



Montana Department of
LABOR & INDUSTRY
Workforce Services Division

Report on Spending and Outcomes for the
WIOA Adult Worker Program
For State and Private Providers

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Executive Summary

The goal of this report is to compare the spending on behalf of each participant in the Adult WIOA program to the workforce outcomes of the participant. This analysis is a necessary first step in determining the ideal allocation of program dollars and identifying any best practices in efficiently providing WIOA services with positive workforce outcomes for the client.

Program information from the 20 state-run Job Service Offices and the 11 private service-providers was collected and analyzed to determine the share of funding spent on participant payments versus overhead costs. Then, participants were tracked into the job market using wage records from the unemployment insurance program in order to determine whether clients had positive wage progression and increased job duration after WIOA services were provided. The information is provided individually for each public and private provider, allowing each provider to determine how its services compare to other providers in Montana. In summary, the report finds that:

- In total, over 1,400 clients were served through Montana's WIOA programs for program year 2014. The Adult program had 515 participants, with other WIOA programs making up the rest.
- WIOA Adult participants saw large wage gains and consistent post-program completion, with average wage gains of over \$10,000 in the first two quarters after program completion (compared to wages prior to program entry) and 75% employment retention for two quarters.
- Offices that spent a greater share of their budget on participants instead of overhead costs generally have better workforce outcomes for clients, meaning a positive correlation between funding spent on participants and workforce outcomes. (Career planning, resume assistance, and other staff-provided services are included as overhead costs due to data limitations.)
- About 73% of participants were served through Job Service Offices, while the remainder were served through private contractors.
- There is little variation between Job Service Offices in the state in terms of the share of their WIOA Adult budget directed towards participant payments, likely reflecting uniform program policies and economies of scale from being a part of a larger network. There is greater variation among private providers.

Introduction

The Workforce Innovation and Opportunity Act (WIOA), formerly known as the Workforce Investment Act (WIA), provides the funding stream for various workforce programs in all 50 states. The Workforce Services Division (WSD) of the Montana Department of Labor and Industry (DLI) implements a number of WIOA job programs in Montana, including the Adult program. The goal of the Adult program is to help participants overcome barriers to employment and find quality work. Participants can be placed in trainings to learn the skills and knowledge needed for a job, provided with on-the-job training and work experience, or assisted through supportive services that help overcome barriers to employment. During Fiscal Year (FY) 2015, Montana assisted 578 Montanans using approximately \$1.8 million through the WIOA Adult program.

The WIOA Adult program is implemented through the assistance of 20 local Job Service Offices (JSOs) and 11 non-state providers to provide services at the local level. The providers are located in cities and towns all across Montana, as illustrated in Figure 1. The number served varies with population and economic conditions, with areas of higher unemployment and large populations generally having more clients served.

This report provides information about program operation and participant outcomes across Montana's WIOA providers, including both public JSOs and the private non-state providers. The report provides the following information for the Adult program:

- the number of participants at each office;
- the share of funding spent on direct benefits;
- the types of services funds are spent on;
- the success rates of offices;
- per participant spending; and
- the wage and employment outcomes of program participants.

These details will provide basic information about the effectiveness of WIOA Adult providers and give insight into further research needed to identify best practices. Ultimately, the goal is to achieve the most efficient provision of services leading to the best workplace outcomes.

Figure 1: Locations of WIOA Providers, Job Service Offices and Non-State in Montana



Background

The Workforce Innovation and Opportunity Act (WIOA) provides funding for the workforce development program, particularly targeting at-risk adults and youth for education and retraining programs designed to qualify them for employment in successful careers. The WIOA emphasizes the seamless delivery of services through the Departments of Labor and Industry, Office of Public Instruction, and Public Health and Human Services, the unified planning and evaluation of service delivery, and greater collaboration with local businesses and economic development organizations to make training systems more responsive to the needs of the community.¹

One change required in the WIOA is greater evaluation of workforce outcomes across programs and across providers to ensure continuous improvement of service delivery and quality outcomes for participants. This report serves as a preliminary effort by the Montana Department of Labor to conduct the mandatory evaluation. The report intends to establish baselines for the WIOA Adult providers to measure future improvements, along with providing background information on how to establish reasonable expectations for participating providers.

WIOA Adult Eligible Populations

The WIOA Adult program serves persons over age 18 who are recipients of public assistance or who meet low income requirements. Participants in the Adult program are likely to face barriers to employment that have prevented the individual from working consistently or in high-wage jobs. Adult participants may have lower levels of work experience or education. Success in the Adult program could be defined as that the individual is consistently employed in an entry-level job (not necessarily a high-wage job).

WIOA Assistance Provided

Providers of WIOA are able to assist their participants through two primary means.

1. First, case managers and workforce counselors are able to help clients with one-on-one guidance and assistance building a career plan and developing tools that a person may need to successfully approach the labor market. For example, a participant can be helped writing a resume and cover letter, given tips for interviews, and assisted in identifying in-demand occupations that would be available if they obtained the training required. Due to data limitations, this report includes such career advice as overhead costs, even though the costs are expended to serve the client.
2. Second, participants can also be helped through financial assistance that allows the client to complete a training program, get to work, or obtain work experience. The financial assistance is referred to as *participant payments*. Participant payments are defined as funds spend directly to or on behalf of WIOA participants to aid them towards their goal of obtaining secure employment. The purpose of these payments are varied, but include paying tuition for courses that lead to an occupational credential, paying wages for on-the-job trainings, or paying for gas before the first paycheck. Because participant payments lead to a credential or marketable skill, these payments have long-term implications for the client that reach beyond the timeframe they are in the WIOA program.

Data Sources and Definitions

Three different data sources were used in this program evaluation. First, the state accounting system (SABHRS) was used for information on the total office costs. Staff time and the overhead costs for providing guidance and assistance are not tracked on a per participant basis, and are instead included in the total overhead and administrative costs for each provider. The total office costs were pulled from SABHRS and divided by the number of participants served to come up with an average client cost that includes staff time. The metric is an average – some clients may use and require more intensive staff time, while others only receive a small amount of staff attention. The SABHRS data is also the only source of information about overhead and administrative costs for each provider, and thus provide important information about the efficiency of service delivery.

The second source of data is the Montana Works (MWorks) database housed by DLI. This database is used by both DLI and non-state providers to record their activity with participants in WIOA programs. The MWorks database includes information on the number of participants by office or provider, spending to or on behalf of the client, and the types of services provided to the participant.

The MWorks database also includes personal identifiers for each participant (namely, social security numbers), allowing DLI to track the participant in the workforce using wage records from the unemployment insurance (UI) program. The UI records are the third source of data used in this report. Montana employers are required to report wages paid by worker to DLI for the administration of the UI program. These wages are reported by social security number, allowing researchers to identify the wages and job duration of clients after services were provided. The tracking of these outcomes provides information on successes and allows staff to identify best practices and improvements to disseminate throughout the program. Participant data is matched with the wage records in a confidential and secure manner, and results are aggregated to prevent the identification of any particular worker or employer, consistent with the data security standards used in other DLI programs. The UI wage records only include Montana employers. Any participants finding employment in a different state, or participants

working as an independent contractor or self-employed, would not match to wages and would be treated as though they were unemployed.

Participants Served per Office

The WIOA participants can be served by either a public Job Service Office (JSO) or through a partnership with a private provider. The private providers are often non-profit organizations. Overall, a majority of Adult participants are served by JSOs, with 73% of participants served by JSOs in program year (PY) 2014. The remainder are served by the private providers.

During PY2014, the WIOA Adult program served 515 participants. Figure 2 illustrates the total participants served in PY 2014 by provider. Seven of the ten largest providers of WIOA are JSOs. In general, providers in Montana's larger population centers served more participants, but the JSOs in the higher-unemployment areas of Great Falls, Polson, and Libby served the greatest number of clients. Participant levels are determined by both population and economic conditions in the service area.

Figure 2 categorizes participants by those who started, finished, or continued their WIOA program during PY2014. Adult providers enrolled 322 new participants, with just under 300 workers exiting from WIOA in PY2014. Workers who start WIOA during any particular year may not finish within the same program year. In fact, there were 35 clients who had started WIOA before PY2014 and did not finish before the year end. Overall, the average length of WIOA enrollments is just under one year. Program length varies with the types of trainings and the barriers faced by the client.

Figure 2: WIOA Adult Providers with Count of Clients Served	Total Clients	New Participants*	Finished Participants**	Ongoing Participants***
Total	515	322	292	35
Job Service Great Falls	50	30	27	6
Job Service Polson	44	25	24	5
Job Service Kalispell	38	25	26	1
Career Training Institute - Helena	32	22	22	0
Job Service Libby	28	21	17	0
YWCA ETC - Billings	28	20	7	5
Job Service Helena	23	12	11	3
District VI HRDC - Lewistown	22	12	10	1
Job Service Butte	22	18	16	0
Job Service Missoula	22	12	16	0
MCC - Dist 3 - Miles City	21	12	13	0
Job Service Havre	20	11	10	0
Job Service Livingston	20	20	8	0
Job Service Cut Bank	19	12	18	0
Job Service Billings	16	8	9	1
Job Service Glasgow	14	8	9	0
District IV HRDC - Havre	13	7	5	2
Career Futures - Butte	11	7	5	0
Job Service Hamilton	10	8	9	0
Job Service Thompson Falls	10	6	3	2
Job Service Glendive	8	3	2	3
Job Service Miles City	8	2	6	0
Job Service Anaconda	7	3	5	1
Job Service Bozeman	7	6	4	0
Job Service Sidney	7	4	6	1
Job Service Dillon	5	2	1	2
MCC - Dist 2 - Miles City	4	2	2	1
Career Transitions - Belgrade	3	3	0	0
AEMT-Dist 1 - Glendive	1	1	0	0
CAP of NW MT - Kalispell	1	0	0	1
Opportunities, Inc. – Great Falls	1	0	1	0

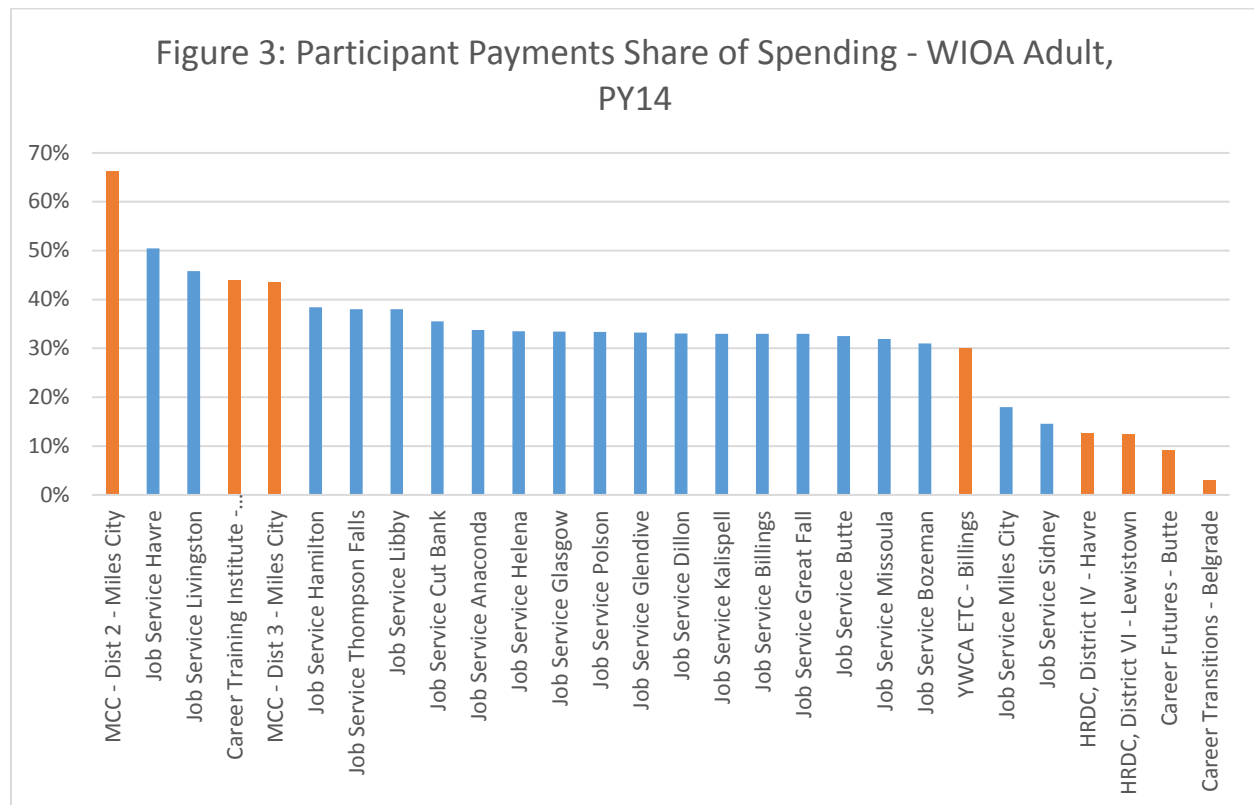
Participant Payments Share of Budget

Participant payments refer to the financial assistance paid to or on behalf of clients for training, transportation costs, or other items that aid them towards their goal of obtaining secure employment. In addition to participant payments, the WIOA funding also covers overhead (such as rent, equipment, and IT services) and staff time.

Each individual provider is given a lump sum of funding and has the authority to spend their allocation between participant payments and office costs as needed. Appropriately allocating funding between participant payments and other costs prudently and responsibly maximizes the impact of limited WIOA funding on economic outcomes. Within reason, providers are encouraged to direct as much of their budget to participant payments and other services to the client as possible, spending less on office overhead costs, because higher participant payment shares typically result in better workforce outcomes.

Greater spending on participant payments typically results in better workforce outcomes for clients.

Figure 3 illustrates the share of total budgets that went towards participant payments for the Adult program. The public providers (JSOs) are shown with blue bars, while non-state providers are orange. Across all WIOA Adult providers, about 32% of all funds went to participant payments, with the majority of the providers being within the 30% to 40% range. The remainder of the budget is spent on office costs, including staff time to provide career guidance to WIOA participants.



The share of all funds used on participant payments varied provider to provider, from a high of 66% at Miles City Community College, to a low of 3% at Career Transitions in Belgrade. In general, the JSOs were more consistent in their allocation of the budget, with all but two JSOs above the overall average

of 32% for participant spending shares. The lower variance among JSOs likely reflects the benefits of being a part of the larger DLI organization, allowing JSOs to take advantage of returns to scale for some office costs. For example, shared costs for software or website development are spread out over the full JSO network, instead of being incurred for each individual private provider. Additionally, variance between JSOs is reduced due to unified programmatic policies guiding activity.

There is a high degree of variance among the participant payment shares of non-state providers. Three private providers direct over 40% of their funding to participants. However, five of the seven providers with 30% or less of their budget directed towards participant payments are non-state providers. There are four private providers that direct less than 15% of their budgets towards participant payments.

How are participant payments spent?

In general, a greater share of the WIOA budget dedicated towards participant payments is encouraged because it leads to better participant outcomes. However, there are also different types of participant payments, and some types of payments have immediate impacts and some have impacts over a longer timeframe. This report groups the type of participant payments into four categories for closer analysis:

- **Employment-related trainings:** A training that leads to a degree, credential, or occupational certificate that is applicable to the client's targeted occupation. Examples include the commercial drivers' license training, courses in accounting at a local 2-year college, or training to obtain a certificate as a nursing assistant.
- **Worksite Learning:** Also known as on-the-job training, worksite learning occurs when an employer hires the WIOA participant in a training position with partially subsidized wages. The worker gets an opportunity to learn the skills of the occupation from their employer while on-the-job. Apprenticeships are a form of on-the-job training.
- **Supportive services:** Clients often face financial barriers that prevent them from being able to work; supportive services assist with these costs. For example, clients may not be able to afford transportation costs (such as gasoline or car repairs) before their first paycheck. Other examples include assistance purchasing uniforms and work-appropriate clothing, or assistance with housing costs while clients are getting on their feet.
- **Other:** Services that are not otherwise categorized. These include other basic career services such as short term trainings or adult basic education and literacy services.

In general, participant payments in the categories of employment-related training and worksite training are assumed to have a greater long-term impact on participant outcomes. While supportive services may be needed to access training, supportive service payments are assumed to meet temporary critical needs with a short-term impact only. To paraphrase a common saying, employment-related and worksite trainings teach a man to fish, while supportive services provide a fishing pole and provide temporary food assistance.

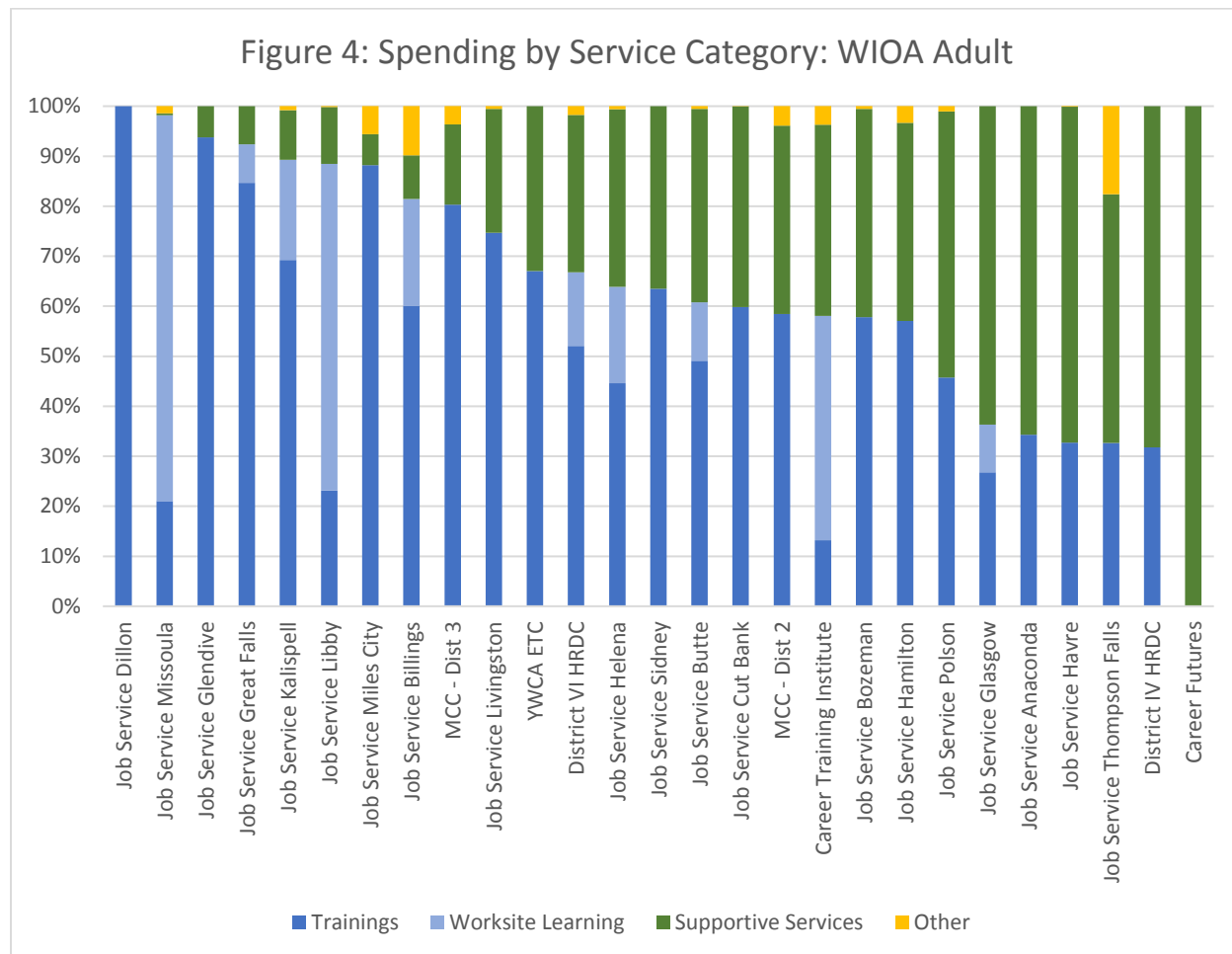
Participant Payments by Service Category

Figure 4 below evaluates the participant payments by category, including all known sources of funding, for participants who exited their WIOA program in PY2014. In some instances, a provider was left off of charts because they did not appear to contribute any funding toward participant payments.

Before this section, all discussions of funding were restricted to WIOA funds only. However, many WIOA participants are eligible for a variety of workforce programs. JSOs are able to leverage funding from other sources such as HELP-Link, Job Driven National Emergency Grants (JD-NEG), or other WIOA programs for participants that are co-enrolled. Including all possible funding streams for participant assistance provides a more comprehensive analysis of spending.

However, including non-WIOA funds has a drawback in terms of evaluating spending by private providers because any non-WIOA funds spent by providers are not reported to DLI. Non-state providers are often nonprofit organizations that could utilize charitable giving or grant funding to help support their mission. If private providers supplement the WIOA funds, they are not reported to DLI and not included in this report. However, public providers at JSOs log all funding streams used in case management in MWorks, thus allowing for a more complete analysis.

The average WIOA Adult provider spends just over 52% of its participant payments on trainings, 34% on supportive services, 11% on worksite learning, and 2% on other services. However, there is a wide variety of approaches to spending evident among providers, with the Dillon JSO spending 100% of its funding on trainings, and Career Futures spending 100% of its known funding on supportive services.



Some allocation differences can be attributed to differences in location characteristics and funding available. For example, the Libby JSO spends more on worksite learning because Libby has no nearby

educational institutions. Job Service Missoula has specific grant funding available for worksite learning, which makes this category a higher share of total payments. Additionally, more rural areas inherently have transportation barriers to overcome, resulting in greater amounts of dollars spent on supportive services for transportation. The effect of higher transportation costs can be seen in the Polson, Havre, Anaconda, and Glasgow JSOs.

Provider Success and Spending Per Client

About 72% of WIOA participants from the Adult program successfully completed the WIOA program by finding employment in PY14. However, there are other outcomes that are also considered successful completions from the WIOA program, including pursuit of postsecondary education, enlistment in the military, or a call to active duty. Including these additional outcomes, 74% of workers exit the WIOA program successfully.

74% of Adult WIOA clients exit successfully, with 72% of all clients finding employment.

A full list of potential outcomes is listed in Figure 5, including the unsuccessful outcomes of choosing not to participate, unable to contact, and not employed. While some of these unsuccessful outcomes cannot be avoided by providers, they are assumed to occur randomly and are included in the analyses nonetheless.

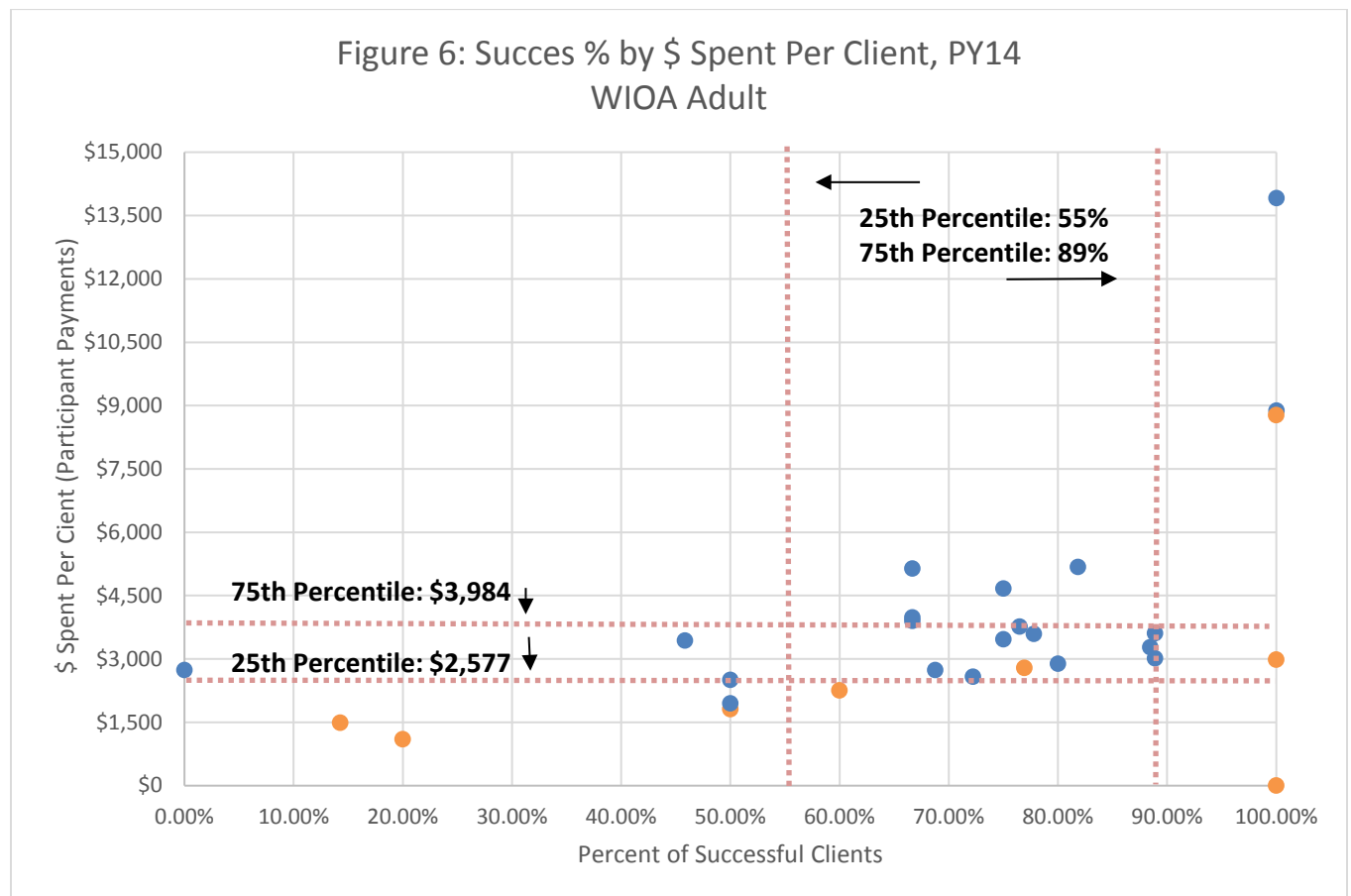
Figure 5: Potential WIOA Outcomes by Program

Potential WIOA Outcomes	Type	Count	Outcome Percent
Obtained Employment	Success	211	72.3%
Unable to Contact	Non-Success	30	10.3%
Chose Not To Participate	Non-Success	23	7.9%
Not Employed/NA	Non-Success	16	5.5%
Health-Medical	Non-Success	4	<2%
Family Care	Non-Success	3	<2%
Enrolled in Post-Secondary	Success	2	<2%
Called to Active Duty	Success	1	<2%
Enrolled in Advanced Training	Success	1	<2%
Institutionalized	Non-Success	1	<2%

Figure 6 provides the rate of success for each provider and the average per-participant spending on participant payments for clients exiting the program in PY14, with the public JSOs in blue and the private providers in orange. PY2014 data is used to allow for one year of time for potential employment and wage earnings after exiting the program. The figure illustrates a positive relationship between participant spending and program success, with several outliers. Many of the outliers include offices with a low number of participants. The median office had a successful exit rate of 75% and spent \$3,281.68 per client, with a midrange of 55% to 89% for successful exits and \$2,577 to \$3,984 for spending.

In general, JSOs are clustered near the mid-range of both spending and outcomes, while the non-state providers are less consistent. The consistency over JSOs is expected due to the shared programmatic policies and implementation.

Offices with low numbers of participants tend to be the outliers for overall outcomes and spending. These offices have higher variance in their results because the outcome of one individual moves the result further towards the extremes. To illustrate this idea, Figure 6 has five offices with a 100% success rate and one with a 0% success rate. Of those offices, four of them had three or fewer clients total. The small number of clients made the results look better, or worse, than similar results among offices that had more clients. These offices may have fallen at the high or low end of the spectrum for the time period observed in this report while other years of data may have swung the other direction.



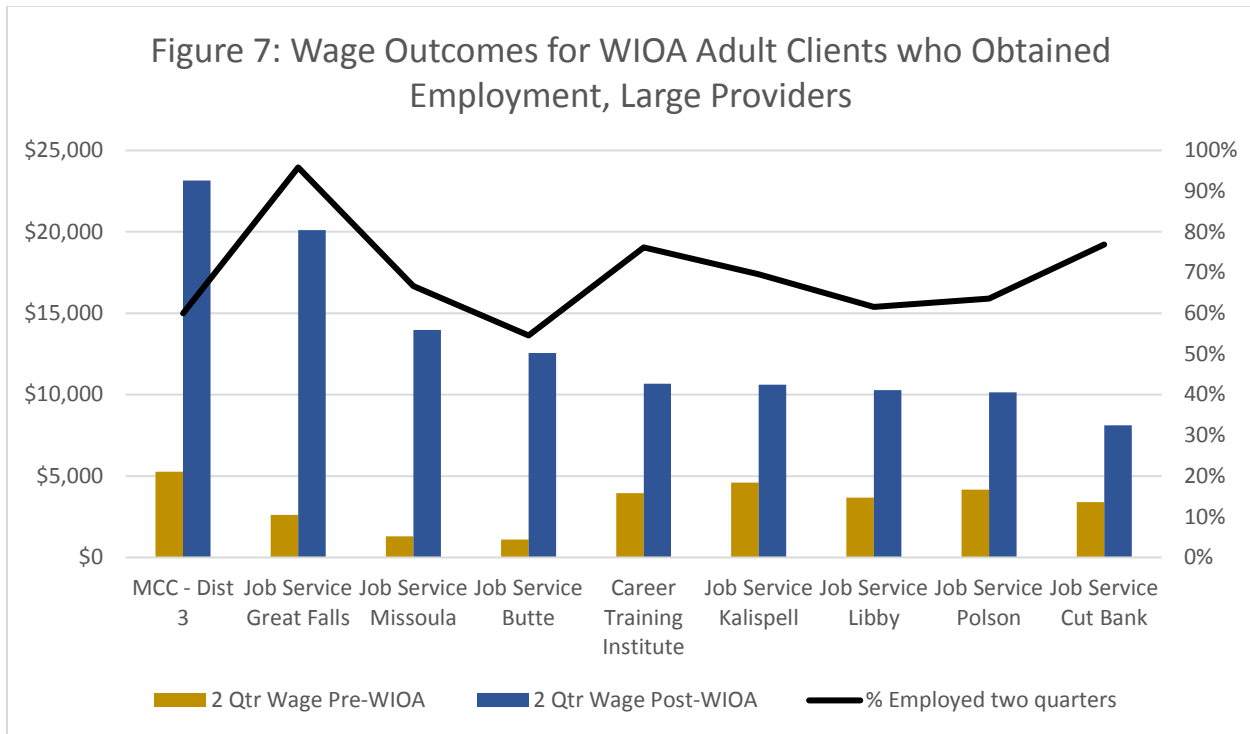
Wage Outcomes for WIOA Participants

Successes of participants based on a binary success outcome is a valuable measure of whether providers are placing participants into work or some other positive path following their WIOA program. However, it does not provide very much detail about the quality or duration of employment following program exit. The clients who completed their WIOA Adult program in PY14 with the “obtained employment” outcome were matched with wage records from the Unemployment Insurance program to gain greater

insight into the quality of the post-WIOA employment.¹ The wage match provides two types of information that helps evaluate the quality of employment:

1. **Wages paid to the worker** –the wages should suggest wage progression after the program. Reference Table 1 in the Appendix provides the average wage in the county for comparison purposes.
2. **Consistency of employment** – equally important to a worker’s well-being is whether the wage can be earned consistently in every quarter, allowing the worker to budget for their living expenses. Inconsistent employment increases the stress on the worker and requires greater use of credit, perhaps at high interest rates for some workers. To quantify the consistency of employment, the share of workers who remain employed at the same job for two quarters is provided.

To improve readability, two different charts are provided for wage outcomes – one including large providers and the other including providers with less than ten clients exiting to employment. Providers with less than three participants were excluded in order to maintain the confidentiality of wage data.



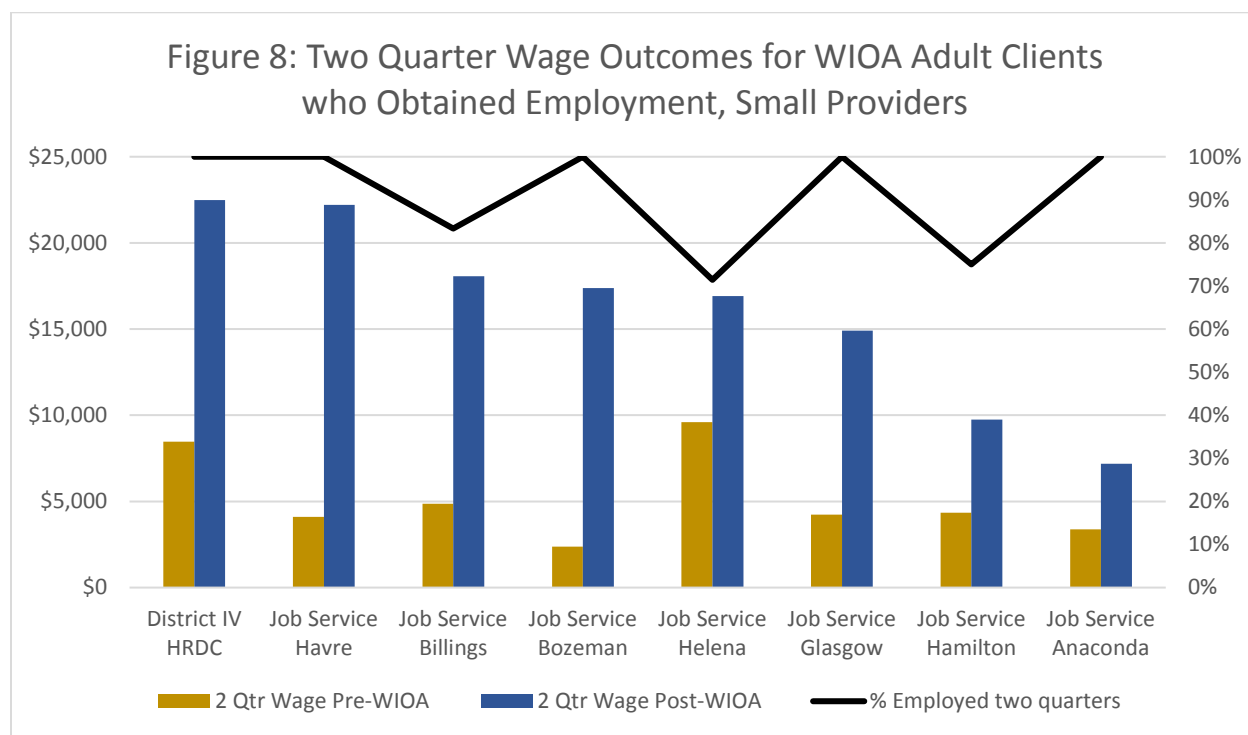
Across all providers, 153 clients completed the WIOA Adult program and earned payroll wages in both of the two quarters after exit. Most of these clients were served by JSOs. Of the seventeen providers that had four or more clients leave WIOA after obtaining employment, all but two were JSOs. Roughly 75%

¹ Ten participants entered the program prior to 2011, and exited in PY14. These clients with very long program times were excluded.

WIOA Adult clients remained employed by a Montana employer for two full quarters afterwards, but the employment percentage varies by provider.²

The participants earned an average of \$14,457 in the two quarters after exit, a sizeable jump from the average of \$4,044 in the two quarters immediately before entering WIOA Adult. Assuming earnings remain the same over the course of a year, participants would earn an average annual wage of approximately \$29,000. In comparison, the typical entry-level wage in Montana \$22,280 per year, with the median wage at \$31,970. For workers who complete WIOA and remain employed, their wages are slightly higher than the typical entry-level wage, but still below the median. Additional experience in their career will likely bring WIOA participants up to the median wage.

The average two quarter wages of participants from those offices ranges from as high as \$23,157 at MCC – District 3 to as low as \$7,189 at Job Service Anaconda. The wide ranges reflect multiple factors, especially regional differences in employment and educational opportunities available. For example, during PY14, providers in Eastern Montana may have had an easier time placing workers in high wage jobs due to Eastern Montana’s low unemployment rates and availability of high wage jobs related to the oil and gas industries. Additionally, providers located in cities with educational institutions have more diversity in trainings available, therefore more flexibility in what is offered to participants.



Conclusion

Every year, the WIOA Adult program works with hundreds of Montanans to establish employment plans and acquire the necessary skills to be employed in a new and valuable career. Assistance from WIOA Adult providers allows workers to push past barriers to employment and create a path to financial

² The employed percentage does not include workers employed in other states or who are self-employed/independent contractors.

independence. Workers that successfully complete WIOA programs see high levels of employment and large gains in wages. Local Job Service Offices around Montana play a large role in the implementation of WIOA programs by serving over half of all participants under reliable and consistent methods that lead to good results. Overall, improving the skills of the workforce and helping people obtain the skills they need to enter the labor force provides positive impacts for Montana's economy as a whole.

APPENDIX

Figure 3 Data: Participant Payments Share of Total Expenditures by Office, WIOA Adult, PY14

Provider	Total Expenditures	Participant Payments	Share of Payments
MCC - Dist 2 - Miles City	\$21,805	\$14,444	66%
Job Service Havre	\$53,701	\$27,106	50%
Job Service Livingston	\$18,257	\$8,358	46%
Career Training Institute - Helena	\$79,088	\$34,737	44%
MCC - Dist 3 - Miles City	\$30,326	\$13,204	44%
Job Service Hamilton	\$47,733	\$18,343	38%
Job Service Thompson Falls	\$26,703	\$10,149	38%
Job Service Libby	\$40,852	\$15,524	38%
Job Service Cut Bank	\$76,784	\$27,283	36%
Job Service Anaconda	\$67,828	\$22,880	34%
Job Service Helena	\$79,089	\$26,494	33%
Job Service Glasgow	\$97,443	\$32,574	33%
Job Service Polson	\$46,665	\$15,579	33%
Job Service Glendive	\$45,868	\$15,238	33%
Job Service Dillon	\$47,879	\$15,815	33%
Job Service Kalispell	\$87,620	\$28,915	33%
Job Service Billings	\$118,208	\$39,009	33%
Job Service Great Fall	\$115,176	\$38,008	33%
Job Service Butte	\$49,874	\$16,215	33%
Job Service Missoula	\$129,056	\$41,211	32%
Job Service Bozeman	\$29,210	\$9,054	31%
YWCA ETC - Billings	\$89,175	\$26,794	30%
Job Service Miles City	\$48,467	\$8,720	18%
Job Service Sidney	\$19,659	\$2,866	15%
HRDC, District IV - Havre	\$35,800	\$4,492	13%
HRDC, District VI - Lewistown	\$83,096	\$10,292	12%
Career Futures - Butte	\$33,914	\$3,071	9%
Career Transitions - Belgrade	\$43,816	\$1,270	3%

Figure 4: Participant Payment’s Service Category Shares by Office, WIOA Adult, PY14

Provider	Employment Related Education	Supportive Services	Worksite Learning	Other
Job Service Dillon	100%	0%	0%	0%
Job Service Glendive	94%	6%	0%	0%
Job Service Miles City	88%	6%	0%	6%
Job Service Great Falls	85%	8%	8%	0%
MCC - Dist 3	80%	16%	0%	4%
Job Service Livingston	75%	25%	0%	1%
Job Service Kalispell	69%	10%	20%	1%
YWCA ETC	67%	33%	0%	0%
Job Service Sidney	63%	37%	0%	0%
Job Service Billings	60%	9%	21%	10%
Job Service Cut Bank	60%	40%	0%	0%
MCC - Dist 2	58%	38%	0%	4%
Job Service Bozeman	58%	42%	0%	1%
Job Service Hamilton	57%	40%	0%	3%
District VI HRDC	52%	31%	15%	2%
Job Service Butte	49%	39%	12%	1%
Job Service Polson	46%	53%	0%	1%
Job Service Helena	45%	35%	19%	1%
Job Service Anaconda	34%	66%	0%	0%
Job Service Havre	33%	67%	0%	0%
Job Service Thompson Falls	33%	50%	0%	18%
District IV HRDC	32%	68%	0%	0%
Job Service Glasgow	27%	64%	10%	0%
Job Service Libby	23%	11%	65%	0%
Job Service Missoula	21%	0%	77%	1%
Career Training Institute	13%	38%	45%	4%
Career Futures	0%	100%	0%	0%
Opportunities, Inc.	0%	0%	0%	0%

Figure 6 Data: Successfully Exiting WIOA Adult Clients by Per Client Participant Payments, PY14

WIOA Adult Providers	Clients	Success Percent	Per Client Participant Payments
Job Service Dillon	1	100%	\$13,915
Job Service Anaconda	5	100%	\$8,882
MCC - Dist 2	2	100%	\$8,774
Job Service Helena	11	82%	\$5,179
Job Service Sidney	6	67%	\$5,144
Job Service Missoula	16	75%	\$4,669
Job Service Billings	9	67%	\$3,984
Job Service Miles City	6	67%	\$3,902
Job Service Libby	17	76%	\$3,766
Job Service Hamilton	9	89%	\$3,607
Job Service Glasgow	9	78%	\$3,594
Job Service Bozeman	4	75%	\$3,469
Job Service Polson	24	46%	\$3,439
Job Service Kalispell	26	88%	\$3,282
Job Service Great Falls	27	89%	\$3,015
Career Training Institute	22	100%	\$2,985
Job Service Havre	10	80%	\$2,889
MCC - Dist 3	13	77%	\$2,785
Job Service Thompson Falls	3	0%	\$2,737
Job Service Butte	16	69%	\$2,736
Job Service Cut Bank	18	72%	\$2,577
Job Service Glendive	2	50%	\$2,506
District IV HRDC	5	60%	\$2,256
Job Service Livingston	8	50%	\$1,950
District VI HRDC	10	50%	\$1,814
YWCA ETC	7	14%	\$1,487
Career Futures	5	20%	\$1,097
Opportunities, Inc.	1	100%	\$0

Figures 7 and 8 Data: Employment and Wage Outcomes Clients that Obtained Employment by Provider, WIOA Adult, PY14

Provider	Obtained Employment Clients	Two Quarter Post-WIOA Employment Share	Two Quarter Post-WIOA Average Wage	Two Quarter Pre-WIOA Average Wage
MCC - Dist 3	10	60%	\$23,157	\$5,261
District IV HRDC	3	100%	\$22,492	\$8,468
Job Service Havre	8	100%	\$22,200	\$4,101
Job Service Great Falls	24	96%	\$20,098	\$2,615
Job Service Billings	6	83%	\$18,058	\$4,873
Job Service Bozeman	3	100%	\$17,384	\$2,375
Job Service Helena	7	71%	\$16,913	\$9,604
Job Service Glasgow	7	100%	\$14,911	\$4,236
Job Service Missoula	12	67%	\$13,976	\$1,295
Job Service Butte	11	55%	\$12,561	\$1,098
Career Training Institute	21	76%	\$10,667	\$3,957
Job Service Kalispell	23	70%	\$10,622	\$4,603
Job Service Libby	13	62%	\$10,277	\$3,679
Job Service Polson	11	64%	\$10,143	\$4,176
Job Service Hamilton	8	75%	\$9,742	\$4,337
Job Service Cut Bank	13	77%	\$8,113	\$3,397
Job Service Anaconda	4	100%	\$7,189	\$3,381
District VI HRDC	3	*	*	*
Job Service Miles City	4	*	*	*
YWCA ETC	1	*	*	*
Career Futures	1	*	*	*
MCC - Dist 2	2	*	*	*
Job Service Livingston	4	*	*	*
Job Service Sidney	3	*	*	*
Job Service Glendive	1	*	*	*
Opportunities, Inc.	1	*	*	*

*Data suppressed due to small cell size and DLI confidentiality policy

Reference Table 1: Two-Quarter Average Wages for Montana’s Counties, 2015 Quarterly Census of Employment and Wages

County	Average 2-Qtr Wage	Unemployment Rate	County	Average 2-Qtr Wage	Unemployment Rate
Beaverhead	\$17,203	3.4%	McCone	\$19,297	2.1%
Big Horn	\$19,920	6.6%	Meagher	\$13,675	3.5%
Blaine	\$16,483	4.9%	Mineral	\$14,552	8.2%
Broadwater	\$17,612	5.0%	Missoula	\$19,118	3.9%
Carbon	\$16,157	3.6%	Musselshell	\$23,485	4.2%
Carter	\$14,721	3.3%	Park	\$15,837	4.8%
Cascade	\$18,835	4.0%	Petroleum	\$14,878	5.1%
Choteau	\$15,155	2.9%	Phillips	\$15,918	5.0%
Custer	\$18,525	3.3%	Pondera	\$15,917	4.5%
Daniels	\$18,802	2.6%	Powder River	\$14,065	2.5%
Dawson	\$20,485	3.1%	Powell	\$19,198	4.5%
Deer Lodge	\$17,116	3.9%	Prairie	\$17,877	4.1%
Fallon	\$25,579	2.3%	Ravalli	\$16,875	5.2%
Fergus	\$17,182	4.1%	Richland	\$26,728	3.2%
Flathead	\$19,051	5.7%	Roosevelt	\$18,007	5.2%
Gallatin	\$19,585	3.0%	Rosebud	\$24,099	5.3%
Garfield	\$13,124	2.7%	Sanders	\$15,238	8.2%
Glacier	\$17,761	9.0%	Sheridan	\$19,796	2.5%
Golden Valley	\$14,330	4.2%	Silver Bow	\$19,910	4.3%
Granite	\$15,106	6.1%	Stillwater	\$28,569	3.7%
Hill	\$17,623	4.2%	Sweet Grass	\$24,005	2.8%
Jefferson	\$19,356	4.0%	Teton	\$16,667	3.8%
Judith Basin	\$16,536	3.5%	Toole	\$20,119	3.4%
Lake	\$16,715	4.9%	Treasure	\$16,964	5.0%
Lewis and Clark	\$21,566	3.3%	Valley	\$17,973	3.1%
Liberty	\$14,411	2.6%	Wheatland	\$15,694	5.4%
Lincoln	\$16,955	10.0%	Wibaux	\$15,143	3.3%
Madison	\$17,502	3.6%	Yellowstone	\$22,213	3.3%

ⁱ U.S. Department of Labor, 2016. The Workforce Innovation and Opportunity Act Final Rules. <https://doleta.gov/WIOA/Docs/Top-Line-Fact-Sheet.pdf>.