SUMMARY AND RECOMMENDATION
TrainND WORKFORCE TRAINING BUSINESS PLANS, FY 2012 and FY 2013

Summary

Chapter 52-08 of the North Dakota Century Code states that each of the four North Dakota University System institutions assigned primary responsibility for workforce training in North Dakota (Bismarck State College, Lake Region State College, North Dakota State College of Science, and Williston State College) shall prepare an annual workforce training business plan. The plans are prepared based on input from workforce training advisory boards, established according to legislative requirements and SBHE Policy 350.2. The plans include a funding component which is subject to SBHE approval.

The consolidated business plan document opens with an overall context for workforce training in North Dakota, including TrainND’s mission, history, analysis of statewide workforce trends, performance measures, and combined budget. The specific business plans for each of the four TrainND regions follow. The plans cover the two years of North Dakota’s biennial budget cycle for 2011-13. They have been approved by the advisory boards of their respective regions and are being recommended to the State Board of Higher Education as indicated by the attached letters from the four advisory board chairs.

Recommendation

I recommend the following motion be adopted by the SBHE:

“The State Board of Higher Education approves the TrainND workforce training business plans covering FY 2012 and FY 2013.”

William Goetz, Chancellor
May 25, 2011

William Goetz, Chancellor
North Dakota University System
600 East Boulevard Avenue, Dept. 215
Bismarck, ND 58505-0230

RE: 2012 – 2013 Business Plan

Dear Chancellor Goetz:

The TrainND-Northwest Advisory Board approved the region’s business plan for fiscal years 2012 and 2013 at its meeting on May 25, 2011. The plan covers the two fiscal years in order to correspond with the funding provided during the 2011 legislative session.

We believe this is a solid plan that will effectively serve the training needs of business and industry in our region. Progress reports on TrainND-Northwest’s business plan will be provided annually to you and the State Board of Higher Education in accordance with established accountability reports.

Sincerely,

Bill Morris, Schlumberger
Advisory Board Chair
TrainND-Northwest
June 6, 2011

William Goetz, Chancellor
North Dakota University System
600 East Boulevard Ave. Dept. 215
Bismarck, ND 58505-0230

Dear Chancellor Goetz:

RE: The TrainND Northeast Business Plan

The workforce training Advisory Board for the Northeast Region approved the TrainND NE Business Plan for FY12 and FY13 at its quarterly meeting, April 13th, 2011.

A copy of the plan is on file at the North Dakota University System office. Progress reports on the Northeast Region’s Business Plan are provided annually in accordance with established accountability reports.

Sincerely,

Keith Reitmeier, Chair
Advisory Board
TrainND Northeast
May 24, 2011

William Goetz, Chancellor
North Dakota University System
600 East Boulevard Avenue, Dept. 215
Bismarck, ND 58505-0230

Dear Chancellor Goetz:

The TrainND Southeast Region Advisory board approved the region’s business plan for fiscal years 2012 and 2013 at its meeting on May 19, 2011. The plan covers the two fiscal years in order to correspond with the funding provided during the 2011 legislative session.

We believe this is a solid plan that will effectively serve the training needs of business and industry in our region. Progress reports on TrainND Southeast Region’s business plan will be provided annually to you and the State Board of Higher Education in accordance with established accountability reports.

Sincerely,

Jim Johnson
Advisory Board Chair
TrainND Southeast Region
May 26, 2011

William Goetz, Chancellor  
North Dakota University System  
600 East Boulevard Avenue, Dept. 215  
Bismarck, ND 58505-0230

Dear Chancellor Goetz:

The TrainND-Southwest Advisory board approved the region’s business plan for fiscal years 2012 and 2013 this month. The plan covers the two fiscal years in order to correspond with the funding provided during the 2011 legislative session.

We believe this is a solid plan that will effectively serve the training needs of business and industry in our region. Progress reports on TrainND-Southwest’s business plan will be provided annually to you and the State Board of Higher Education in accordance with established accountability reports.

Sincerely,

Greg Redekopp  
Advisory Board Chair  
TrainND-Southwest
Business Plan
Fiscal Years 2012–2013
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MISSION AND VALUE STATEMENTS

Mission
TrainND provides training for North Dakota business and industry enhancing their ability to compete globally.

Value Statements
Timely – provided WHEN our customers need it
Relevant – designed for WHAT our customers need
Adaptable – customized to SUIT our customers
Innovative – developed with CURRENT trends in mind
Natural – instructors who FIT the topic and the audience
Networked – statewide partnerships to COLLABORATE efficiently
Dependable – committed to RESPOND promptly

Statewide Goal
The “statewide goal” is outlined in the NDUS Strategic Plan and Objectives, 2009-2013. The TrainND goal is to increase the number of businesses served by at least 4 percent by 2013.

This goal supports the Roundtable cornerstone of economic development and goal 3 in the strategic plan: The North Dakota University System increases the overall vitality of the state through exceptional education, research, training, and service.

For clarification purposes, “workforce training” (WFT) is defined as training which is oriented toward serving the training needs of business and industry. It is business and industry-driven and often involves customized or contract training. In contrast, “workforce development” refers to education or training oriented toward meeting the education and training needs of individuals including K-12, higher education, continuing education and life-long learning.
In today’s business world it is vital for organizations like TrainND to change rapidly to meet market demands and to adjust to the ever-changing global economy. An organization that is capable of prompt responses to change demonstrates a culture of constant improvement. Those within an innovative organization are capable of creating the change necessary to increase productivity. Synergy empowers all to look for ways to save the organization money and time.

An entrepreneurial spirit means being open to risk and to new ways of doing things. It means seeking out new opportunities for programs, products, and services – and turning a want into a new project, a new source of revenue, or a new relationship. TrainND is entrepreneurial and fosters a culture that:

- Is open to risk and new ways of conducting business
- Embraces emerging trends
- Seeks out new opportunities for programs and services
- Develops training needs into a source of revenue

Future planning is needed to understand regional, state, national, and global training dynamics. The strategy for TrainND is to attract resources needed through:

- Public/private partnerships
- Effective/profitable training
- Global relationships/partnerships
- Collaborative process

The new world of work demands new competencies, courage, and confidence. Our success in the evolving and dynamically charged workplace is dependent upon our ability to anticipate and adapt to emerging demands and new expectations. TrainND will deliberately and decisively match talents, skill sets, experience, and temperament to changing marketplace demands and dynamic organizational conditions.

Culture, Partnerships, Relationships, Change, Innovation, and Entrepreneurship are the leading objectives for TrainND.

Sincerely,

Deanette Piesik
Chair
TrainND Director

It’s a competitive world. Train for it!
The workforce training system resulted from a 31-member statewide task force on workforce development and training formed in 1998 to research “best practices” in other states and to design a more effective workforce training system in North Dakota. This initiative was coordinated by the Greater North Dakota Chamber of Commerce and resulted in a proposal for the North Dakota University System and the state legislature. These recommendations were enacted into legislation during the 1999 session. The primary purpose of House Bill 1443 (1999) was to develop a world-class workforce training system in North Dakota. The key components include: the establishment of four service regions within the state; designation of primary responsibility for providing workforce training for business and industry to four two-year colleges in the North Dakota University System; the establishment of local advisory boards; financial support from state funds, local/regional funds, institution support, and training fees; and the development of collaborative relationships.

The State Board of Higher Education further defined the roles and responsibilities (NDCC 52-08, June 1999) of the Advisory Boards are to:

- Make recommendations concerning priorities of the workforce training region
- Assist in identifying skill shortages and workforce training needs
- Provide input for preparation of the business plan
- Make recommendations for funding the business plan
- Provide connections between institutions and business, labor and industry associations
- Assist with establishing strong and effective partnerships with other NDUS institutions and all other related colleges, organizations, and agencies
- Provide fund-raising support, when necessary, to achieve the goals set forth in the business plan for the workforce training region
- Assist the College and Technical Education Council with the development of performance measurements for workforce training
- Serve as an advocate for workforce training
- Assist with preparation or review of annual workforce training reports

A meeting was held in 2004 with the four Advisory Boards and the original steering committee to determine the next steps for the workforce training system. In order for the regions to move to the next level of service while maintaining a high level of accountability the Advisory Boards of the four workforce training regions identified three major conclusions: 1. The workforce training system has been very effective in responding to needs of business and industry. 2. The workforce training system has reached its capacity with its current resources. 3. The number of businesses and employees served will remain relatively constant unless or until additional resources are received.

These recommendations resulted in increased funding during the 2007-09 biennium that enabled TrainND to increase its outreach and service to North Dakota.

In June 2010, the NDUS and Legislative Interim Workforce Committee jointly convened a Workforce Training Forum to examine the status of training activities, including: effectiveness in meeting training needs of business and industry in the respective regions; responsiveness, results achieved, financial performance, and other performance measures; and review of an appropriate funding mechanism. Participants included legislators, the Chancellor, community college Presidents, TrainND representatives, and business/industry representatives. The Forum concluded that the workforce training model and funding mechanism are effectively achieving results and that TrainND must maintain its primary focus on involvement of business and industry.
The statewide TrainND Directors meet quarterly to update each other on new initiatives and trends, and to strengthen cross-region training alliances. The intent is to provide the businesses in each region with a single contact number and location for all of their training needs. A Position Statement on Cross Region Alliances outlines the collaborative efforts to offer services and training in order to provide a unified and seamless system of training. Each region is based at a community college and offers specific expertise in various training fields. If a TrainND region does not have the expertise needed to provide that training they will collaborate with the appropriate region. The regions are to use the trainers, curriculum, and equipment already available in each region to speed the delivery of training and reduce replication of high cost development. In an effort to provide quality customer service in an individualized and customized manner to the employers of North Dakota, TrainND representatives agree to provide a clear message that we are the state’s workforce training system.

In order to identify, expand, diversify, and reduce replication, the regions continue to collaborate with several agencies including the Department of Commerce, Job Service North Dakota, the U.S. Small Business Administration, tribal colleges, local economic developers, state agencies, vocational centers, and secondary schools with vocational educational programs. The goal of these strategic alliances is to increase current resources and partnership opportunities by opening the lines of communication among agencies. The anticipated outcomes with these alliances include:

1. Understand each agency’s services;
2. Increase involvement and shared resources;
3. Develop a referral service for agencies’ services;
4. Provide information to plan and serve the state’s business needs.
COLLABORATION POLICY

Collaboration Policy for Cross Regional Training

*TrainND provides training for North Dakota business and industry enhancing their ability to compete globally.*

In an effort to provide quality customer service in an individualized and customized manner to the employers of North Dakota, TrainND representatives agree to provide a clear message that we are the state's workforce training system. TrainND is a unified system made up of four distinct regions, each based at a community college. TrainND is a system where four regions and their personnel act as brokers in order to identify the appropriate training to serve the needs of the customer. The strength of this system is that it allows the unique needs of each region to be met while collectively providing resources that serve the state as a whole.

The following guidelines ensure that the TrainND system is successful in meeting the needs of business and industry.

1. Upon receiving a request for training outside your region:
   a. When a training lead is obtained from outside one’s region it is the responsibility for that region who obtained the lead to contact the region’s representative in order for the appropriate and immediate follow up with the customer to determine their needs.
   b. Contact the appropriate region to work out the details of the contract and the regional partnership.

2. In recognizing that each region has training specialties and content experts, the four regions will contract with those regions in order to deliver the training requested by the customer. In a collaborative effort the region in which the client is located will determine the appropriate means to proceed. (An example: When providing training in another region, revenue and expenses will stay with the region providing the customized training. The counts for the businesses served and employees trained will stay with the region where the company is located. This will address the region’s responsibility and accountability).

3. List the cooperating region’s name and representatives on all bids, proposals, contracts, and training materials when providing training outside of the region in which the customer is located.

4. In the event two or more regions are collaborating, use the statewide TrainND logo, as well as promote the colleges involved.

Revised: March 21, 2010

Dr. Larry Skogen, BSC  4-27-10  Dr. Mike Bower, LRSC  4-27-10
Dr. Raymond Nadolny, WSC  4-29-10  Dr. John Richman, NDSCS  4-27-10
The state has worked hard to create the best business environment possible and in this global market North Dakota must continue to provide those resources that can stimulate growth and ensure businesses remain highly competitive.

While North Dakota hasn’t suffered as much as many areas as a result of the recession, firms here are feeling the effects. Exports and employment are down, especially in manufacturing. On the other hand, home prices have remained stable and the current debt and credit crisis has had less impact here than in the rest of the country. However, the potential exists for more negative impact before the recession is over.

Because healthcare is our largest employer and carbon-based energy is a significant and growing part of our economy, national government policy changes such as health care reform and cap-and-trade will have a major effect on North Dakota.

North Dakota’s economic growth is creating new challenges such as housing shortages, childcare needs, stress on infrastructure and water resources, and the recruitment and retention of an efficient, effective workforce.

According to the North Dakota Economic Development Strategic Plan, the fastest growing sector of the state’s economy is natural resources, led by oil and gas followed by management, professional and technical services, construction, transportation, and agriculture. Information had the sharpest percentage decline driven by significant changes and job losses in the newspaper and media business. Manufacturing, trade, finance, and real estate showed slight percentage decreases.

Emerging Sectors

Chemicals and Plastics
Currently, this is a small sector in North Dakota that offers growth potential because of oil and gas development and emerging bio-fuels. This sector includes manufacturers of refined petroleum products into non-durable end products made from hydrocarbons such as benzene or durable end products made of plastic.

Agriculture
By far the strongest industry sector in North Dakota is agriculture. This sector points clearly to the extraordinarily important role North Dakota plays in raising crops and livestock to feed the world’s growing population and meet increasing demands for renewable energy. Based on three-year estimates obtained in the 2006-2008 American Communities Survey, agriculture in North Dakota employs more than 29,000 workers.

Natural Resources
North Dakota’s second strongest private sector is natural resources, which includes oil and gas production and coal mining. According to 2008 U.S. Bureau of Labor Statistics, the state employs almost 7,000 workers in this sector.

Higher Education and Research
This sector includes teaching professionals and staff in both public and private universities, community colleges, and commercial and noncommercial research organizations.

Tourism
Recent studies show North Dakota’s tourism growth has outpaced the nation, 37.6 percent since 2001 compared to the nation’s growth of 31 percent according to the U.S. Travel Association.
Other sectors of strength for North Dakota

- Utilities: electric services, gas distribution, water supplies, and irrigation systems. Utilities are strongly influenced by North Dakota’s strengths in natural resources and agriculture.

- Wholesale Trade: the strength of this sector is most likely connected to the state’s strong agricultural economy.

Employment indicators released by the U.S. Bureau of Labor Statistics show significant decreases in manufacturing employment and clearly show that the U.S. economy is transitioning away from manufacturing toward a more service-oriented economy. Services include jobs in law, information technology, engineering, software development, architecture, accounting, and research services.

Another ongoing impact to the ND labor force is the retirement of the baby boom generation. Although economics may have extended the length of a career, ND business will still be impacted by a significant number of vacancies.

In response to the economic climate of North Dakota, the statewide TrainND regions will:

- Continue developing curriculum and training for the state’s growth industries, including healthcare, technical, energy, and service industries

- Continue providing training and solutions that foster entrepreneurship and nurture a business culture

- Provide needs assessments at clients’ request

- Provide training on performance management strategies

- Partner with new and emerging industries

- Prepare business for a smooth transition from one generation to the next through succession planning, training initiatives, retention programs, mentorship programs, leadership certifications

- Continue refining training programs to develop the skills needed by the state’s businesses and industries.

- Continue participation with the Workforce Intelligence Council

- Provide training using a variety of delivery methods: IVN, Web, on-line, labs, on-site, face to face, etc.

This assessment is based on data collected from the following sources:

- U.S. Bureau of Labor Statistics
- ND Department of Commerce, Tourism Division
- North Dakota Job Service
- ND Industrial Commission, Oil & Gas Division
- North Dakota data from Base Year 2006 to Projected Year 2016 (all industries).
Performance measures for TrainND were originally recommended by the statewide Task Force on Workforce Development and Training and agreed upon by all workforce training regions in North Dakota. These performance measures have been approved by the North Dakota State Board of Higher Education, the North Dakota Legislature and the College Technical Education Council. These measures are evaluated via standardized assessment tools given post-training to both the training participant and the contracted employer/organization.

The performance measures are reviewed at regional strategic planning and Advisory Board meetings. They are reported to the ND Legislature and its Interim Committees, the North Dakota Board of Higher Education and the College Technical Education Council on a yearly basis.

Advisory Board Data
In order to foster the role of the Advisory Board as outlined in HB 1443 (1999), the following data is collected:

- Business name and address
- Training location
- Training date
- Course title
- Length of training
- Number of participants
- Total contact hours
- Gross revenue
- NAICS Code
- Overall evaluation rating by clients
- Overall evaluation rating by participants

North Dakota University System (NDUS) Data
In order to satisfy accountability reporting, the following data is provided annually:

- Budget update and comparison tracking
- Number and percentage of businesses served
- Number and percentage of businesses requesting repeat training
- Level of overall satisfaction based on results provided by employer and employee surveys
- Gross Revenue generated from training
- Number of training referrals made to other TrainND regions or other organizations
- Number of participants - unduplicated
- Number of training events

North Dakota Department of Commerce Data
TrainND and the Department of Commerce are working to ensure alignment between the original legislative goal for TrainND (“to serve the workforce needs of business and industry and to serve as a broker in arranging the delivery of training”) and performance accountability reporting as cited in ND Century Code 54-60-19.2. Performance measures such as the number of business customers, repeat customers, number of individuals trained and customer satisfaction ratings will be established to measure the outcomes related to the TrainND goal of serving the workforce needs of North Dakota’s employers. This alignment will be completed with performance measures to be finalized by July 1, 2011.
A financial history for TrainND activity in FY 2009 and 2010 is provided on the following spreadsheet. TrainND has also provided the financial projections for FY 2011, 2012, and 2013.

The four TrainND regions collectively delivered over $4,490,000 in training to businesses in the state in Fiscal Year 2010. Comparing direct training revenue to state aid, TrainND earns approximately $3.01 for every dollar provided through legislative aid.

Both state aid and net margin are used to pay for costs that are non-billable to the client. Such costs include program management, support staff, outreach to potential new clients, awareness building, and office supplies.

Funds listed under net results for future investments can include grant dollars received that fiscal year, but not spent. Many times grant dollars expenses cross several fiscal years. These dollars are often used to enhance programs with new equipment, for upgrades in software and equipment, investing in trainers through professional development, etc.

Of great value, but not quantified in this report, are the in-kind services provided by the four community colleges charged with operating the four TrainND regions in the state. These institutions provide physical space, utilities, and equipment for both office and training activities. Leadership is provided by the College Presidents, not to mention indirect services provided by payroll, business offices, plant services, and others too numerous to mention.
## FY 2009-2013 Statement of Revenues, Expenses, and Funding Sources

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
<th>Actual FY 2010</th>
<th>Budget FY 2011</th>
<th>Budget FY 2012</th>
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<td>Direct Training</td>
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<td>Total Direct Training</td>
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<td><strong>Net Result For Future Investments</strong></td>
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TrainND Northwest will continue its focus on awareness and expansion of services provided to business and industry in State Planning Regions I and II. These regions are comprised primarily of small businesses (50 employees or less) and will require that we expand our outreach efforts to outlying areas by building partnerships and offering open training to meet small business needs. Our goal is to expand the training services we offer to smaller businesses while maintaining our service to larger businesses.

The largest industry employer in Planning Regions I and II is Mining, with 24 percent of the employment, followed by Construction, Transportation, and then Agriculture (Job Service ND 2009 Report). These industries participate in many of the training programs provided by TrainND. The top occupations for anticipated openings due to new job growth as identified by Job Service ND through 2018 are Roustabouts, Service Unit Operators, Networks Systems/Data Communication Analysts, Wellhead Pumpers, and Derrick Operators. Most of these positions are in the oil and gas industry.

Relationship building is vital to the success of the TrainND Division. The Training Specialists demonstrate that they are trustworthy, competent, and credible as business consultants and advisors. Customers are assured of reliability and can count on our representatives to protect their interests, respond quickly to meet special needs, and offer reliable business training results.

The Training Specialists build strong relationships by:

- Establishing professional credibility
- Building trust
- Demonstrating the value of a relationship with every customer
- Analyzing the customer’s marketplace and business strategy
- Gaining a clear understanding of the customer’s business processes
- Recognizing the customer’s long-term goals and priorities

TrainND’s activities are reported to and its success is measured by the Advisory Board, North Dakota University System, and other constituents served. As a state workforce system, all four regions are collecting similar information using consistent measurement and reporting procedures that will represent the success of the workforce training initiative. Businesses and employees continue to report a high level of satisfaction with training received through the system. These results demonstrate responsiveness by the training system to a strong demand for workforce training in the state. Quality of the workforce or the availability of a well-educated, highly-skilled workforce has been identified as the single most important factor that determines the success of business and industry.
Provide training for business and industry in Northwest North Dakota.

Objectives for FY 2012

• Provide customized training to 285 regional businesses
• Train 5,000 employees (unduplicated count)
• Contact 425 businesses in the region
• Meet budgeted training revenue as outlined in the Biennial Business Plan
• Maintain a 98% or higher satisfaction level for the training provided to business/industry

Objectives for FY 2013

• Provide customized training to 300 regional businesses
• Train 5,250 employees (unduplicated count)
• Contact 440 businesses in the region
• Meet budgeted training revenue as outlined in the Biennial Business Plan
• Maintain a 98% or higher satisfaction level for the training provided to business/industry

The following strategies will be implemented in order to accomplish the objectives:

• Serve as marketer, broker, and coordinator of training programs
• Implement an infrastructure that will support business, industry, and organizations
• Collaborate with business and industry to promote economic development
• Identify and develop trainers and facilitators
• Develop a marketing plan
• Collaborate with other regions
• Partner to serve one global community

As the training industry changes, staff will need to adapt skills and knowledge to deliver leading-edge services and techniques. This will be accomplished by attending state, regional, and national trainings and conferences that focus on training issues. Staff represent TrainND at regional, state, and national meetings as well as present information to interested businesses, organizations, and agencies.
<table>
<thead>
<tr>
<th>Member</th>
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<td>Dean Arnson</td>
<td>Sun Well Service</td>
<td>Williston</td>
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<td>Ryan Leininger</td>
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<td>Bill Morris</td>
<td>Schlumberger</td>
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<tr>
<td>Rory Nelson</td>
<td>Tioga Gas Plant</td>
<td>Tioga</td>
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<tr>
<td>Diane Olson</td>
<td>Bottineau County EDC</td>
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<tr>
<td>John Olson</td>
<td>Nabors Well Service</td>
<td>Williston</td>
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<tr>
<td>Tanya Vachal</td>
<td>Job Service North Dakota</td>
<td>Williston</td>
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<tr>
<td>Terry Wilbur</td>
<td>Mandaree Enterprises</td>
<td>New Town</td>
</tr>
<tr>
<td>Shawn Wenko</td>
<td>Workforce Development</td>
<td>Williston</td>
</tr>
</tbody>
</table>
There are a total of 12 FTE positions in the division.
Williston State College (WSC) plays a vital role in managing the TrainND region. Dr. Raymond Nadolny, WSC President, holds primary responsibility for the TrainND Division. Justin Maddison, Vice President of Business Affairs, oversees the financial goals of the division.

Deanette Piesik, Chief Executive Officer of Continuing Education and TrainND, manages the division. Her responsibilities include budgeting; pricing guidelines; hiring, training, and supervision of the TrainND staff; and liaison to the Advisory Board. The CEO sets policies and guidelines; ensures that the goals and objectives in the business plan are carried out; directs the TrainND staff; networks with public and private higher education institutions, local development organizations, private sector trainers, vocational centers, high schools, tribal colleges, and other state agencies involved in workforce training; performs public relations and contributes to the overall marketing effort in the region.

Dennis Knudson, Director of the Petroleum Safety and Technology Center of Excellence is responsible for all technical training activities. His responsibilities include supervising staff, development, and implementation of oil and gas programs, Commercial Drivers License Training Program, and specialty training.

The Training Specialists develop relationships with business and industry, make sales calls, sell training, design training packages, contract with trainers, and work with support staff to guarantee customer satisfaction. Currently these positions are filled by Melissa Meyer, Jeremy Mohl, Del Hellman, Mick Soiseth, and David Dean at Williston State College; and Kalli Swanson in Minot. They have experience in developing and delivering business and industry training.

Support is provided by the Training Coordinator/ Administrative Assistant in both the Minot and Williston offices. Theresa Monson serves as Training Coordinator in Williston and Anne Keller serves as Administrative Assistant in Minot. Their duties include arranging facilities/equipment, scheduling training programs, maintaining training records, maintaining a database of trainers, providing support services to trainers, coordinating services for training activities, and processing of documents.

The contract trainers are critical to the success of TrainND Northwest. Trainers are carefully selected for their expertise, and their ability to work with, and respond to business/industry needs. The TrainND Division trainers must know their subject matter, understand the audience, be well prepared, have training experience in the industry, be comfortable working with adults, display enthusiasm and excitement, use proper presentation skills, present concepts-ideas-facts, be flexible to logistics of industrial training, use a variety of instructional aids, and have the ability to address delicate situations.

TrainND Northwest will continue to partner with other service providers. These service providers include colleges and universities within the University System, tribal colleges, private sector businesses, associations, unions, chambers of commerce, economic development organizations and in-house company trainers. We will continue to collaborate with others to provide premier training in our region.
In July 1999, Williston State College was assigned primary responsibility for the workforce training initiative for the northwest region of North Dakota. Williston State College’s Office of Continuing Education was responsible for the new division. At that time, two offices were established to serve the ten-county region. The first is located on the Williston State College campus in the Crighton Building (1410 University Avenue, Williston). The second office is located in Minot and is housed with the Job Service North Dakota Office (3416 North Broadway, Minot).

In June of 2009 the Petroleum Safety and Technology Center of Excellence building (421 22nd Avenue East, Williston) opened. The purpose of this facility is to offer technical and entry level training programs for the oil and gas industry.

To serve the growing needs of the health care industry, partnerships have been established with regional hospitals and long term care associations. Facilities in Williston, Minot, and Bottineau are utilized to provide training for their staff.

The TrainND Division in Williston has a computer lab and four training rooms. The computer lab has 12 state-of-the-art personal computer stations and one instructor station. The four training rooms have specialized safety training equipment with the latest technology available.

TrainND Northwest partners with Minot State University and the Adult Learning Center to offer computer training, as well as other types of training at their facilities.

The Petroleum Safety and Technology Center (PSTC) has three classrooms and offices. The building and training site is located in the East Industrial Park. The Center was started with the assistance of area oil and gas companies, as well as the State of North Dakota. The main purpose of the program was to train entry level workers for the oilfield. Since that time the training facility has evolved to offer technical training as well. The building and site allow students to learn in a classroom environment and then receive hands-on experience on the oilfield equipment located adjacent to the building. The main areas of technical training are:

**Introduction to Oil and Gas Operations for Office Personnel**

This 8-hour course, including classroom instruction and a field trip to a rig, is a comprehensive primer on oil and gas operations designed for administrative support staff and newcomers to the oil and gas industry in North Dakota. From basic geology and reservoir characteristics to regulations, tools, and procedures required throughout the lifecycle of a well, this course aims to provide participants the resources, concepts, and terminology to more efficiently and productively function in an oil and gas office environment.

**Lease Operator Program**

The Lease Operator program is designed to provide technically oriented entry-level employees with the basic knowledge and skills of production processes and equipment operation required to efficiently and safely monitor, trouble shoot, and operate oil and natural gas wells in their area of responsibility.

**Floorhand for Well Servicing Class**

This program prepares students for entry level employment on a service rig. The training provides students with an understanding of petroleum technology and its principles of operation and control. Students will understand the technical aspects of the work, the responsibilities of the work, and the importance of safety.
Commercial Drivers License
The Commercial Drivers License Program is a three-week, 135-hour course. The training includes: classroom instruction and behind the wheel driving. This program offers the best opportunity to learn by presenting information in hands-on situations from behind the wheel and from experienced instructors in the classroom. The course is comprehensive and includes all materials, training aids, and preparation to take the state regulated CDL test.

Fire Protection Training
Fire Protection and Control is a 4-hour program designed to improve the individual’s ability to safely handle a fire emergency. Students learn through hands-on experience either in the comfort of the classroom with our portable digital simulator or with live fire training at our outdoor training site using various types of obstacles and fuels.

Aerial Lift
This 6-hour training is designed to familiarize individuals with the requirements of OSHA Standard 1926.453 and ANSI A92.2 2001. Some of the topics covered are vehicle requirements, inspections, maintenance, fall protection, hazards, lateral/dynamic stability, and safe work practices. The training includes classroom instruction as well as hands-on training.

Well Control for Drillers and Workover Rigs
Well control training and certification is a necessity for drilling contractors, well-servicing companies, consultants, and operators. Well-training personnel reduce the likelihood of blowouts, minimize lost time, and damages caused by well-control problems, and generally enhance the overall operational safety. This class is IADC (International Association of Drilling Contractors) accredited.

OSHA
Classes are offered in partnership with Rocky Mountain Education Center, Region 8 OSHA Office.

Safety Training
These courses cover overall safety, first aid, CPR, confined space, and hazardous waste for operators applicable to the oil and gas industry and construction industry. Training can be customized to meet the company’s needs. These classes are offered weekly, monthly and as requested. Requests for refresher training and safety training continue to increase.
Funding sources come from direct training revenue, community, and regional funds (business and industry contributions), state allocated dollars, grant funding, and institutional funds. Direct training revenue will continue to increase as business and industry realize the services that TrainND Northwest can provide. From needs assessments to curriculum development, the Division is able to provide or broker training needs for our region.

Any funds remaining after expenses will be used to further develop training programs. For FY 10, the net results for future investment balance was used to purchase a CDL simulator.

Williston State College contributes to the division by providing in-kind match, office space, and plant services as well as indirect services including human resources, payroll, security, etc. Additional support is provided by the President and the Vice President of Business Services. This match totals $165,617 for FY 2012 and $173,898 for FY 2013.
## FY 2009-2013 STATEMENT OF REVENUES, EXPENSES, AND FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
<th>Actual FY 2010</th>
<th>Budget FY 2011</th>
<th>Budget FY 2012</th>
<th>Budget FY 2013</th>
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**Net Result For Future Investments** | $182,902      | $272,097     | $71,125        | $149,679       | $43,679        |
TrainND Northeast continues its focus on awareness and expansion of services to business and industry in State Planning Regions III and IV. Particular attention will be given to Planning Region IV by increasing outreach efforts.

In 2009, under the direction of LRSC President Bower and UND President Kelley, LRSC decided to terminate the 10 year workforce training partnership with UND effective the end of Fiscal Year 2010. TrainND NE of Lake Region State College placed staff in Grand Forks to re-establish a focus on primary sector businesses’ training needs which fits the mission of the college as well as TrainND. The results of the first year, Fiscal Year 2011, show an apparent positive effect.

The first quarter of FY11 was spent assessing the needs in Region IV. That assessment revealed a need for training in the area of manufacturing—from orientation of employees to plant processes. Philadelphia Macaroni Company entered into an agreement for TrainND NE to develop new modules for packaging, processing, workroom communications, diversity communications, and first time supervisors. As industry awareness spreads, these modules will prove useful for customizing delivery to other clients.

Servicing business and industry in the greater Grand Forks area require expanding our staffing positions. To fully address the needs in the area of manufacturing, an agreement was entered into with True North Development. True North’s Training Navigator, Dale Knutson has extensive experience in manufacturing and workforce training. Entering FY12, Mr. Knutson will mentor a new staff member to fill the full-time TrainND Northeast Training Manager position. The primary areas requiring attention throughout this area include staff development, curriculum development, and recruiting instructors. Not less important are the differences between an urban and rural market.

Another training need in Region IV is that of Certified Nurse Assistant (CNA). Visits with the UND nursing program, Recruitment/Retention of American Indians into Nursing (RAIN) mentors, Grand Forks air base personnel, and long term care facilities proved positive and inviting to the plan for TrainND to offer the Nurse Assistant program. Classes will be offered via the Grand Forks Air Force Base Educational Center and LRSC Online with hands-on clinical training being provided through an agreement with Valley Memorial Homes in Grand Forks and Heartland Care Center in Devils Lake.

In April, 2009, LRSC moved the workforce training department to a remodeled building, attached to the main building, with more square footage. The department now has room to store resources and training supplies in a convenient location with room for growth.

Having surpassed all of our goals for FY10, staff members show an effective and efficient commitment to customizing training solutions for employers and strive to deliver high quality training. TrainND Northeast has proven its ability to form and successfully maintain long lasting relationships through its flexibility, open communication, and sincere desire to serve the employers of the region. In order to handle the projected growth of training requests in the Northeast, the department is reviewing current employee strengths and job duties. Various models will be explored for long-term strategic planning in order to retain and recruit the best people to meet the needs of the Northeast region.
The Action Plan is devised through a team effort, approved by the executive team, and adopted by the Advisory Board. The plan consists of a major goal and supporting objectives that will weave a path to achieving the goal of TrainND. By completing the action steps, staff can fulfill their mission as set forth by legislation, facilitate economic development of the region, build long term relationships, and be positioned to sustain the vision of an efficient system of workforce training. The structure of the Action Plan identifies measures of success for each year of the biennial operation. These measures of success are specific measurable achievements, which can be used as benchmarks for the initiative.

**Goal:** To become the premier provider of choice in the Northeast region of North Dakota by delivering innovative, cost-effective, results-oriented workforce training and services for the businesses and industries in the region.

**Objectives for FY 2012 and FY 2013**

- Provide needs-based workforce training and services to 200 businesses yearly.*
- Provide training to 1900 employees yearly.
- Provide 17,000 training hours per fiscal year.
- Continue increasing awareness of TrainND services by making direct contacts to 500 businesses within the region.
- Meet budgeted training revenue as outlined in the Biennial Business Plan.
- Earn a minimum of 98% satisfaction rating from our clients and participants.
- Maintain a 100% satisfaction rating for responsiveness from our clients.

In this fast-paced, technology based society, employers expect quick responsiveness, innovative practices, flexibility, and demand top-notch service. Some of the strategies that will be used to accomplish objectives are:

- Serve as marketer, broker, and coordinator of training programs
- Cooperate with businesses and public agencies to promote economic development
- Identify and develop trainers and consultants
- Collaborate with TrainND SW, NW, and SE to promote statewide TrainND services
- Share resources with other campus departments
- Research regional trends and markets

As the world changes and technology advances, staff, too, must adapt and improve. This will be accomplished by promoting professional development for all TrainND Northeast employees.

*FY09 and FY10 – UND counted their Tax Clinic which added about 220 businesses to our average. Those numbers will impact training totals.
As outlined in House Bill 1443 (1999), the advisory board is to consist of 7-15 members, appointed by the President of the college, and to have tribal representation. TrainND Northeast utilizes the Board to serve in an advisory capacity. Representation is actively sought from a variety of industries. The primary responsibilities of the Board include: recommending business and industry needs, identifying skill shortages, providing legislative testimony, and general business networking to promote workforce training. The Board also reviews and approves the region's Business Plan and Annual Report.

<table>
<thead>
<tr>
<th>Member</th>
<th>Affiliation</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keith Reitmeier, Chair</td>
<td>Job Service North Dakota</td>
<td>Grand Forks</td>
</tr>
<tr>
<td>Ken Vein</td>
<td>Altru Health Systems</td>
<td>Grand Forks</td>
</tr>
<tr>
<td>Ashley Decker</td>
<td>Aevenia Energy &amp; Elec. Company</td>
<td>Moorhead</td>
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<tr>
<td>Michael G. Venaccio</td>
<td>Strata Corporation</td>
<td>Grand Forks</td>
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<tr>
<td>Lori Brown</td>
<td>Sioux Manufacturing</td>
<td>Fort Totten</td>
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<tr>
<td>Amy Wobbema</td>
<td>New Rockford Area CBC</td>
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<tr>
<td>Karissa Olson</td>
<td>Heartland Care Center</td>
<td>Devils Lake</td>
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<tr>
<td>Dennis Johnson</td>
<td>Agricultural Community</td>
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<tr>
<td>Chris Schilken</td>
<td>Forward Devils Lake EDC</td>
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<tr>
<td>Jay Klemetsrud</td>
<td>Klemetsrud Plumbing &amp; Heating</td>
<td>Devils Lake</td>
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</table>
There are a total of 5.5 FTE positions in the department:
Dr. Mike Bower, President of Lake Region State College, holds primary responsibility for the Northeast workforce training region. Douglas Darling, Vice President of Instructional Services, oversees the department.

Edith (Edie) Armey, Director of TrainND Northeast manages the department. Her responsibilities include management of the day-to-day operations of the program. This includes regional and statewide strategic planning; pricing guidelines; budget planning; hiring, training, supervising, and evaluating TrainND staff; liaison to the Advisory Board; networking with state agencies and higher education institutions—public, private, and tribal; formation of partnerships and consortium agreements; public relations; problem solving, market development, supervision of marketing; and, reporting of accountability measures.

The Training Managers or Specialists are responsible to develop relationships with businesses; make sales calls; develop curriculum; customize and sell training packages; contract with trainers; work with support staff to guarantee customer satisfaction; research new deliverables; and administer needs analyses when appropriate. Relationships are nurtured through repeat visits, email correspondence, and phone calls. They are responsible for the development of proposals and sales agreements as well as the creation of marketing materials. The Training Managers use Facebook for sharing ideas and updates with interested parties. Under the supervision of the Director they also maintain a relevant, up-to-date, web page on the LRSC website.

The Administrative Assistant’s primary responsibility is to coordinate the day-to-day operations of the department. Duties include: ordering instructional materials; providing support services to trainers and managers; providing logistical support; maintaining training records; data entry of clients, participants, contact databases, and evaluations; processing payments; invoicing clients; generating training reports; and, processing documents. This position is also responsible for communication to board members and planning board and consortium meetings. Coordination for the In Home Care and CNA programs are also the responsibility of the Administrative Assistant. Support staff will be added in the near future to support the growth in Region IV.

Contracted trainers are carefully selected for their expertise, their fortitude, and their ability to work with a wide range of clients. They must have industry experience, like working with adults, display enthusiasm, possess top-notch customer service skills, incorporate real-life experiences and situations into their material, use a variety of instructional aids, have patience, and have the ability to address delicate situations. The number of trainers available is ever-changing as partnerships are strengthened and the demand for training diversifies.

TrainND Northeast will continue to collaborate with other service providers including colleges, universities, tribal colleges, public agencies, chambers of commerce, economic developers, and industry experts. We believe in and support collaboration and agreements as a valuable means to providing the best service to businesses in support of our statewide mission and goal.
The Northeast region includes the counties of: Rolette, Towner, Cavalier, Pembina, Walsh, Grand Forks, Nelson, Eddy, Benson, and Ramsey. All 10 counties are largely rural areas with the exception of Grand Forks. Although not employing large numbers, agriculture plays a huge role in the livelihood of this region.

The 2009 Job Service North Dakota Workforce Review shows that the major industry employers for Planning Region III are Local and Federal Government comprising 38.9% followed by Health Care and Social Assistance at 12.3%. Planning Region IV’s data shows Health Care and Social Assistance at 16.0% and Retail Trade at 15.5%.

The region’s occupations with the highest estimated annual openings in ND are: Truck Drivers – 153; Registered Nurses - 137; Customer Service Representatives – 122; and, Nursing and Home Health Aides – 166.

Fiscal Year 2011 was the first year for LRSC to have sole responsibility for the 10 counties. The department contracted with a workforce training professional to serve the greater Grand Forks area and has an office located in the Job Service building. This allows TrainND NE to offer business and industry in Grand Forks County a resource for all training solutions.

Regional trends have typically dictated the type of training and services provided. Those needs are determined by outreach visits, evaluations, research analysis using Job Service ND web pages, and other Internet sites, input from the Advisory Board, and communication with city, county, and state agencies in the Northeast region.

Consumers are demanding excellent customer service; therefore, we are hearing an increased interest in this type of training—even in the service industry. Grand Forks especially has a significant number of New Americans. Requests are coming for our new communication modules—sign language and English words related to the workplace.

In these times of increasing diversity, mobility, and social awareness, employers see a need to measure the investment in their workers’ training. Globally, change can affect even the smallest business in our region—climate fluctuations, issues regarding energy and water supplies, unpredictability of grain prices, diminishing crop lands, and, as IBM’s CEO, Sam Palmisano, remarked: “…sobering threats to global security.” Although North Dakota leads the nation in economic stability, companies are being conservative as they watch the instability of national markets. Training “at home” with local professionals is an obvious advantage for these insecure times.

Following are some consistent training programs as well as some unique opportunities for growth in the upcoming biennium:

**Health Care**

According to NDWIN – Labor Market statistics, Nursing Aides are in “Very High” demand with an estimate of 99 annual openings. Training requests in Region III remain consistent in this area. LRSC averages 5 Certified Nursing Assistant (CNA) classes per fiscal year. Classes will be offered at the Grand Forks Air Force Base and TrainND NE has received Department of Health approval for CNA online (clinicals will remain hands-on). About 150 individuals per year are referred for the In Home Care Program.

**Wind Energy**

LRSC received a $65,000 grant from the Department of Energy to develop an OSHA
safety training course targeting hazards specific to the wind energy industry. Additionally, LRSC has entered into an Alliance with the Bismarck Area Office of OSHA to develop safety training programs for turbine technicians covering fall hazards, electricity hazards, fire hazards, and other hazards inherent in wind energy generation. The resulting OSHA-compliant short course will be delivered by TrainND Northeast to wind worksites or on campus in the wind energy laboratory.

Lake Region State College is a certified provider of Competent Rescuer Training through Capital Safety. This 16 hour course provides hands-on exercises using a nacelle simulator platform and ladders, allowing participants to learn and demonstrate climb safety and rescue techniques.

**Small Business Consortiums**

The Training Managers have been successful in developing consortiums for businesses to share the expense for training. Having local trainers willing to teach in the evening or on weekends proves to be cost efficient. Computer skill upgrades remain the number one request with interest growing for essential skills training.

**Precision Application Technologies**

The Dakota Center for Technology-Optimized Agriculture is one of the state’s Centers of Excellence that is a partnership between Lake Region State College and a group of private sector partners including Agri ImaGIS of Maddock, Twete, Inc of Devils Lake, and others. Center personnel have heard farmers state that they do not use updated technology and the main reason is “the lack of training opportunities”. Center Director, Dr. Paul Gunderson has approached TrainND Northeast about providing two types of training for precision application technologies. One type of training would involve actual producer training and the other type would be training agribusiness employees (coops, agronomy firms, private consultants, etc). The topics of training would include: Benefits of Precision Ag; Precision Ag Basics; Farm Implementation; Data Management; and Trouble Shooting.

**Supervision/Management Training**

Outreach visits have revealed a need for supervisory or management training in the primary sector area. Many primary sector businesses tend to promote workers from within the ranks. This means today’s production worker will be tomorrow’s supervisor. Many times these workers, who are subject matter experts in their technical field, have little or no supervisory skills, and are initially ill equipped for the supervisory position.
Funding sources for TrainND Northeast come from direct training revenue, state allocated dollars, community funds, and institutional funds. It is anticipated that direct training revenue will continue to increase as awareness spreads in the greater Grand Forks area. The State General Fund dollars are based on the number of employees in the Planning Regions III and IV. The share that TrainND Northeast will receive for the upcoming biennium will be 18.356% for a total amount of $275,338 per year.

The following spreadsheet shows the actual revenue and expenditures for FY09 and FY10, the proposed budget for FY11, and proposed budgets for FY12 and FY13. Any net margin for future investment will be used to develop training programs.

Direct training expenses, are included in the client contract and contain CNA instructor salary, professional service contracts, contract trainer salaries, training materials, travel, and supplies. Training costs vary from one part of the region to another as delivery of training in urban areas is more costly and the rural areas have a higher percentage of small businesses.

Outreach and coordination expenses include salaries and benefits for training managers, administrative support, and the Director. Other Operating Expense includes supplies, printing, equipment, communications, postage, subscriptions, and IT. Professional Development includes memberships and registrations for staff training or skill upgrades.

In-kind support includes administrative time, office space and utilities, meeting rooms, class rooms, lab equipment, IT support, security, and plant services. The projected in-kind expense for FY12 is $201,062 and for FY13, $207,094.
## FY 2009-2013 STATEMENT OF REVENUES, EXPENSES, AND FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
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<th>Budget FY2011</th>
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<td>$624,500</td>
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| Net Result For Future Investments | $82,664 | $110,218 | $3,485 | $338 | $838 |
TrainND Southeast will continue its focus on awareness and expansion of services provided to business and industry. The Southeast Region prides itself on its ability to deliver flexible training to help businesses succeed – online, at their site, and face-to-face.

To keep up with current technology trends and ever-changing business practices, employees and employers will be required to participate in continuous learning, training, and retraining. As such, TrainND Southeast is actively working with a wide array of local, regional, state business, and industry partners to provide solutions that help prepare the workforce of the future.

Vital to the success of the TrainND Division are the core value statements. Our staff take pride in our ability to form and successfully maintain long lasting relationships through offering flexibility, trustworthiness, competence, and open communication.

NDSCS has a long history of providing workforce training to businesses and industries across the region and the state. The College Outreach Division at NDSCS, of which TrainND Southeast is a department, has traditionally provided customized training, management and supervisory training, open enrollment, and evening school classes (generally non-credit to a wide variety of clientele.) Primary delivery sites for workforce training are provided at NDSCS in Wahpeton and the Skills and Technology Training Center in Fargo. A partnership with Job Service ND at Oakes provides greater awareness, easier accessibility and responsiveness in the four southwest counties of our region. Training is offered at other facilities in the region as well as onsite at business and industry locations.

TrainND’s activities are reported to and its success is measured by the Training Advisory Board, North Dakota University System and other constituents served. Employers and clients continue to report a high level of satisfaction with training received through the system. These results speak highly of the dedicated staff that is charged with providing high quality training and education services.

Training increases employee retention, productivity, competitiveness, quality, and customer satisfaction. It will be the TrainND Southeast regional strategy to continue to design training that fulfills the business and industry needs in order to match the training to the trends of the workplace. Current needs and hiring trends for our region include welders, machinists, truck drivers, healthcare, and computer software positions.
TrainND provides employee training for business and industry, enhancing their ability to compete globally. Through dedication to customer service and continuous improvement of services provided, TrainND Southeast will stay focused on exceeding our customers’ needs and expectations while improving our work processes, our own skills and performance, and the financial viability and sustainability of our department.

Objectives for FY 2012 - 2013

- Provide customized training to 640 regional businesses each fiscal year
- Train 2100 employees (unduplicated) yearly
- Continue increasing awareness of TrainND services by making direct contacts with 400 businesses in region each fiscal year
- Maintain fiscal accountability as outlined in the Business Plan and meet direct training revenue goals.
- Maintain a 99% or higher satisfaction level for the training provided to business/industry and their employees throughout each fiscal year.

The following strategies will be implemented in order to accomplish the objectives:

- Serve as marketer, broker, and coordinator of training programs
- Collaborate with business and industry to promote economic development
- Efforts must continue to create awareness of training services across the region
- Identify and develop trainers and facilitators
- Develop a marketing plan
- Collaborate with other regions
- Provide training that business and industry need to compete globally
House Bill 1443 (1999) mandated that a Workforce Training Advisory Board be established for each of the four regions. It is made up of representatives from business and industry located within the southeast region. The primary responsibilities of the Board include:

- Make recommendations concerning priorities of the workforce training regions;
- Assist in identifying skill shortages and workforce training needs;
- Provide input for preparation of an annual business plan;
- Make recommendations for funding of the business plan;
- Provide connection between institutions and business, labor, and industry associations and organizations;
- Assist with establishing strong and effective partnerships with other NDUS institutions and all other related colleges, organizations and agencies;
- Provide fund-raising support to meet local workforce training funding needs;
- Assist the College Technical Education Council (CTEC) with the development of performance measurements for workforce training;
- Serve as an advocate for workforce training; and
- Assist with the preparation or review of annual workforce training reports

In process of reorganization of new membership for advisory board, current members include:

<table>
<thead>
<tr>
<th>Member</th>
<th>Affiliation</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Johnson</td>
<td>U.S. Bancorp Service Center</td>
<td>Fargo</td>
</tr>
<tr>
<td>Marty Aas</td>
<td>Job Service North Dakota</td>
<td>Fargo</td>
</tr>
<tr>
<td>Carter Hansen</td>
<td>ComDel Innovations</td>
<td>Wahpeton</td>
</tr>
<tr>
<td>Jim Roers</td>
<td>Roers Construction, Inc</td>
<td>Fargo</td>
</tr>
<tr>
<td>Sharon Schmalz</td>
<td>John Deere Seeding Group</td>
<td>Valley City</td>
</tr>
<tr>
<td>Doug Krick</td>
<td>BobCat</td>
<td>Wahpeton</td>
</tr>
<tr>
<td>SMSgt Jeff Miller</td>
<td>ND Air National Guard</td>
<td>Fargo</td>
</tr>
<tr>
<td>Ty Hanten</td>
<td>Trail King Industries</td>
<td>West Fargo</td>
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<tr>
<td>Todd Morken</td>
<td>Sanford Health</td>
<td>Fargo</td>
</tr>
<tr>
<td>Carla McGarry</td>
<td>Caterpillar Remanufacturing Drivetrain LLC</td>
<td>West Fargo</td>
</tr>
<tr>
<td>DelRay German</td>
<td>Sisseton Wahpeton TERO</td>
<td>Agency Village, SD</td>
</tr>
<tr>
<td>Kristal Uehran</td>
<td>Goodrich</td>
<td>Jamestown</td>
</tr>
</tbody>
</table>
There are a total of 14.75 FTE positions in the department:
As President of NDSCS, John Richman holds primary responsibility for workforce training. Harvey Link, VP of Academic and Student Affairs Division, supports and oversees the financial goals for TrainND in the southeast region.

Patty Kline, Dean of College Outreach/Director of TrainND, manages the division. The Director ensures the goals and objectives in the business plan are carried out. Other responsibilities include budgeting; pricing guidelines; hiring, training, and supervision of the TrainND staff; and liaison to the TrainND Advisory Board.

The TrainND staff/coordinators develop relationships with business and industry, make sales calls, sell training, design training packages, contract with trainers, and work with support staff to guarantee customer satisfaction. Currently these positions are supervised by Joe Schreiner; staff includes Susan Richards McDonald, Larry Stanko, Karla Hoelscher, Carol Meehan, and Mary Beth Burns. Mel Olson leads our Truck Driver Training and CNA programs in the Fargo office. Russ Karlgaard leads our Related Study Programs that include non-credit correspondence courses for individuals in a vocational field who cannot attend regular college learning activities. The Pharmacist Assisted Technician Program is coordinated by Tracy Davis. This is a non-credit program that fulfills all the necessary requirements for registration in ND. All staff have experience in developing and delivering business and industry training.

TrainND Southeast has one trainer, Gaylord Hibl, Machinist Instructor on staff and the others are contract trainers. All trainers are critical to the successes of TrainND Southeast. Trainers are carefully selected for their expertise, and their ability to work with, and respond to business/industry needs. The number of trainers available is diverse and ever-changing and will continue to be so as partnerships are strengthened and the demand for training diversifies and increases.

TrainND Southeast will continue to partner with other service providers. Additional service providers include colleges and universities within the University System, tribal colleges, private sector businesses, associations, unions, chambers of commerce, economic development organizations, and in-house company trainers. We will continue to collaborate with others as well to provide the highest quality of training in our region.

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The North Dakota workforce training legislation assigned NDSCS the responsibility of working with business and industry in the southeast region to help them address their training needs. The southeast region encompasses 15 counties and spans roughly the area from the South Dakota border north to Mayville and west from the Minnesota border to Harvey in the north and Ashley in the south. The Southeast includes the same geographical area as the State Planning Regions V and VI.

Job Service North Dakota and the State of North Dakota provide a considerable amount of information relevant to TrainND. For example, Job Service provides data regarding population, labor force and industry for each county in the state. This information is available on their web site, www.jobsnd.com and provides comparisons to the rest of the state.

NDSCS has a long history of providing workforce training to businesses and industries across the region and the state. The College Outreach Division at NDSCS, of which TrainND Southeast is a department, has traditionally provided customized training, management and supervisory training, open enrollment and evening school classes (generally non-credit) to a wide variety of clientele. Training is provided on-site or at NDSCS facilities in the areas of technical training, computers, quality standards, and employee development. Primary delivery sites for workforce training are provided at NDSCS in Wahpeton and the Skills and Technology Training Center in Fargo.

A partnership with Job Service North Dakota at Oakes provides greater awareness, easier accessibility and responsiveness in the four southwest counties of our region. Training is offered at other facilities in the region as well as onsite at business and industry locations.

Trends in employer needs in the region have typically dictated the type of training and services provided. We offer customized training for corporations and organizations. We are a Microsoft Certified Partner, and the only organization in North Dakota certified at the Learning Solutions Provider level. That means Microsoft recognizes our expertise as a leading provider of comprehensive learning solutions for individuals and organizations that use Microsoft technologies.

TrainND Southeast is committed to the goal of providing training opportunities to all businesses in the region. However, given the importance of growing the state's economy, we believe that it is critical to have a special focus on primary sector businesses. Because of this focus, TrainND Southeast has identified and worked to fill specific niche markets.

**Machinist and Related:**
- Consulting
- Design
- Machine Tooling
- PCDMIS
- FARO Arm

**Electrical:**
- Electrical Maintenance
- Arc Flash
- Electrical Safety

**Welding and Related:**
- Consulting
- Inspection
- Certification

**High-end IT and related:**
- Consulting
- SharePoint
- MOC (Microsoft Official Curriculum) series/certification
- Cisco
- CompTIA
- Programming
- Adobe
- AutoCAD
- Microsoft Office
Funding sources for TrainND Southeast come from direct training revenue, state allocated dollars, community funds, and institutional funds. The State General Fund dollars are based on the number of employees in the Planning Regions V and VI. With the passage of HB 1019 (2007), the dollars allocated to the workforce training system increased. The additional dollars partially fund increasing outreach, training materials, trainer development, and raising awareness of the services TrainND has to offer to regional businesses. The share that TrainND Southeast will receive for the upcoming biennium will be 40.283% for a total amount of $604,245 per year.

The following spreadsheet shows the actual revenue and expenditures for 2009 and 2010 with proposed budgets for 2011, 2012 and 2013.

Direct training expenses include the trainer’s salary, training materials, travel, and supplies. These costs are covered by business and industry. It is expected these costs will vary from one part of the region to another due to urban/rural differences. Delivery of training in remote areas may be more expensive and costs may vary with different business and industry training needs.

Outreach and coordination expenses include salaries and benefits for the sales coordinators’ positions, the administrative support staff positions and the Director’s position. We will continue to allocate dollars for marketing of the Division; for travel to contact area businesses; for office supplies; and for professional development of the training staff. Included under other are start-up costs for the development of new training programs and to provide additional equipment for current training programs. These are typically one-time costs.

Any funds remaining after expenses will be used to further develop training programs. NDSCS contributes to the division by providing projected in-kind support of $356,858 in 2012 and $367,563 in 2013. In-kind support includes office space, IT support, human resources, payroll, plant services, security, etc. Additional support is provided by the President and the Vice President of Academic and Student Affairs. The following spreadsheet outlines the actual budgets for the TrainND Southeast in FY 09 and 10 and the projected budgets for FY 11, FY 12 and FY 13.
# FY 2009-2013 Statement of Revenues, Expenses, and Funding Sources

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
<th>Actual FY 2010</th>
<th>Budget FY2011</th>
<th>Budget FY2012</th>
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<th>Budget FY2011</th>
<th>Budget FY2012</th>
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<td><strong>Net Result For Future Investments</strong></td>
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<td>$64,567</td>
<td>$50,188</td>
<td>$150,988</td>
<td>$108,341</td>
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TrainND Southwest will continue its focus on awareness and expansion of services provided to business and industry in State Planning Regions VII and VIII by building curriculum, accessing trainers, and utilizing new delivery options.

Those industries in the SW region of ND making up more than 40% of businesses include: Construction with 909 firms; Retail at 876; Government with 665 agencies; and Professional and Technical Services with 628. Other potential target markets by industry growth in region VII and VIII include Health Care, Energy, Accommodations/Food service and Wholesale Trade.

TrainND Southwest strategically provides training solutions to meet the future needs of our regional businesses by understanding the changing business climate and emerging trends.

Traditional classroom training is no longer the exclusive opportunity to learn. The age of training that includes blended learning is exploding. A move to online training leads to other training opportunities in the area of interface between people and software, where training professionals learn how to integrate real time and peer interaction.

Performance Consulting is changing the face of the traditional training forever. Emphasis is now placed on providing a range of potential solutions that include in-depth needs assessment via interviews, surveys and focus groups. Alternatives to training offered by progressive human resource departments include coaching, organizational development, mentorship with facilitated planning sessions, and large group processes. The training that is provided is often custom-designed with stated outcomes congruent with the direction of the business needs.

Talent and performance management is sweeping the field of human resources by the integration of training and development into an entire performance learning management system. Organizations are moving away from the long-established, one-on-one appraisal or performance review with a boss held once per year. They are designing performance management systems, instead, that provide an individual with personal and professional developmental plans and training opportunities. Performance development plans make way for professional development activities on the job such as project management, mentorship, development of leaders, serving on cross-functional teams, and skill stretching job assignments.

Accelerated pace and change mean organizations are becoming more flexible, networked, flat, and diverse. Today businesses are using training dollars in areas that support the business, such as knowledge transfer, customer education, information management, and fulfilling government regulations and compliance.

TrainND Southwest has become the training partner and consultant to business and industry in the region by developing training solutions that address the above trends while consistently meeting the success measurements as outlined by the Advisory Board and the North Dakota University System.
Provide training for business and industry in southwest North Dakota.

Objectives for FY 2012-2013

• Provide customized training to 225 regional businesses each fiscal year.

• Train 3,000 employees (unduplicated head count) per fiscal year.

• Contact 450 businesses in the SW Region each fiscal year.

• Maintain a percent of businesses requesting repeat or additional training at or above 30% per fiscal year.

• Maintain fiscal accountability as outlined in the Business Plan and meet direct training revenue goals.

• Maintain a 98% or higher satisfaction level of training provided to business and industry and their employees throughout each fiscal year.

• Continue to have close to 100% level of satisfaction for responsiveness to business and industry training needs each fiscal year.

Bismarck State College’s Division of Continuing Education, Training and Innovation is responsible for providing training to business and industry within the 18 counties included in State Planning Regions VII and VIII. The TrainND Southwest Region is committed to providing businesses customized training solutions involving flexibility, accessibility, and responsiveness.

With technology changing almost as fast as the speed of light, it’s critical to the growth of the businesses in our region to make sure that their employees are trained and kept up to date. Since we all are driven to do more with less, the key to success in today’s marketplace is a higher level of competence that can provide greater productivity and efficiency.

TrainND SW understands that the way companies approach training has changed. Businesses today seek great speed, relevance and flexibility; meanwhile, technology offers a myriad of new delivery options. So it is up to us to determine the most effective design of blended learning solutions by creating the right menu for each company. The goal of training is to change behaviors, competencies, or skills while positively influencing the health of the company and its bottom line.
TrainND SW positions itself as a valued partner of a company by providing the ROI to the businesses who utilize training. In order to understand the necessary training needs for a business is critical to be at the table with companies as they prepare their strategic plan. TrainND SW continues investing in both curriculum and trainers at a level that ensures the training is at the core of a company’s competitive advantage.

The primary activities of the TrainND SW region to accomplish our objectives will consist of:

- Consulting through assessments in determining training needs
- Implementing a training needs analysis to become part of our clients’ business strategy
- Collaborating with business and industry to promote economic development in our region
- Collaborating with our advisory board, other TrainND regions and state agencies to serve the training needs of business and industry
- Marketing and promoting the TrainND SW solutions and services
- Identifying and developing trainers through certifications
- Researching and investing in curriculum development
- Providing training that business and industry needs to compete globally


- Expanding the energy training offerings as well as their delivery system, including online smart grid courses/curriculum, hands-on technical training and online North American Electric Reliability Corporation (NERC) Continuing Education Hours (CEH) Simulation Training.
<table>
<thead>
<tr>
<th>Member</th>
<th>Affiliation</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phil Baird</td>
<td>United Tribes Tech. College</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Bonnie Dahl</td>
<td>Human Resource Consultant</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Phil Davis</td>
<td>Job Service North Dakota</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Kristin Hedger</td>
<td>Killdeer Mountain Mfg.</td>
<td>Killdeer</td>
</tr>
<tr>
<td>Pat Hill</td>
<td>NISC</td>
<td>Mandan</td>
</tr>
<tr>
<td>Shannon McQuade - Ely</td>
<td>McQuade Distributing Co.</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Guy Moos</td>
<td>Baker Boy</td>
<td>Dickinson</td>
</tr>
<tr>
<td>Wendlin Piatz</td>
<td>Boilermakers Lodge 647</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Greg Redekopp</td>
<td>Basin Electric Power</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Doreen Riedman</td>
<td>NDAB</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Russ Staiger</td>
<td>BMDA</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Pam Trieb</td>
<td>Baptist Home</td>
<td>Bismarck</td>
</tr>
<tr>
<td>Darcy Volk</td>
<td>MDU Resources</td>
<td>Bismarck</td>
</tr>
<tr>
<td>John Weeda</td>
<td>Great River Energy</td>
<td>Underwood</td>
</tr>
<tr>
<td>Carrie Zubke</td>
<td>American Bank Corp. Ltd.</td>
<td>Dickinson</td>
</tr>
</tbody>
</table>
There are a total of 11.4 FTE positions.
As President of Bismarck State College, Larry C. Skogen holds primary responsibility for workforce training. Drake Carter, VP of Academics /Provost, supports the goals for TrainND in the southwest region. Kari Knudson, Vice-President of NECE; Bruce Emmil, Associate Vice-President of NECE; Carla Braun Hixson, Associate Vice-President for Continuing Education, Training and Innovation; and Lori Heinsohn, Director of Continuing Education, Training and Innovation, serve as the TrainND Leaders for the region's financial and biennial training goals. Jeanne Masseth, Deb Larson and Sara Vollmer serve as the TrainND Managers for the region. Lorelei Anderson is the Training Coordinator; Alicia Uhde is the NECE Training and Partnership Manager; Wes Braun, Associate Professor; Dan Schmidt, NECE Program Manager; Zak Allen, NECE Project Manager; and Meghan Schaefer, NECE Assistant. Debbie Mantz serves as a Computer Trainer and Ken Paulus serves as the Welding Trainer.

The associate vice-president and director ensure that the goals and objectives in the business plan are carried out. The director establishes benchmarks, budgets, and sales strategies, while working with staff, on obtaining regional goals with implementation of marketing efforts in the region.

The training managers and program managers contact business and industry, market and promote solutions and services, administer needs analysis, design customized training, research and design new curriculum and programs, form partnerships through consultation, recruit and develop quality trainers, arrange training in the region and work with support staff to guarantee customer satisfaction.

The training coordinator provides logistical support such as contracts, scheduling of facilities, ordering curriculum, books, and training materials along with support services to trainers and managers. The coordinator also works with the board members and assists in the planning and coordinating of advisory board meetings.

Support staff assists with training materials, data entry, software management, budgeting, and financial reports.

Contracted trainers are carefully selected for their expertise, and their ability to work with and respond to business and industry needs. The number of trainers available is diverse and ever-changing and will continue to be so as partnerships are strengthened and the demand for training diversifies and increases. These trainers/content experts are a central resource for training with the knowledge, expertise and skills identified by our clients.

The TrainND SW works in collaboration with other service providers. Additional service providers include colleges and universities within the University System, private and tribal colleges, private sector businesses, associations, unions, chambers of commerce, and in-house training provided by the company or the company's corporate office. These relationships provide high quality and responsive service to employers while maximizing the use of education and training resources within the state.
The turbulent economic condition of the nation did indeed impact the TrainND SW region of North Dakota. We saw a slight decrease in number of additional trainings requested by businesses, as well as decline in length of training being offered, and the number of new businesses we contracted with was lower than previous years. This wasn’t a surprise as several of the businesses in the SW region that we serve are Primary Sector, which means over 50% of their products are sold outside of the state.

As TrainND SW looks forward to the return of a stable and strong economy we will continue to provide solutions to those industries in the SW region of North Dakota making up more than 40% of businesses including: Construction, Retail, Government, Professional and Technical. Additional efforts will also be given to the fastest growing sectors that include: Energy, Healthcare, Food Service, and Wholesale Trade Industries.

Other efforts and expansion will be to extend the number of trainings we provide per business as we become their Performance Consultant, where the emphasis is placed on providing a range of potential solutions that include in-depth needs assessments via interviews, surveys, pilot programs, and focus groups. In order to also serve the region we will be looking to use the technology that can allow us several delivery options reaching across the region and serving both the large and small business owner.

TrainND SW region offers training in five main categories: computer training, technical training, employee development, organizational development, and apprenticeships. All training courses are developed to meet a company’s specific needs with business-related examples and customization. Our aspiration is to become the primary point of contact for training needs of employers in southwest North Dakota.

To ensure we can successfully serve an 18-county region, two offices were established. The TrainND SW Offices are specifically designed to serve the training and retraining needs of business and industry for the southwest region of North Dakota. The first is located in Bismarck State College’s National Energy Center of Excellence Building at 1200 Schafer Street. The second floor of NECE houses Energy Technical Training and the first floor consists of two computer labs and three training rooms. The Allied Health Building houses the Certified Nursing Assistant classrooms and medical labs. A mobile welding lab also provides on-site training throughout the region. For other on-site training to be delivered we also have 10 laptops for a portable computer lab. A second office is located on the North Campus of Dickinson State University located within the Strom Center, 1679 6th Avenue West.

To meet the current and future training needs of businesses and industries in our region, TrainND SW engages in the following activities:

**Marketing and Education:**

- Brand and market TrainND SW in a consistent manner with the other regions
- Expand marketing and awareness efforts to businesses in the southwest region
- Continuous contact with businesses in a variety of mediums
- Continue relationship building with current clients
- Participation and implementation of the TrainND branding and marketing activities
- Market a consistent message for our offerings and service
Expand Client Base:

• Offer a variety of course alternatives and formats to small and medium-sized businesses
• Continue developing our role as the Performance Consultant with businesses
• Provide client profiles that will serve our existing clients
• Identify prospective clients
• Assess future training trends for businesses
• Offer blended training by expanding the types of delivery methods

Economic Development:

• Combine efforts and resources with state and local agencies, businesses, and economic groups
• Implement collaborative training events with the four TrainND regions
• Partner with national training associations to enhance our product line-up
• Provide innovation strategies, techniques and training for new and entrepreneurial companies

As a professional provider of customized and contract training, TrainND SW region brings a number of key resources to our businesses and industry clients:

• Content and facilitation expertise – Training that has an instructionally sound design, accurate content, skill-building exercises, participant interaction, and exceptional facilitation skills by instructors all add quality to the training program.
• The ability to partner in business – Time is taken to understand the client’s industry, gain awareness of the competitive forces in the marketplace, grasp the nature of the client’s work, and adapt the training approach to the client’s culture.
• Training project management expertise – Consultation includes: reasonable expectations for performance improvement, format suggestions, available resources, and transferability of skills to the workplace.
• Training marketing expertise – The ability to assist with internal marketing strategies for business and industry in the deployment of training to their employees.
• The ability to evaluate training and the need for training – The ability to access value-added components of a training program using a variety of evaluation techniques.
• A network of content experts – A well developed network of proven training providers reduces the risk to clients, along with a satisfaction guarantee policy.
• Problem-solving expertise – Help business and industry uncover obstacles to maximize performance.
• Understanding the virtual technology tools - Utilizing these formats to serve our clients in the most timely, flexible, and convenient manner (i.e. webcasts, website, on-line, IVN, social media).
To place a greater focus on the high growth energy industry, BSC has capitalized on a niche in the energy industry by creating the National Energy Center of Excellence (NECE) which provides degrees and non-credit technical workforce training to energy companies nationwide.

Bismarck State College supports the efforts of the TrainND Southwest by providing the following:

Office space and all plant services such as snow removal and cleaning as well as indirect services including human resources, payroll, security, etc. BSC has a negotiated indirect rate of 46% due to federal grant awards. Using that rate, indirect services provided by BSC for TrainND are valued at $347,520 for FY 12 and $357,945 for FY 13.

Additional support and leadership is provided by the BSC president, provost and vice president for academic affairs, NECE vice president and NECE associate vice president. Their involvement is based on a percentage of their time with a monetary value of $43,260 for FY 12 and $44,580 for FY 13.

Based on the above figures, BSC total in-kind contributions not reflected in the budget include $390,780 for FY12 and $402,525 for FY13 for a total in-kind contribution of $793,305.
## FY 2009-2013 STATEMENT OF REVENUES, EXPENSES, AND FUNDING SOURCES

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
<th>Actual FY 2010</th>
<th>Budget FY2011</th>
<th>Budget FY2012</th>
<th>Budget FY2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Training Revenues</td>
<td>$1,006,124.68</td>
<td>$1,056,648.83</td>
<td>$1,124,110</td>
<td>$1,057,000</td>
<td>$1,083,942</td>
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<td>Community/Regional Funds</td>
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<td>Grant Funding</td>
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<td>State General Fund</td>
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<td>$386,738.00</td>
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<td><strong>Total Revenues</strong></td>
<td>$1,390,172.68</td>
<td>$1,443,386.83</td>
<td>$1,510,848</td>
<td>$1,743,738</td>
<td>$1,770,680</td>
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### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2009</th>
<th>Actual FY 2010</th>
<th>Budget FY2011</th>
<th>Budget FY2012</th>
<th>Budget FY2013</th>
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<tbody>
<tr>
<td>Direct Training Expenses</td>
<td>$754,871.13</td>
<td>$651,351.49</td>
<td>$690,596</td>
<td>$713,990</td>
<td>$732,920</td>
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<tr>
<td>Outreach/Coordination Expenses</td>
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<td>Total Salaries</td>
<td>$446,465.73</td>
<td>$565,280.51</td>
<td>$642,170</td>
<td>$682,506</td>
<td>$702,982</td>
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<tr>
<td><strong>Total Operational Expenses</strong></td>
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<td>Marketing</td>
<td>$28,873.88</td>
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<td>Travel</td>
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<tr>
<td>Other Operating Costs</td>
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<td>$53,375.95</td>
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<td>New Initiatives</td>
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<td>Professional Development</td>
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<td><strong>Total Operational Expenses</strong></td>
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<td>$163,396.51</td>
<td>$177,250</td>
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<td><strong>Total Expenditures</strong></td>
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<td>$1,380,028.51</td>
<td>$1,510,016</td>
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<td>$1,720,402</td>
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### Net Result for Future Investments

|                      | $94,517.31 | $63,358.32 | $832 | $62,742 | $50,278 |

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*SOUTHWEST Business Plan Fiscal Years 2012-2013*