources available to him at the Helena Job Service Workforce Center and had used Core Services to find employment. However, without post-secondary education, he was not able to find or maintain employment at a level of self-sufficiency and it was unlikely that he would. He is married and has 3 small children. After a comprehensive assessment the Programs Unit team agreed to assist him and register him in the Adult Program. In combination with federal student financial aid, the Adult Program assisted him with Intensive and Training Services. Jason secured part-time employment at a small local restaurant to help support his family and still completed his first semester with a 3.50 G.P.A. He took summer courses and obtained a 4.0 G.P.A. and went on to fall semester and earned a 3.86 G.P.A., still maintaining his employment. The following spring semester he earned a 3.82 and completed his final semester with a 4.0 G.P.A. Again, Jason maintained his employment at the same restaurant throughout the time he was enrolled in school, which also happened to be near a local computer solutions company. Jason used his networking ability and Core Services from the Helena Job Service Workforce Center for resume and applica-

tion assistance to obtain employment with this company. His starting wage was \$8.75 per hour and he was scheduled to work full time. Jason has maintained his employment with this company for several months now and just recently received a raise to \$10.00 per hour. He works full time and keeps very busy. He stated that he really enjoys the work. He is expecting another raise before the end of the year and expects more opportunity for advancement with the company.

Teresa

Teresa, a single mother, was a successful participant in the Workforce Investment Act Adult employment and training program through the Career Training Institute. During her enrollment at CTI, Teresa pursued and successfully completed an Associates Degree in Human Services in May of 2002 the University of Montana - Helena (HCT) and the University of Great Falls. Upon graduation, Teresa obtained full-time employment with the State of Montana. In order to enhance her employability and wage potential, Teresa is currently completing a Bachelor's degree from the University of Great Falls in Counseling/Psychology, and will graduate in spring 2004.

Velvet

Velvet came to us in May 2001 at the age of 21 being the sole support of a 3-year-old son

(Continued on page 28)

and wanted to attend training at the University of Montana College of Technology as a Paralegal. Velvet completed a lot of research into this occupation wanting to make sure that she could become employed after completion of training and make a living for herself and her son.

Her work experience was limited to working in a fast food establishment, at a motel setting up a breakfast buffet and a position as a Title & Registration clerk. (Velvet used the experience gained from the Title & Registration clerk job to determine her intense interest in Montana laws and working with the public to come up with her employment goal of Paralegal)..

At the time of enrollment, Velvet was receiving cash assistance and also working with the WoRC program, so had to complete an application for Post Secondary Education with her case manager. When completing the WIA training proposal, Velvet attached a copy of her PSE application to show her reasons for choosing the Paralegal program along with Occupational Research Interviews and documentation, her budget plan, child care plan, TABE results and justification for her occupation and educational choices.

Velvet also applied for various grants and loans to assist with her full time attendance at school along with working her part-time job at Wendy's. Velvet completed her training on

May 16, 2003, graduating with a 3.39 GPA and started employment the following Monday after graduation for three attorneys here in Missoula at \$10.00 per hour.

E.C.

E.C. a single parent, a graduate from Skyline High School, an alternative high school, enrolled in the Workforce Investment Act on June 11, 2001. E. C. was placed at a Work Experience site, The Bottom Line. This place of business gave E.C. experience in Graphic Arts. At the work site, she averaged 20 hours per week while working toward a college degree, which she received this spring. E.C. also received financial support services from WIA funds. E.C. has been exited from the program and is employed by the Bottom Line.

R.T.

R.T. is a single mother who was referred to us by another HRDC. When we accepted the transfer, RT. stated she wanted to go to college for Journalism. We began that process, but in the interim placed her in a Work Experience at Consumer Press, which is owned by the Gannett Corporation. The Gannett Corporation owns newspapers nationwide. R.T did quite well at the Consumer Press, but needed some assistance with basic grammar skills. We had her come into the office and work on the Skills Bank 4 program, a computerized program wherein specific lessons can be assigned

according to the persons individual needs. In this case, spelling, capitalization, punctuation, and other basic grammar skills were practiced. R. T. completed these exercises and, as a result, was hired by Consumer Press.

R.T was also placed on a Family Self-Sufficiency program through the Department of Commerce. Because she has a housing voucher, this program will allow any increase in earned income from the beginning of the contract to be placed in an escrow account. R.T. currently has quite a sum of money in the account due to her increased earned income from her position at Consumer

Press. When she completes her contract, she will receive all the money in the account including interest to be utilized as she wishes for her family.

She has recently been promoted to a supervisory position at Consumer Press and looks forward to a career with this corporation. She can transfer to any newspaper owned by the Gannett Corporation. Once she finishes school, she can improve her chances of employment with this corporation and move into the position of Journalist.

J.Y.

J.Y. is a single mother who was homeless, unemployed and had low math skills at the time of enrollment. She was

(Continued on page 29)

placed on a Work Experience contract with a Newspaper office in her hometown. Additionally, she was given assistance with math skills. Her employment required much computer work including data input and working with several computer programs.

J.Y. applied for and obtained a position with a local bank in her hometown. Her skills acquired at the Newspaper office and increased math skills assisted her in obtaining this position. She is still employed with the bank and looks forward to a long career with them.

J.B.

J.B. is a single mother who was homeless, unemployed, low basic skills, and an out of school youth when she was enrolled on the WIA program. With the assistance of the WIA program, J.B. completed her GED and was placed on a Work Experience contract with an IHS dental office in her hometown.

J.B. was encouraged to apply to IHS for a position with the dental office when an opening came available. She was encouraged to obtain letters of reference from her employers and we also wrote a letter for her. Due to her having obtained a GED and having prior experience in the dental office through our agency, she was hired full time with benefits. She continues to be employed with the IHS agency.

S.B.

S.B. is a single mother, high school drop-out with low basic skills. She was encouraged to attend an alternative school and received her GED. She was placed on a Work Experience contract with an Early Head Start project in her hometown.

Assistance was provided with obtaining childcare as well as counseling for a gambling problem that was interfering with her career.

After obtaining her GED, S.B. was encouraged to attend a local college for Early Childhood Education while working at the Early Head Start Program. Before she had actually received her degree, the Early Head Start program hired her for a position within their agency. She finished her degree and is now working with the local school district as a teacher.

A Success Story in the Making

Wendy completed her training at Equest in Texas and took her final test on 3-7-03. During her training, she reported in frequently with test scores: all of them 90% and above. Upon her graduation from the program, she was given a personalized certificate, which I would like to quote. There were two Wendys participating in this training, Wendy was referred to as "Wendy B". Here is the quote about Wendy: "Wendy B gets up early, much earlier than the birds. Reckon she's

the Wendy Bird! She arrives early, she's never burly, she never pokes and pecks at the morning grouchy worm. 'I am blessed', she exclaims. Blessed she was as she took her first jump aboard a charming steed known as Punky; Wendy Bird took flight! All are blessed who will cross her path as she'll surely fulfill many other folks' dreams and she'll most definitely continue to be blessed. Wendy B is hereby and forever affectionately bestowed the title of 'Blessed Early Morning Lady Bird of Flight and Dreams.'

Wendy received a credential from Equest for completion of the 190+ hour Therapeutic Riding Instructor course. Upon returning home, she has been actively seeking employment at various facilities out of state. She has been submitting resumes to Texas, Washington, and Oregon.

On March 24th, Wendy took a trip to Washington and Oregon to check out two facilities that she had submitted resumes to and received a response. She arrived home the next week with a job offer at HOPE Equestrian Center in Talent, OR. Vickie Steele, Case Manager, spent the next several days assisting her in compiling letters of recommendations and negotiate a hiring proposal. The HOPE Board asked that Wendy come back the next week and provide a demonstration of her instructing abilities. They provided

(Continued on page 30)

her expenses for the trip. Upon her return to Hamilton, she informed us that she had arrived at an agreement on her contract and that instead of offering her the Head Instructor position, they decided to offer her Program Director! She starts work on May 1, 2003 and HOPE will be providing all of her moving expenses and a 2-bedroom house for her and her son to live in. Her starting wage will be approx. \$13/hour, which will be renegotiated in six months.

In the midst of everything that Wendy has been doing with setting and achieving her training and employment objectives, she has been very proactive in seeking out other financial resources to assist her with expenses. She applied for and won the local Soroptomist Women's Opportunity Award, which was then submitted to the Regional level and she won that award also. She travels to Portland, Oregon at the end of April to receive her award.

Wendy has been an inspiration to all those around her as she has journeyed toward achieving her goal of being a Therapeutic Riding Instruction Program Director. She has overcome numerous obstacles even this past quarter dealing with the death of her father, homelessness, and vehicle repairs. She has faced these obstacles with optimism and refused to accept anything but SUCCESS!



Jody

Jody was laid off from Sears in January 2001 after 20 years of service. Jody started this job with only a high school education working her way up to supervisor earning \$15.00 per hour. When Jody's position was eliminated she was unable to locate employment in her field. Jody needed additional skills to locate employment.

Jody started researching jobs as well as taking the Magellan Interest Inventory test. Employment as a dental assistant would be an appropriate career with job availability and pay above average.

A dental assistant on-the-job-training contract was developed and written with a local dentist. Jody started the job at \$10.00 per hour. Jody worked so diligently learning all phases of the job that the employer raised her pay to \$12.00 per hour before the completion of the contract.

Jody is now trained and employed in a high demand field performing a job she enjoys.

Michelle

Michelle was a single mother of three who, after thirteen years of service, was laid off from her position as Administrative Secretary in the Missoula County Road Department in July 2000 due to budget cuts. Michelle's lay-off letter reads in part, *"I want to offer you a sincere thank you for over thirteen years of dedicated service to Missoula*

County. I also want to wish you the best of luck with your future career endeavors."

After she was laid off, Michelle was unable to find employment in the clerical field in Missoula that was full-time and paying a comparable wage to what she had been receiving and was dependent on.

Michelle felt to be independent and raise three small children that she needed a career change and break out of the clerical field. She started researching occupations in the medical field, specifically dental hygienist. Michelle was very thorough in her research and submitted her training proposal that would begin in August of 2000 and graduate May 2002.

Dental Hygiene is a very aggressive, highly competitive, two-year program with a very high dropout ratio between the first term and graduation. The school requires in addition to the normal classroom instruction, a great deal of out-of-class assignments and labs. Michelle was able to not only handle a strenuous college curriculum that demanded her attention seven days a week, she did this and also maintained a home and found family time for her three young children.

Michelle received her Associate of Science degree on May 11th of 2002 and passed her National Board of Dental Hygiene that same month.

Michelle entered full time employment on the 31st of May with an entry-level wage

of \$25.00 dollars per hour. In her last email to this service provider, dated the first of September, Michelle said, "I have moved to Red Lodge Montana. I have a new job, new house and new 4x4 truck. All is going great."

Paul

Paul came into the Job Service in February 2003 to inquire about assistance from the Dislocated Worker Program with paying for the cost to take certified nurse assistant training. Paul had been working in a local telemarketing firm for the past couple years, and was employed before that for four years by Cendant until they closed down.

Paul had been drawing unemployment insurance and was in his last couple weeks of TEUC, extended UI when he came into this office. He had been getting some temporary employment doing data input and inventory for a local temp agency while looking for a permanent job.

In addition, Paul had been taking his dog to Missouri River Manor, a local nursing home, once per week as a "pet therapy" project. He has an aunt who resides there and he wants to stay in Great Falls and work for that reason.

While visiting the Manor with his dog, Paul became familiar with staff and found out about the CNA program they conduct. Paul was registered into the DW program and

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accepted into the training program at Missouri River Manor. He received assistance with the costs of shoes, work uniforms and testing fee.

Upon graduation, he was hired by MRM and is still working there today as a certified nurse assistant.

Justin's Journey

Justin is a 19-year-old single father of two. He has been a participant with the WIA program for roughly two years. Justin has been very involved in the program whether it's as a member of the Youth Council, attending various workshops, or just having a positive attitude and a smiling face. No matter what role Justin takes he has been a great influence on the other participants as well as the Human Resources Council Dist. XII staff.

Justin has encountered and overcome many barriers on his road to success. Justin has received nothing but positive evaluations from his work site supervisors at the Powell County Emergency Management and a local sand and gravel company in Deer Lodge. Justin added yet another positive experience to his resume. In July, Justin began a full time position as a cashier/janitor at the I-90 Travel Plaza in Deer Lodge. Justin works 40 plus hours per week and earns an hourly wage of \$6.00 per hour. He is also in the process of looking for an apartment.

Future plans for Justin are to exit him to full-time employment

and numerous credentials such as Soft Skills, a safety certification for proper lifting, eye safety, and slip and fall prevention just to name a few. Because of his great attitude and work ethic Justin will be successful in what ever he does. It has been a great honor and a pleasure to work with Justin. He has even taught me some valuable lessons along the way.

Alicia

Alicia was 20 years old when we enrolled her into our youth program in August 2001. She is a single mother with a three-year-old daughter. She is currently attending college to become a Special Education Teacher.

In March of 2002 Alicia did a Work Experience (WEX) with the Havre Public Schools as an assistant track coach. She held this position for approximately three months and says it was one of the best jobs she has ever had.

In October 2002 she came to her youth caseworker in need of a part-time job. Alicia participated in job coaching activities and wrote up her first resume. Soon afterwards she began applying for jobs and was soon offered a job with the Havre Public Schools as a Special Education Paraprofessional. She started her employment in November of 2002 working 22 hours a week at \$7.37/hour.

While working part time and attending college classes part-time, as well as being a single mother, she was able to achieve a 3.50 grade point av-

erage in the spring of 2003. In August 2003 Alicia was notified that her contract with the Havre Public Schools had been renewed working 22 hours a week at \$7.64/hour.

Alicia will also be attending college $\frac{3}{4}$ time in the fall semester. Alicia has continuously demonstrated her ability to rise above and beyond life's many challenges and face them head on. She is continually striving for self-improvement and her self esteem has increased tremendously after overcoming many obstacles in her life.

There is no doubt Alicia will one day reach her career goal of becoming a Special Education Teacher and touch many children's lives in a way others could not.

AJ

AJ was enrolled in our youth program in May of 2001 as a junior in High School. His initial math test score was 4.7 and his reading score was 4.4. Through many long and hard months of commitment and determination on AJ's part, he was able to gradually bring these test scores up. By the end of his junior year, AJ had raised his math score to 7.8 and his reading score to 6.5. At the start of his senior year AJ was determined to graduate, but it wasn't long be-

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fore school started to challenge his determination.

AJ's caseworkers maintained weekly contact with AJ, his teachers, and his school counselors. Everyone noticed AJ's commitment and hard work was paying off. His school attendance had increased with the help of the youth program purchasing an alarm clock for him to get to school on time, and supporting him by making extra trips to his school to work with him one on one to help prepare him for tests. He was soon reading his textbooks, his favorite magazines and other material, that he was unable to read before. AJ made the honor roll his senior year and graduated from High School with a math score of 12.7 and a reading score of 9.3. AJ is a perfect example of what one on one time and caring people can do for young youth who have struggled educationally and personally throughout their life. AJ hopes to continue his education by attending college, and is currently employed as a firefighter.

Stephanie

In April of 2001, Stephanie was enrolled into the District VII WIA Program after being referred to the program by her mental health case manager and school counselor. She was homeless and had been living on the streets on run for six to nine months before coming into the program. She had just returned to the Alternative High School to try to

work on graduating.

Stephanie came into the program with no prior work experience. She had done volunteer work with her treatment center in Wyoming. This volunteer experience had been at a greenhouse, which she really enjoyed. Her long-term employment goal was to become a florist or work in a greenhouse. After entering the program, Stephanie was placed in a work experience with one of the work sites close to her school. She was at this site briefly due to struggles with her mental health issues and the fact that she had very low self-esteem. She then was placed at the Billings Studio Theater, which reached to her artistic side and they were supportive in her efforts at working on her mental health issues. She worked at this site for over a year. She was very proud of the fact that she was able to keep her job for that length of time.

Shortly after coming into the program Stephanie quit going to school at the Alternative High School. She had struggled to fit in and she was fighting her depression and anxiety disorders. She felt that she could not handle high school. After she became more stabilized at the theater she enrolled in GED classes at the Lincoln Center. In July of 2002 she obtained her GED. Not only did she pass the test, but also scored high enough to qualify for scholarships.

Since obtaining her GED

she entered into a Floral Design School and completed the program. Her instructor stated that she has a natural talent for floral design. She has obtained a job with a floral exchange company and continues to work there. The whole time in the program she has lived on her own and successfully paid rent and kept her apartments. She has upgraded to nice places. Stephanie has overcome many barriers to achieve her goals of high school graduation along with becoming a florist. She has had many adversities in her life, however she did not allow them to stop her. She is a true role model for other youth and someone to be admired for her strength and persistence.

LINDSAY'S ROAD TO SUCCESS

When I first met Lindsay, she was an eighteen-year-old junior at Beaverhead County High School. She grew up in the Wisdom area, but the lack of a high school brought her to Dillon. During the summer of 2001 Lindsay's parents moved to Hardin, Montana. Lindsay started her junior year in Hardin, but the adjustment was just too tough for her. After increased friction at home and her eighteenth birthday, she moved back to Dillon determined to make it on her own.

Lindsay was referred to our program by one of the counselors at the high school. He was concerned about the

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situation because he was familiar with some of the trauma she had been faced with as a young teen. At the age of fourteen, Lindsay had been the victim of a violent crime. He was not sure she was ready to be out on her own. In fact, our very first supportive service for Lindsay was a gift card to Safeway for some much needed nourishment. She had been fainting at school because she wasn't eating. Lindsay was headstrong and portrayed a tough image, but we were all beginning to see just how vulnerable she really was.

We also knew that Lindsay's living situation would require more resources than our program could provide. Our training experiences could only afford ten to fifteen hours per week when a youth is still attending high school. At \$5.15 per hour we knew this would not be the answer. A career interest profile revealed an interest in the nursing field. After a little investigating in what the community had to offer, we found that the local nursing home was offering Certified Nursing Assistant Training. Lindsay passed the course and was hired immediately. We soon found out that this was a blessing in disguise. The nursing home was under staffed and scheduled her for 60 to 70 hours per week. This caused her academics to falter. With some intervention, we were able to arrange a work schedule that

would allow more time for homework, studying and extra curricular activities such as cheerleading.

Lindsay continued to excel as a student and a productive member of the workforce. She also took on a leadership role within the youth program as a member of the special projects team from Beaverhead County.

In addition to the emotional support, the Youth Program has provided assistance with housing, clothing, and eye care. Lindsay graduated from High School in May of 2003. She is currently enrolled at Miles City Community College majoring in the Nursing Program. When Lindsay is not in the classroom she is working at the local nursing home.

Lindsay's unmatched determination, courage, work ethic, and attitude will guide her to success no matter which path she chooses.

Maggie

It was the middle of December and Christmas was approaching faster than she wanted, and she knew it was going to be leaner this year than previous years. Her husband and the primary wage earner in the family had passed away unexpectedly a few months before and she was now faced with raising their two daughters by herself. The life insurance that he left behind helped with the funeral expenses and kept them going for a short while

but two teenage daughters in High School were rapidly depleting this money and she was not sure how she would provide for the family once this money was gone.

She thought about going back to school but felt uncomfortable as she tried college right after High School and found out that being the "party animal" was not conducive to good grades and staying in school. In her mind the options were getting slim. She had a friend that was attending college classes under the JTPA program and wondered if this might be available to her. She contacted her local Job Service office and inquired about assistance getting her life back on line.

A full skills assessment was completed and it was determined that her goal would be to become a graphic artist. She worried about how she would provide for her family and attend school as a fulltime student but these worries were soon put behind her as the program operator assisted her in filing for student aid and grants.

She was accepted into classes at the University of Montana/Western campus contingent upon improving her grade point average. Tuition and related expenses were provided by federal training dollars thru the Job Training Partnership Act. Tutors and materials were also provided under this funding

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source. She struggled with raising her family and being a fulltime student but achieved her goal of obtaining an Associate of Arts degree in Graphic Arts. In fact she made the "Dean's List" her first semester and every semester thereafter.

She explored every option available in our small rural community and realized that relocation was in order if she wanted to fulfill her dream of becoming a graphic artist. She moved to Helena where she felt there would be better employment opportunities and immediately secured employment with the State of Montana working during the Legislative session but this was temporary work, which would not meet her long-term goals. Working in this capacity exposed her and her work to several outside agencies and she is now employed as a fulltime Graphic Artist for a Helena firm and making a wage of \$10.00. per hour and will be eligible for a full benefit plan after completion of one year of continuous employment.

Matt

Matt entered the Workforce Investment Act youth program at Career Training Institute in June 2002. At the time of enrollment Matt was a resident of Broadwater County and was attending Broadwater County High School. During the summer of 2002 Matt participated in Career Training Institute's

"Work Experience Program," where youth are matched with local employers with the goals of gaining work experience as well as increasing work-place knowledge. Matt was employed part time at the Broadwater County High School working with the maintenance and grounds crews.

Matt chose to enter the Job Corps in the fall of 2002 and by the spring of 2003 he went on to earn his high school diploma as well as a certification in welding. Matt is now employed at Shopko in Helena and has been accepted into the Army. Matt plans to ship out about Halloween 2003.

Tiffany

Tiffany entered the District VII WIA Youth Program in February of 2003. She is a single mom of a young child and she had recently moved to Montana. She had worked entry-level jobs like house-keeping and fast food, but this did not allow her to support her family. She did not have her high school diploma or her GED. She wanted a job in an office that offered benefits, however she had no experience in this area. She wanted something that could support her and her family until her daughter was in school, so she could go back to school to become a respiratory therapist. Tiffany was set up with a work experience at the Montana Migrant Council to gain experience in clerical work.

She excelled in this position. Tiffany has natural organizational skills and is very detailed oriented. She was given more and more responsibilities there and lived up to them well. Tiffany also entered the GED program at the Lincoln Center and in eight weeks she tested for and passed her GED. She passed with excellent scores that could offer her a chance at scholarships.

Tiffany also represented the youth in the program during a television interview by a local news agency. She represented herself and this program professionally.

About the same time Tiffany finished her GED she applied for an unsubsidized position with the District VII Human Resources Development Council's WoRC program as a client service worker. As reported by the supervisors in that program she interviewed and presented herself the best out of all of the candidates that they interviewed. She received that position in June and by all reports is doing a great job there. Her income increased by more than \$2 an hour and after probation she will have benefits. Tiffany has completed her educational goals and work goals in a very short time frame, while learning to balance motherhood and work world. She is a great example of what can be accomplished if you set your mind to it.

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

Health Care Projects

Montana's health care industry represents the largest overall service sector economy gross state product with health care wages averaging 21% higher than the overall average wage in Montana; however, the state is experiencing an unacceptable shortage of qualified health care workers. With this in mind Governor Martz set aside a portion of the Governor's discretionary dollars to address the shortage of workers in healthcare occupations.

Office of the Commissioner of Higher Education

A portion of the funding set aside to address this issue was given to Office of the Commissioner of Higher Education (OCHE) to begin the process of building an infrastructure that would lead to helping reduce the shortage in the health care field. OCHE's strategy for addressing the shortage and to begin building the infrastructure include:

- ◇ developing a statewide education program that could be accessed both on-line and on local campuses across the state;
- ◇ focusing on the critical workforce shortage area of radiology technology and other critical areas such as medical coding; and

- ◇ establishing partnerships with medical facilities to provide such resources as clinical lab sites, clinical supervision and, when viable, a monetary contribution.

The expected benefits of this project would be to provide individuals access to health care training for place and/or time bound individuals as well as the opportunity to cross-train into another health care career and support the needs of rural medically underserved areas.

Office of Public Instruction

The Office of Public Instruction's plan for using their portion of funding was to invest in a project to pilot a statewide Health Occupations Education system and would run for a period of three to five years. The project included hiring a Health Occupations Education Specialist to begin the planning and preparation for the 2003-2004 school year. The plan for the Health Occupations Education Specialist is to:

- ◇ Liaison with local schools and the healthcare industry regarding health occupations education;
- ◇ Work with teachers and industry to develop programs;
- ◇ Facilitate development of content and performance standards;
- ◇ Facilitate teacher certification;
- ◇ Design and present profes-

(Continued on page 37)

In Program Year 2002, the Governor's discretionary funds that are set aside for statewide activities were used to invest in a new project as well as continue incumbent worker training.

sional development opportunities for teachers;

- ◇ Organize site visits to model programs to expose teachers and students to best practices in K-12 health occupations education;
- ◇ Develop a rural schools pilot program to customize health occupations education to rural needs and opportunities;
- ◇ Spearhead affiliations with national student organizations to promote student leadership and advancement in health occupations.

Training for Incumbent Workers

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.

Technical Assistance for Local Areas

WIA requires that a portion of the Governor's 15% funds reserved for statewide activities must be used to provide incentives and/or technical assistance for WIA Title IB adult, youth and dislocated worker service providers in the local areas to improve performance. The entire amount

or a portion of the set-aside may be withheld at the state level to provide technical assistance to local workforce investment areas depending upon the local areas meeting performance.

The entire amount available for incentives/technical assistance for Program Year ending June 30, 2002 passed through to the local workforce areas for Program Year 2002 technical assistance activities.

In PY 2002 Montana Job Training Partnership, Inc., conducted its second set of Workforce Investment Act Regional Technical Assistance and Training sessions. These sessions are designed to bring together front-line staff, supervisory staff and other individuals working in the local Workforce Areas' WIA Adult, Youth and Dislocated Workers programs. There were five regional sessions that covered:

- ◇ WIA Management Information System (MIS) reports;
- ◇ WIA performance measures;
- ◇ WIA MIS service codes; and
- ◇ WIA Follow-up issues including why and whom we call and the difference between the State and MJTP follow up calls and time lines.

The regional technical assistance sessions consisted of WIA programmatic issues of: file documentation, file organization, Individual Employment Plans, Individual Service Strategies, case notes, the OJT process, older youth (young adult) recruitment,

case management, WIA Adult, Dislocated Worker and Youth policies and activities, One-Stop issues, measures of success and questions and answers from the attendees.

Staff from MJTP conducted the MIS, Follow-up and program sessions and tapped into the knowledge, expertise and experience of service providers, peer trainers in each region by asking them to present best practices. MJTP wishes to thank and acknowledge those individuals who conducted the peer training sessions:

- ◇ CEP Area: Denise McGivern, Southwest Montana Workforce One-Stop Center
- ◇ Central Area: Norma Vylasek and Norm Hagen, Great Falls Job Service Workforce Center
- ◇ South Central Area: Joyce Heiser & Elizabeth Anderson, Livingston Job Service Workforce Center
- ◇ Western Area: Jeannie McFarland, Northwest Montana Human Resources, Vickie Steele and Elaine O'Leary, Bitterroot Job Service Workforce Center
- ◇ Eastern Area: Lonnie Cross, Glendive Job Service Workforce Center, Barb Craig Sidney Job Service Workforce Center and Mari Wolff, Miles City Project Challenge: Work Again .

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The CEP area session took place in Butte, and included WIA providers from Helena, Butte, Anaconda and Dillon.

The Central Montana session took place in Great Falls and included WIA providers from Great Falls, Havre, Cut Bank, Browning and Shelby.

The South Central Montana session took place in Bozeman and included WIA providers from Billings, Lewistown, Miles City, Bozeman and Livingston.

The Western Montana session took place in Polson and included WIA providers from Kalispell, Polson, Missoula, Libby, Thompson Falls, and Hamilton.

The Eastern Montana session took place in Sidney and included WIA providers from Glasgow, Wolf Point, Sidney, Glendive and Miles City.

There were well over 100 individuals that participated in this year's sessions.

Continuing Investment in the Youth System

In program year 2001, Governor Martz set aside a portion of the Governor's Discretionary dollars for use in the youth system to help meet the needs of the state's emerging workforce. This special investment in both Workforce Boards respective Youth Councils has produced positive beginnings to the combined efforts of establishing an on going youth leadership development plan.

The Youth Councils were given flexibility in determining the best methods to use these funds. A joint subcommittee was appointed with members of both Youth Councils to develop a statewide youth leadership development strategy. Resources were targeted to create a two-year plan. The major emphasis of this plan was youth involvement. There were three distinct sections of the plan. The first step was to:

- ◇ Create new relationships and close gaps where services are needed.
- ◇ Identify opportunities to strengthen cooperation among area youth providers.
- ◇ Establish working relationships with Workforce Investment Act agencies and non-WIA programs in order to develop community youth activities.

Second, a portion of the funds were set aside for efforts to bring the Youth Councils to the "next level" and finally, the remaining funds were made available to the contracted youth providers for special projects.

These are the activities that took place during the Program Year 2002:

- ◇ National Youth Summit Washington D.C.-- five participants
- ◇ Montana 4-H Congress Bozeman, Montana -- 17 participants

- ◇ Montana Conference on Race Helena, Montana - five participants
- ◇ DOL Regional Learning Exchange – Youth Systems Golden, Colorado - six participants
- ◇ DOL Region IV Youth Summit Denver, Colorado – ten participants

Three regional Youth Leadership Development Workshop were offered in July – a total of 250 youth and interested adults attended.

One of the most significant results of this project is the fact that a major collaborative effort, uniting statewide agencies in a common cause, has taken place. WIA eligible youth are participating in 4-H functions, Foster Children programs, Job Corps activities and other community youth programs. Invitations are going out to these and other youth programs to join and participate in WIA youth sponsored functions. There is a growing effort to identify all youth in leadership development programs. The remaining resources will be used by communities to continue planning for additional projects to strengthen the initial efforts that began with the resources received from Governor Martz in Program Year 2001.

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 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 the two local workforce investment through onsite monitoring at MJTP (LWIA administrative entity), and at selected 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.
- ◇ Through customer satisfaction and feedback from WIA Title IB service providers obtained through surveys by the State WIA oversight agency.
- ◇ Through customer satisfaction and feedback. Board and Councils members, conference and workshop attendees are provided questionnaires asking the attendees to rate the quality of the meetings, workshops and conferences. This feedback may then be used for future planning.
- ◇ Through Customer Satisfaction surveys of participants and employers as required for WIA performance.
- ◇ Through the review, by the State, of the one stop development process prescribed by the local workforce area boards. The re-

Evaluation of Workforce Investment Activities: Continuous Improvement

view includes comparing the criteria with business plans and one-stop funding requests to ensure that both the criteria and the business plans are working toward providing a one-system with high quality services as well as providing universally accessible one-stops.

- ◇ Through the regional cooperation and coordination of Local Workforce Investment Boards as demonstrated by the Annual Leadership Conference.

Continuous Improvement in the One-Stop System

Local Boards are continuing the process of approving one-stop business plans and providing one-stop capacity planning and building funds to Community Management Teams (CMTs) that began as a continuous improvement effort for Montana's Local Workforce System in 2001. Part of the effort was to make available WIA funds for improvements to basic systems. The CMTs submitted Business Plans for approval by the local workforce board in their area prior to submitting a request for One-Stop Development Funds. At the close of Program Year 2002, the BOS Joint Council had awarded \$325,000 to local CMTs for system improvements. The CEP Workforce Board awarded \$230,000.

In addition to WIA funds, Montana Job Training Partnership (MJTP) provided local sites with \$55,000 in funds from another U.S. Department of Labor grant to upgrade facilities and equipment to improve access to services for customers with disabilities.

System improvements for the

Balance of State Local Workforce Area included:

- ◇ Accessibility upgrades, Business Resource Office, Greeter, marketing of partner services, staff customer satisfaction & continuous improvement training; upgrades of computer equipment and software, partner sites accessibility assessments, web page design and development, facilitator for business plan long term goal development, rewards and recognition for partner staff, coordinator for the CMT, universal form development, partner pamphlets and 800# for local system, Americans with Disabilities (ADA) compliant workstations, accessibility modifications to restrooms and entry, signage, brochure racks, staff training, liaison to assist CMT with business plan long term goal development and coordination, shared area furniture and equipment for the Certified One-Stop Center, Business Services Directory and toolkit development and printing, accessibility equipment and materials (i.e. Braille embossed software, etc.); Public planning meeting, staff training academy; development, printing and conducting a customer satisfaction survey in the local area and distributing the results to the community; laptop computers for developing new partnerships in very small rural communities and for loaning to customers with mobility issues, and signage.

System improvements for the Concentrated Employment Program Local Workforce Area included:

◇ Computer modem, Liaison position, telephone and communication equipment, staff training academy, partner brochures and flyers and travel, Laptop computer, printer and LCD projector and Resource Development and public education; rental of office for itinerant services, signage; ADA accessible workstation and assistive technology; developing and publishing CMT resource guide, information folders, one-stop letterhead, envelopes and business cards; travel for CMT private sector members to training; four employer/local elected officials workshops on partner services to enhance collaboration with the business community on shared economic development goals; capacity building seminar; laptop computer, Proxima Projector; computer literacy train-the-trainer classes for CMT partners.

Continuous Improvement Through Partnerships

Montana's Workforce Investment System continues to invest resources, effort, and time, focusing on partnerships between communities, business, local workforce boards, and the State.

The partnerships established by Community Management Teams (CMTs) in local communities is evident by the work progress by CMTs in developing quality business plans that will establish one-stop systems that will maximize scarce resources by the sharing of resources and collocation of programs.

Partnerships established by Local Workforce Boards, communities affected by major layoffs and the State have resulted in ob-

tained funding through joint submission of applications for National Emergency Grants.

In 2002, Montana's Local Workforce Investment Boards in partnership with the Research and Analysis Bureau (State LMI Office in the Montana Department of Labor and Industry) received funding to sponsor a statewide Labor Market Information Conference for the fall of 2003. Additionally the State and Local Workforce Investment Boards in partnership with the Research and Analysis Bureau are working with One-Stop Centers and businesses to provide information on the labor market situation as well as employment and training programs to citizens of Montana. This partnership is committed to providing timely, accurate, and relevant LMI information to business throughout Montana.

WIA Section 503 awards incentive funds to states that meet and exceed performance in three programs: Titles IB and II of WIA (Title IB adult, youth and dislocated worker programs and Title II Adult Education and Family Literacy Act) and the Carl Perkins Act (post-secondary education). In Program Year 2001, Montana achieved performance and through leadership of the Statewide Workforce Programs Bureau (State WIA grant recipient in the Montana Department of Labor and Industry) a partnership was developed between the local workforce investment boards' administrative entity Montana Job Training Partnership, Inc. on behalf of Title IB programs, the Office of Public Instruction (WIA Title II AEFLA funds) and the Office of the Commissioner of Higher Education who is the recipient of Carl Perkins Act post-secondary funds. This team determined that the incentive dol-

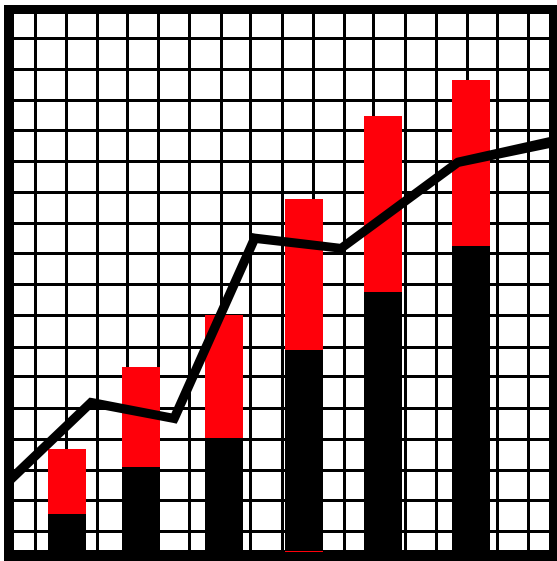
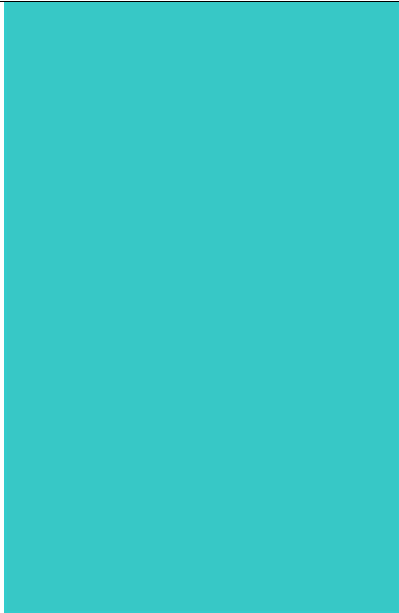
lars should be directed to addressing the shortage of health care workers in Montana and developed an application based on partnerships that will be developed in communities and through coordination of services and cooperation among the programs. The partnerships that developed during the application process were very successful and provided valuable insight to what can be accomplished when resources are shared.

Montana's workforce system is about partnerships. These groups, in addition to Vocational Rehabilitation, Wagner-Peyser Programs, Veterans Programs, and many others have taken an active role in the development of the State's One-Stop Workforce System and business assistance at all levels. These well-established partnerships and collaboration among stakeholders is consistent with the goals of the State and U. S. Departments of Labor and continue to contribute to the success of the system in Montana.

Regional Cooperation and Coordination Between LWIBs

Annual Leadership Conference: The 2002 Annual LWIB conference was well attended by members from the BOS Joint Council, CEP WIB and Council of Commissioners. Members participated in the fall business meetings and joint training. Agenda items included reports from the State and local Chambers of Commerce on their 2020 Grant, the Employer Focus Group Report and a presentation from the Texas Governor's Office and West Central Texas Workforce Development Board on the Next Level WIB Training entitled "12 Habits of Successful Boards".

Program Performance Data



2002 Montana Workforce Investment Act Annual Report

WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2002 to 06/30/2003

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	69.4	84.2	1127	1569	1569	71.8
Employers	67.3	94.1	302	367	367	82.3

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction, Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2002 – 06/30/2003

Entered Employment Rate, Credential & Employment Rate, Six Month Retention Rate, Six Month Earnings Change/Replacement Rate, Placement into Non-Traditional Employment, Training Related Employment, and Wage at Entry Into Employment: 10/01/2001 – 09/30/2002

Twelve Month Retention Rate, Twelve Month Earnings Change, and Twelve Month Earnings Replacement Rate: 10/01/2000 – 09/30/2001

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).

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Report Period: 07/01/2002 to 06/30/2003

Agency./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	64.3	89.4	245	274
Employment Retention Rate	75.6	84.8	280	330
Earnings Change in Six Months	2550	3322	903573	272
Employment and Credential Rate	51.0	70.4	216	307

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	87.8	86/98	86.4	19/22	85.7	36/42	75.0	9/12
Employment Retention Rate	77.8	77/99	82.8	24/29	86.4	38/44	80.0	8/10
Earnings Change in 6 months	3664	300410/82	1588	38103/24	4167	145830/35	1912	15294/8
Employment & Credential Rate	67.3	66/98	66.7	18/27	64.1	25/39	60.0	6/10

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	89.9	204/227	87.2	41/47
Employment Retention Rate	84.7	232/274	85.7	48/56
Earnings Change in 6 Months	3562	801373/225	2174	102200/47
Employment & Credential Rate	70.4	216/307	0.0	0/0

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	77.5	83.5	1000	1197
Employment Retention Rate	81.6	90.8	908	1000
Earnings Change in Six Months	81.6	107.1	10286255	9608526
Employment & Credential Rate	61.2	73.0	610	836

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individual	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	80.5	182 226	79.7	59 74	76.3	61 80	65.5	19 29
Employment Retention Rate	87.9	160 182	83.1	49 59	88.5	54 61	94.7	18 19
Earnings Replacement in 6 months	103.1	185969 9 180350 7	89.9	480839 535110	85.3	510008 597555	377.7	98449 26064
Employment & Credential Rate	75.8	116 153	72.0	36 50	74.5	41 55	56.0	14 25

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	85.3	713 836	79.5	287 361
Employment Retention Rate	91.3	651 713	89.5	257 287
Earnings Change in 6 Months	109.1	6972763 6393615	103.1	3313492 3214911
Employment & Credential Rate	73.0	610 836	0.0	0 0

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Table H - Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	66.3	78.5	51	65
Employment Retention Rate	61.2	86.0	49	57
Earnings Change in Six Months	1530	2706	121776	45
Employment and Credential Rate	46.9	61.3	49	80

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Out of School Youth	Num Den
Entered Employment Rate	80.0	12 15	0.0	0 0	88.9	8 9	75.5	37 49
Employment Retention Rate	81.3	13 16	0.0	0 0	90.0	9 10	82.9	34 41
Earnings Change in 6 months	2434	29213 12	0.0	0 0	2944	26497 9	2688	94071 35
Employment & Credential Rate	66.7	14 21	0.0	0 0	83.3	10 12	55.0	33 60

Table J - Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	61.2	85.5	524	613
Diploma or Equivalent Attainment Rate	51.0	54.7	93	170
Earnings Change in 6 Months	55.1	63.3	119	188

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Individual With Disabilities	Num Den	Out-of-School Youth	Num Den
Skill Attainment Rate	89.0	81 91	94.0	110 117	82.9	63 76
Diploma or Equivalent Rate	41.2	14 34	63.8	30 47	46.2	18 39
Retention Rate	60.0	24 40	52.8	28 53	65.5	36 55

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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 Non Traditional Employment		Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	735	2334	301	10686291	53	1325	350	73257216	682	12179
Dislocated Workers	733	5660	1069	68139585723	39	39100	623	5447680	844	52623
Older Youth	627	3251	215	8610340	59	351	291	1028343		

Table M - Participation Levels

Program	Total Participants Served	Total Exits
Adults	864	333
Dislocated Workers	2001	907
Older Youth (Age 19-21)	164	76
Younger Youth (Age 14-18)	711	222

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Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,734,482.00
Local Dislocated Workers	\$ 1,788,425.00
Local Youth	\$ 3,074,286.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 804,837.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 717,808.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 1,013,735.00
	Technical Assistance—Local Boards	\$ 335,928.00
	Integrated Technology Project	\$ 275,917.00
	Youth Project	\$ 74,082.00
	OPI	\$ 40,000.00
	Workforce System Study	\$ 75,000.00
	(Please refer to Narrative Section for descriptions)	
	Total of All Federal Spending Listed Above	\$ 10,934,500.00

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Report Period: 07/01/2002 to 06/30/2003

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

Table O - Local Performance

Total Participants Served	
a) Adults	864
b) Dislocated Workers	2001
c) Older Youth 19-21	164
d) Younger Youth 14-18	711
Total Exiters	
a) Adults	393
b) Dislocated Workers	907
c) Older Youth 19-21	76
d) Younger Youth 14-18	292

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction - Participants	69.4	84.2		
b) Customer Satisfaction - Employer	67.3	94.1		
Entered Employment Rate				
a) Adults (21)*	64.3	89.4	245	274
b) Dislocated Workers (27)*	77.5	83.5	1000	1197
c) Older Youth 19-21 (3)*	66.3	78.5	51	65
Retention Rate (6 months)				
a) Adults (8)*	75.6	84.8	280	330
b) Dislocated Workers (10)*	81.6	90.8	908	1000
c) Older Youth 19-21 (3)*	61.2	86.0	49	57
d) Younger Youth 14-18 (23)*	55.1	63.3	119	188
Earnings Change/Replacement Rate 6 Months				
a) Adults (8)*	2550	3322	903573	272
b) Dislocated Workers (10)*	81.6	107.1	10286255	9608526
c) Older Youth 19-21 (3)*	1530	2706	121776	45
Credential/Diploma Rate				
a) Adults (18)*	51.0	70.4	216	307
b) Dislocated Workers (14)*	61.2	73.0	610	836
c) Older Youth 19-21 (6)*	46.9	61.3	49	80
d) Younger Youth 14-18	51.0	54.7	93	170
Skill Attainment Rate				
a) Younger Youth 14-18	61.2	85.5	524	613

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

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WIA Title IB Annual Report Form (ETA 9091)

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Agency/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	69.4	81.3	41	51	51	80.4
Employers	67.3	0.0	0	0	0	0

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction, Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2002 - 06/30/2003

Entered Employment Rate, Credential & Employment Rate, Six Month Retention Rate, Six Month Earnings Change/Replacement Rate, Placement into Non-Traditional Employment, Training Related Employment, and Wage at Entry Into Employment: 10/01/2001 - 09/30/2002

Twelve Month Retention Rate, Twelve Month Earnings Change, and Twelve Month Earnings Replacement Rate: 10/01/2000 - 09/30/2001

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).

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WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2002 to 06/30/2003

Agency/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	64.3	0.0	0	0
Employment Retention Rate	75.6	0.0	0	0
Earnings Change in Six Months	2550	0.0	0	0
Employment and Credential Rate	51.0	0.0	0	0

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual 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
Employment 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
Employment & 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

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	77.5	68.9	31	45
Employment Retention Rate	81.6	96.8	30	31
Earnings Change in Six Months	81.6	151.8	415725	273915
Employment and Credential Rate	61.2	48.5	16	33

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individual	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	80.0	8 10	100.0	1 1	100.0	4 4	0.0	0 0
Employment Retention Rate	100.0	8 8	100.0	1 1	100.0	4 4	0.0	0 0
Earnings Replacement in 6 mo	127.6	110112 86310	55.1	7952 14438	152.8	43274 28320	0.0	0 0
Employment & Credential Rate	66.7	4 6	0	0 1	66.7	2 3	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	69.7	23 33	66.7	8 12
Employment Retention Rate	95.7	22 23	100.0	8 8
Earnings Change in 6 Months	160.2	280662 175192	136.8	135063 98723
Employment & Credential Rate	48.5	16 33	0.0	0 0

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Table H - Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	66.3	0.0	0	0
Employment Retention Rate	61.2	0.0	0	0
Earnings Change in Six Months	1530	0	0	0
Employment and Credential Rate	46.9	0.0	0	0

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Out of School Youth	Num Den
Entered Employment Rate	0.0	0 0	0.0	0 0	0.0	0 0	0.0	0 0
Employment 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
Employment & 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	61.2	0.0	0	0
Diploma or Equivalent Attainment Rate	51.0	0.0	0	0
Earnings Change in 6 Months	55.1	0.0	0	0

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Individual With Disabilities	Num Den	Out-of-School Youth	Num Den
Skill Attainment Rate	0.0	0 0	0.0	0 0	0.0	0 0
Diploma or Equivalent 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

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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 Non-Traditional Employment		Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	0.0	0	0	0	0.0	0	0	0	0.0	0
Dislocated Workers	81.1	30	135.6	341573	6.5	2	6174	191387	80.0	16
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	138	52
Older Youth (Age 19-21)	0	0
Younger Youth (Age 14-18)	0	0

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Agency/PO: 01-00 State of Montana Operated Programs

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,734,482.00
Local Dislocated Workers	\$ 1,788,425.00
Local Youth	\$ 3,074,286.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 804,837.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 717,808.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 1,013,735.00
	Technical Assistance—Local Boards	\$ 335,928.00
	Integrated Technology Project	\$ 275,917.00
	Youth Project	\$ 74,082.00
	OPI	\$ 40,000.00
	Workforce System Study	\$ 75,000.00
	(Please refer to Narrative Section for descriptions)	
	Total of All Federal Spending Listed Above	\$ 10,934,500.00

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WIA Title IB Annual Report Form (ETA 9091)

Report Period: 07/01/2002 to 06/30/2003

Agency/PO: 01-00 State of Montana Operated Programs

Table O - Local Performance

Total Participants Served	
a) Adults	0
b) Dislocated Workers	138
c) Older Youth 19-21	0
d) Younger Youth 14-18	0
Total Exiters	
a) Adults	0
b) Dislocated Workers	52
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	69.4	81.3		
b) Customer Satisfaction - Employer	67.3	0		
Entered Employment Rate				
a) Adults (0)*	64.3	0.0	0	0
b) Dislocated Workers (2)*	77.5	68.9	31	45
c) Older Youth 19-21 (0)*	66.3	0.0	0	0
Retention Rate (6 months)				
a) Adults (0)*	75.6	0.0	0	0
b) Dislocated Workers (0)*	81.6	96.8	30	31
c) Older Youth 19-21 (0)*	61.2	0.0	0	0
d) Younger Youth 14-18 (0)*	55.1	0.0	0	0
Earnings Change/Replacement Rate in 6 Months				
a) Adults (0)*	2550	0	0	0
b) Dislocated Workers (0)*	81.6	151.8	415725	273915
c) Older Youth 19-21 (0)*	1530	0	0	0
Credential/Diploma Rate				
a) Adults (0)*	51.0	0.0	0	0
b) Dislocated Workers (1)*	61.2	48.5	16	33
c) Older Youth 19-21 (0)*	46.9	0.0	0	0
d) Younger Youth 14-18	51.0	0.0	0	0
Skill Attainment Rate				
a) Younger Youth 14-18	61.2	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

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Agency/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	69.4	85.0	871	1197	1197	72.8
Employers	67.3	94.1	240	294	294	81.6

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction, Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2002 - 06/30/2003

Entered Employment Rate, Credential & Employment Rate, Six Month Retention Rate, Six Month Earnings Change/Replacement Rate, Placement into Non-Traditional Employment, Training Related Employment, and Wage at Entry Into Employment: 10/01/2001 - 09/30/2002

Twelve Month Retention Rate, Twelve Month Earnings Change, and Twelve Month Earnings Replacement Rate: 10/01/2000 - 09/30/2001

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).

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Table B - Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	64.3	91.4	201	220
Employment Retention Rate	75.6	84.8	234	276
Earnings Change in Six Months	2550	3432	792853	231
Employment and Credential Rate	51.0	70.8	182	257

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	88.2	67 76	86.7	13 15	82.8	24 29	77.8	7 9
Employment Retention Rate	78.2	61 78	85.0	17 20	87.1	27 31	87.5	7 8
Earnings Change in 6 months	3577	232510 65	2224	35588 16	4807	124976 26	8409	50456 6
Employment & Credential Rate	65.8	50 76	63.2	12 19	62.1	18 29	57.1	4 7

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	92.0	172 187	87.9	29 33
Employment Retention Rate	85.0	199 234	83.3	35 42
Earnings Change in 6 Months	3648	707794 194	2299	85059 37
Employment & Credential Rate	70.8	182 257	0.0	0 0

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	77.5	84.1	680	809
Employment Retention Rate	81.6	91.0	619	680
Earnings Change in Six Months	81.6	101.7	6635646	6522482
Employment and Credential Rate	61.2	72.8	415	570

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Vet	Num Den	Individual With Disabilities	Num Den	Older Individual	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	79.7	114 143	77.1	37 48	72.5	37 51	77.3	17 22
Employment Retention Rate	88.6	101 114	89.2	33 37	89.2	33 37	94.1	16 17
Earnings Replacement in 6 mo	101.8	1140059 1120016	112.1	349311 311476	83.8	298146 355773	579.3	87427 15092
Employment & Credential Rate	75.0	75 100	71.9	23 32	75.0	27 36	70.0	14 20

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	86.1	491 570	79.1	189 239
Employment Retention Rate	91.9	451 491	88.9	168 189
Earnings Change in 6 Months	104.8	4667995 4455193	95.2	1967651 2067289
Employment & Credential Rate	72.8	415 570	0.0	0 0

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Agency/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	66.3	75.9	41	54
Employment Retention Rate	61.2	84.4	38	45
Earnings Change in Six Months	1530	2606	99043	38
Employment and Credential Rate	46.9	59.7	40	67

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Out of School Youth	Num Den
Entered Employment Rate	66.7	6 9	0.0	0 0	87.5	7 8	72.1	31 43
Employment Retention Rate	77.8	7 9	0.0	0 0	87.5	7 8	82.4	28 34
Earnings Change in 6 months	1944	13607 7	0.0	0 0	2884	23074 8	2591	77739 30
Employment & Credential Rate	64.3	9 14	0.0	0 0	80.0	8 10	52.8	28 53

Table J - Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	61.2	87.4	418	478
Diploma or Equivalent Attainment Rate	51.0	50.7	72	142
Earnings Change in 6 Months	55.1	60.3	94	156

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Individual With Disabilities	Num Den	Out-of-School Youth	Num Den
Skill Attainment Rate	89.7	61 68	95.0	96 101	81.9	59 72
Diploma or Equivalent Rate	37.0	10 27	60.0	24 40	41.7	15 36
Retention Rate	53.6	15 28	54.2	26 48	63.3	31 49

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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 Non-Traditional Employment		Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	72.9	213 292	3571	903399 253	5.0	10 201	3366	605871 180	68.0	102 150
Dislocated Workers	73.0	314 430	106.8	3656146 3424421	3.5	24 680	6064	3541426 584	83.1	355 427
Older Youth	58.5	24 41	1713	56527 33	7.3	3 41	2352	82303 35		

Table M - Participation Levels

Program	Total Participants Served	Total Exiters
Adults	735	346
Dislocated Workers	1405	597
Older Youth (Age 19-21)	133	69
Younger Youth (Age 14-18)	589	262

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Agency/PO: 02-00 Balance of State

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$ 2,734,482.00
Local Dislocated Workers	\$ 1,788,425.00
Local Youth	\$ 3,074,286.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 804,837.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 717,808.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	Total Federal Spending
	Incumbent Worker Training	\$ 1,013,735.00
	Technical Assistance—Local Boards	\$ 335,928.00
	Integrated Technology Project	\$ 275,917.00
	Youth Project	\$ 74,082.00
	OPI	\$ 40,000.00
	Workforce System Study	\$ 75,000.00
	(Please refer to Narrative Section for descriptions)	
	Total of All Federal Spending Listed Above	\$ 10,934,500.00

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Agency/PO: 02-00 Balance of State

Table O - Local Performance

Total Participants Served	
a) Adults	735
b) Dislocated Workers	1405
c) Older Youth 19-21	133
d) Younger Youth 14-18	589
Total Exiters	
a) Adults	346
b) Dislocated Workers	597
c) Older Youth 19-21	69
d) Younger Youth 14-18	262

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction - Participants	69.4	85.0		
b) Customer Satisfaction - Employer	67.3	94.1		
Entered Employment Rate				
a) Adults (16)*	64.3	91.4	201	220
b) Dislocated Workers (17)*	77.5	84.1	680	809
c) Older Youth 19-21 (2)*	66.3	75.9	41	54
Retention Rate (6 months)				
a) Adults (6)*	75.6	84.8	234	276
b) Dislocated Workers (5)*	81.6	91.0	619	680
c) Older Youth 19-21 (2)*	61.2	84.4	38	45
d) Younger Youth 14-18 (19)*	55.1	60.3	94	156
Earnings Change/Replacement Rate 6 Months				
a) Adults (6)*	2550	3432	792853	231
b) Dislocated Workers (5)*	81.6	101.7	6635646	6522482
c) Older Youth 19-21 (2)*	1530	2606	99043	38
Credential/Diploma Rate				
a) Adults (12)*	51.0	70.8	182	257
b) Dislocated Workers (9)*	61.2	72.8	415	570
c) Older Youth 19-21 (5)*	46.9	59.7	40	67
d) Younger Youth 14-18	51.0	50.7	72	142
Skill Attainment Rate				
a) Younger Youth 14-18	61.2	87.4	418	478

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

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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	69.4	83.8	215	321	321	67.0
Employers	67.3	94.6	62	73	73	84.9

Date Ranges Used In Calculating Report Items

Total Participants, Total Exiters, Customer Satisfaction, Youth Diploma or Equivalent Rate, and Skill Attainment Rate: 07/01/2002 - 06/30/2003

Entered Employment Rate, Credential & Employment Rate, Six Month Retention Rate, Six Month Earnings Change/Replacement Rate, Placement into Non-Traditional Employment, Training Related Employment, and Wage at Entry Into Employment: 10/01/2001 - 09/30/2002

Twelve Month Retention Rate, Twelve Month Earnings Change, and Twelve Month Earnings Replacement Rate: 10/01/2000 - 09/30/2001

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).

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Table B - Adult Program Results At-A-Glance

Performance Item	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	64.3	81.5	44	54
Employment Retention Rate	75.5	85.2	46	54
Earnings Change in Six Months	2550	2700	110720	41
Employment & Credential Rate	51.0	68.0	34	50

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individuals	Num Den
Entered Employment Rate	86.4	19 22	85.7	6 7	92.3	12 13	66.7	2 3
Employment Retention Rate	76.2	16 21	77.8	7 9	84.6	11 13	50.0	1 2
Earnings Change in 6 months	3994	67900 17	314	2515 8	2317	20854 9	-17581	-35162 2
Employment & Credential Rate	72.7	16 22	75.0	6 8	70.0	7 10	66.7	2 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	80.0	32 40	85.7	12 14
Employment Retention Rate	82.5	33 40	92.9	13 14
Earnings Change in 6 Months	3019	93579 31	1714	17141 10
Employment & Credential Rate	68.0	34 50	0.0	0 0

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

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	77.5	84.3	289	343
Employment Retention Rate	81.6	89.6	259	289
Earnings Change in Six Months	81.6	115.0	3234884	2812129
Employment and Credential Rate	61.2	76.8	179	233

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veteran	Num Den	Individual With Disabilities	Num Den	Older Individual	Num Den	Displaced Homemaker	Num Den
Entered Employment Rate	82.2	60 73	84.0	21 25	80.0	20 25	28.6	2 7
Employment Retention Rate	85.0	51 60	71.4	15 21	85.0	17 20	100.0	2 2
Earnings Replacement in 6 months	102.1	609528 597181	59.1	123576 209196	79.0	168588 213462	100.5	11022 10972
Employment & Credential Rate	78.7	37 47	76.5	13 17	75.0	12 16	0	0 5

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	85.4	199 233	81.8	90 110
Employment Retention Rate	89.4	178 199	90.0	81 90
Earnings Change in 6 Months	114.8	2024106 1763230	115.4	1210778 1048899
Employment & Credential Rate	76.8	179 233	0.0	0 0

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Table H - Older Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Entered Employment Rate	66.3	90.9	10	11
Employment Retention Rate	61.2	91.7	11	12
Earnings Change in Six Months	1530	3248	22733	7
Employment and Credential Rate	46.9	69.2	9	13

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance	Num Den	Veteran	Num Den	Individual With Disabilities	Num Den	Out of School Youth	Num Den
Entered Employment Rate	100.0	6 6	0.0	0 0	100.0	1 1	100.0	6 6
Employment Retention Rate	85.7	6 7	0.0	0 0	100.0	2 2	85.7	6 7
Earnings Change in 6 months	3121	15606 5	0.0	0 0	3423	3423 1	3266	16332 5
Employment & Credential Rate	71.4	5 7	0.0	0 0	100.0	2 2	71.4	5 7

Table J - Younger Youth Results At-A-Glance

Performance Items	Negotiated Performance	Actual Performance	Numerator	Denominator
Skill Attainment Rate	61.2	78.5	106	135
Diploma or Equivalent Attainment Rate	51.0	75.0	21	28
Earnings Change in 6 Months	55.1	78.1	25	32

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance	Num Den	Individual With Disabilities	Num Den	Out-of-School Youth	Num Den
Skill Attainment Rate	87.0	20 23	87.5	14 16	100.0	4 4
Diploma or Equiv Rate	57.1	4 7	85.7	6 7	100.0	3 3
Retention Rate	75.0	9 12	40.0	2 5	83.3	5 6

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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 Non-Traditional Employment		Wages At Entry Into Employment For Those Who Enter Unsubsidized Employment		Entry Into Unsubsidized Employment Related To Training	
Adults	76.9	40 52	4568	173587 38	6.8	3 44	4233	152386 36	69.0	20 29
Dislocated Workers	72.6	162 223	103.8	2283680 2199315	4.5	13 289	6714	1711953 255	88.1	155 176
Older Youth	80.0	8 10	4225	29576 7	0.0	0 10	2563	20500 8		

Table M - Participation Levels

Program	Total Participants Served	Total Exiters
Adults	129	47
Dislocated Workers	458	258
Older Youth (Age 19-21)	31	7
Younger Youth (Age 14-18)	122	30

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Table N - Cost of Program Activities

Program Activity	Total Federal Spending
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Local Youth	\$ 3,074,286.00
Rapid Response (Up to 25%) 134 (a) (2) (A)	\$ 804,837.00
Statewide Required Activities (Up to 15%) 134 (a) (2) (B)	\$ 717,808.00

Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
	Incumbent Worker Training	\$ 1,013,735.00
	Technical Assistance—Local Boards	\$ 335,928.00
	Integrated Technology Project	\$ 275,917.00
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	OPI	\$ 40,000.00
	Workforce System Study	\$ 75,000.00
	(Please refer to Narrative Section for descriptions)	
	Total of All Federal Spending Listed Above	\$ 10,934,500.00

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Table O - Local Performance

Total Participants Served	
a) Adults	129
b) Dislocated Workers	458
c) Older Youth 19-21	31
d) Younger Youth 14-18	122
Total Exiters	
a) Adults	47
b) Dislocated Workers	258
c) Older Youth 19-21	7
d) Younger Youth 14-18	30

Performance Items/Programs	Negotiated Performance	Actual Performance	Numerator	Denominator
Customer Satisfaction				
a) Customer Satisfaction - Participants	69.4	83.8		
b) Customer Satisfaction - Employer	67.3	94.6		
Entered Employment Rate				
a) Adults (5)*	64.3	81.5	44	54
b) Dislocated Workers (10)*	77.5	84.3	289	343
c) Older Youth 19-21 (1)*	66.3	90.9	10	11
Retention Rate (6 months)				
a) Adults (2)*	75.5	85.2	46	54
b) Dislocated Workers (5)*	81.6	89.6	259	289
c) Older Youth 19-21 (1)*	61.2	91.7	11	12
d) Younger Youth 14-18 (4)*	55.1	78.1	25	32
Earnings Change/Replacement Rate 6 Months				
a) Adults (2)*	2550	2700	110720	41
b) Dislocated Workers (5)*	81.6	115.0	3234884	2812129
c) Older Youth 19-21 (1)*	1530	3248	22733	7
Credential/Diploma Rate				
a) Adults (6)*	51.0	68.0	34	50
b) Dislocated Workers (5)*	61.2	76.8	179	233
c) Older Youth 19-21 (1)*	46.9	69.2	9	13
d) Younger Youth 14-18	51.0	75.0	21	28
Skill Attainment Rate				
a) Younger Youth 14-18	61.2	78.5	106	135

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