PILOT PROJECT IMPLEMENTATION PLAN AND TRAINING INITIATIVE

April 2016



CSKT PILOT PROJECT IMPLEMENTATION PLAN AND TRAINING INITIATIVE

INTRODUCTION

The Confederated Salish and Kootenai Tribes' (CSKT) Pilot Project Implementation Plan and Pilot Training Initiative is the third phase of CSKT's Sustainable Economic Development Project funded by the Administration for Native Americans (ANA). The first two phases of the Project set the groundwork for this third phase.

Phase I began with the formation of an interagency, interdisciplinary Project Steering Committee that partnered with the University of Montana Bureau of Business and Economic Research to conduct a Job and Training Needs Survey of Tribal members living on the Flathead Indian Reservation. With 771 members responding to the survey, committee partners created the CSKT Sustainable Economic Development Study (Study) document which includes a description of the Flathead Reservation economy, regional job trends and employment opportunities, and the results and analyses of the Tribal member survey including career and training interests, employment and educational status, and barriers to employment and training. A second survey, the results of which were also incorporated into the Study, was administered to Tribal business owners to specifically determine business owner training needs.

Phase II of the Sustainable Economic Development Project entailed development of a Sustainable, Comprehensive Economic Development Strategy/Plan which summarized the history and resources of the Reservation, analyzed the Reservation's economic strengths, weaknesses, opportunities and threats, and reviewed Tribal and other entities' plans and goals for economic development, infrastructure development, climate change, pre-disaster planning, and more. Ideas discussed at multiple steering committee meetings, meetings with Tribal Elders, and other public meetings helped the CSKT Tribal Council prioritize several goals and multiple action steps for Flathead Reservation economic development. Two of these goals relate to worker training and assistance for small business owners:

- Educate, Train and Provide Work Experience for Tribal Members for Today's and Tomorrow's Employment Opportunities
- Assist Tribal Member Entrepreneurs and Prospective Entrepreneurs with Access to Capital, Training, and Other Business Development Needs to Stimulate the Private Sector and Decrease Reliance on Tribal Government Employment

Phase III, the Pilot Training Initiative, involves development of a CSKT Pilot Project Implementation Plan and Pilot Training Initiative. The Project Implementation Plan includes input from CSKT departments and corporations, as well as local and state entities, and was developed by the Project Steering Committee comprised of Project staff and partners. Staff members include Project Director Janet Camel and Project Assistant Kyle Hendrickx. Project Partners include Steve Clairmont (S&K Business Services and Sovereign Leasing and Financing,

Inc.), Ruth Swaney (CSKT Finance Office), Arlene Templer and Kelly Whitworth (CSKT Department of Human Resource Development), Debra Krantz and Martina Nolte (Lake County Job Service), Marie Hirsch and Carol Cunningham (Lake County Community Development Corporation [LCCDC]), Sandra Boham, Traci McDonald and Terri Cordier (Salish Kootenai College), Donna Mitchell (Kicking Horse Job Corps Center), Heather Sobrepena-George (Montana Department of Commerce Native American Business Development Program), and Tom Acevedo (S&K Technologies). We also worked with Shannon Hahn (Montana Department of Transportation Disadvantaged Business Enterprise [MDT DBE] program), Robert Much and Johnel Barcus (Native American Development Corporation [NADC]), John Balsam and John Repke (Kalispell Small Business Development Center [SBDC]), and Lad Barney and Heather Handeland (USDA Rural Development).

The goal of the Pilot Training Initiative is to provide timely, customized, workforce training and other support to meet the training needs of Tribal members and/or Tribal member entrepreneurs on the Flathead Reservation. Extensive collaboration with identified Tribal and other community partners was used to provide:

a) <u>professional skills training</u>, as guided by the Plan and Study, during Quarters 2-4 of FY 2016, at a frequency of at least one (1) service package to at least 8 Tribal members; and b) <u>business development support and resources</u>, as guided by the Plan and Study, during Quarters 2-4 of FY 2016, at a frequency of at least one (1) service package to at least 8 Tribal member entrepreneurs and prospective entrepreneurs.

STRATEGY - Professional Skills Training

The strategy for CSKT's Professional Skills Training is to provide <u>sustainable</u> training opportunities for Tribal members to build careers that have living wage job potential.

STEP 1: Identify CSKT member career and training interests and areas of job growth that provide a livable wage. During the summer of 2014, CSKT worked with the University of Montana (UM) Bureau of Business and Economic Research to mail out the Job and Training Needs Survey to over 3,000 CSKT members. More than 770 members, ages 18-60, responded to the survey and identified their career and training interests.¹

Also in 2014, the UM Bureau of Business and Economic Research identified occupations where job growth has been increasing in Western Montana at a rate of at least 1% per year. The following table lists those occupations that were projected to add the most jobs from 2014-2023, along with the average wages for those occupations. Highlighted occupations are those that unemployed Tribal members said interested them most (shaded yellow), and those in which they were most interested in receiving training (shaded green).

¹ The complete results of the survey are included in the 2014 <u>CSKT Sustainable Economic</u> <u>Development Study: A Profile of the Flathead Reservation Economy and Tribal Member Job and Training Needs</u> located on CSKT's Economic Development webpage at http://www.csktribes.org/services/economic-development.

Western Montana Labor Market: 30+ Annual Openings and Growth of At Least 1% Per Year							
	Annual Growth	Total Annual	Average Wage				
Occupation	Rate (%)	Openings	(Year)				
1. Personal Care, Child Care, Fitness Instructor, Recreation	2.4%	168	\$21,460				
2. Computer and Mathematical Occupations (Computer and Info Sci)	2.2%	<mark>75</mark>	\$64,770				
3. Nursing, Psychiatric, and Home Health Aides	2.0%	93	\$22,180				
4. Health Technologists and Technicians	1.9%	138	\$30,010				
5. Food and Beverage Serving Workers	<mark>1.8%</mark>	<mark>457</mark>	<mark>\$18,100</mark>				
6. Supervisors of Food Preparation and Serving Workers	1.8%	43	\$28,110				
7. Woodworkers (cabinet makers or finish carpenters)	1.7%	<mark>40</mark>	\$28,710				
8. Financial Specialists	1.6%	76	\$54,440				
9. Sales Representatives, Wholesale and Manufacturing	1.6%	47	\$46,640				
10. Information and Record Clerks	1.5%	212	\$24,310				
11. Health Treating Practitioners (Registered Nurse)	<mark>1.5%</mark>	<mark>189</mark>	\$58,840				
12. Restaurant Hosts and Hostesses, Dishwashers	1.5%	90	\$18,150				
13. Counselors, Social Workers, and Other	<mark>1.5%</mark>	<mark>87</mark>	\$38,000				
14. Grounds Maintenance Workers	1.5%	55	\$30,000				
15. Medical Assistant, Dental Assistant, Medical Equipment Preparer, Veterinary Assistant, etc.	1.5%	43	\$30,700				
16. Construction Trades Workers	1.4%	197	\$37,090				
17. Financial Clerks	<mark>1.4%</mark>	<mark>167</mark>	\$31,120				
18. Building Cleaning and Pest Control Workers	1.4%	152	\$22,610				
19. Motor Vehicle Operators	1.4%	133	\$39,430				
20. Cooks and Food Preparation Workers (Culinary Arts)	<mark>1.4%</mark>	<mark>127</mark>	\$28,000				
21. Secretaries and Administrative Assistants	1.4%	109	\$27,710				
22. Supervisors of Office and Administrative Support Workers	1.4%	42	\$43,300				
23. HVAC Mechanic, Machinery Mechanic, Medical Equipment Repair	1.3%	93	\$50,180				
24. Business Operations Specialists	1.3%	81	\$45,420				
25. Sales Representatives, Services	1.3%	53	\$46,640				
26. Security Guards, Ski Patrol, Transportation Screeners, etc.	1.3%	52	\$22,690				
27. Material Moving Workers	1.2%	89	\$40,000				
28. Retail Sales Workers	1.1%	515	\$21,820				
30. Vehicle and Mobile Equipment Mechanics, Installers, and Repair	1.1%	<mark>90</mark>	\$38,520				
31. Metal Workers and Plastic Workers	1.0%	33	\$30,500				
32. Law Enforcement Workers	1.0%	30	\$47,380				

Sources: Bureau of Business and Economic Research, University of Montana; Montana Department of Labor and Industry, Region 1, 2012-2022 Projected Employment. Region 1 includes Flathead, Lake, Lincoln, Mineral, Missoula, and Sanders Counties.

STEP 2: Develop a Workforce Training Directory for the Reservation and get the word out about existing job training opportunities. CSKT Economic Development Office (EDO) staff worked with Project Steering Committee members from Salish Kootenai College (SKC), Kicking Horse Job Corps, Job Service, the CSKT Department of Human Resource Development (DHRD), and others, to develop a Workforce Training Directory to describe the various job training programs that currently exist on the Flathead Reservation.

Many of the interests highlighted in the previous table have corresponding training programs that already exist on the Flathead Reservation, but some of these have age restrictions (such as those offered by Kicking Horse Job Corps which typically only accepts students who are 16-24 years old). And, while Salish Kootenai College added a few new programs for the 2015-2016 school year as a direct result of the CSKT Job and Training Needs Survey, more programs are needed.

The Steering Committee is spreading the word about existing job training programs by:

- ✓ Publishing and distributing the Workforce Training Directory
- ✓ Using the CSKT Job and Training Needs Survey results to contact 250 survey respondents. These respondents provided their contact information and gave permission for CSKT to use their survey responses to connect them to training opportunities that align with their training interests. CSKT EDO staff members identified which permittees desired training in the following categories and provided their contact information to Kicking Horse Job Corps and Salish Kootenai College staff so they could directly contact these consenting survey respondents about job and education training opportunities:
 - GED (now called HiSET) training to receive a High School Equivalency Certificate
 - > Vocational training in a craft or trade
 - Academic training at a college or business school²
- ✓ EDO staff members have presented the job training strategy at public meetings and are gathering contact information from other Tribal members who may be interested in receiving information about job training opportunities. Staff are also using Facebook, KSKC-TV, the Tribal Intranet, and the Char-Koosta News to inform the membership.

STEP 3: Identify and Address Training Gaps. The ANA Project Director and others have identified gaps between the Tribal member training interests highlighted in the previous table, and the training resources identified in the Workforce Training Directory, and are pursuing the following to address those gaps:

Offering a free business-related training program for those interested in Financial Clerk or Specialist occupations.

² The EDO developed mailing lists for each category with the contact information provided by the survey respondents. If a respondent did not provide an e-mail address when answering the survey, but granted permission to be contacted, the EDO obtained his or her U.S. Postal Service address.

- Financial Clerk or Specialist³ is one of the top occupation interests of Tribal members ages 18-36, according to CSKT's 2014 Job and Training Needs Survey responses.
- Financial Clerk occupations have an annual growth rate of 1.4% in Western Montana, 167 annual openings, and an average wage of \$31,120. Financial Specialist occupations have an annual growth of 1.6%, 76 annual openings, and an average wage of \$54,440.
- Six Business administration, management, and operations is the top ranked education or training program of interest of female Tribal members.
- The CSKT Economic Development Office and Steering Committee recommends further development of a program to train and assist Tribal members who want to start a new business or expand an existing micro-business.
- Applying for an ANA Sustainable Employment and Economic Development Strategies (SEEDS) grant to expand and create training opportunities for health care providers, hospitality workers (including food and beverage servers, cooks and culinary arts professionals), carpenters, and more. These trainings would be offered through Salish Kootenai College with stackable training certificates that may be taken during one quarter or one year. For those wishing to pursue more training, these shorter training segments could complement the College's two-year Associate's and four-year Bachelor's degree programs. CSKT is also exploring an arrangement with the Montana Code School and DHRD's Transit Program to provide transportation and training for individuals to become "junior" computer programmers during a 12-week long "programming boot camp."
- Working on a Job Succession strategy for those Tribal jobs that are projected to become available as individuals retire and contracts expire, with CSKT's Education Department working to encourage Tribal members to obtain higher education degrees in fields where opportunities will be arising.
- ➤ The DHRD Department Head's recent appointment to Montana's State Workforce Innovation Board should improve access to state training resources that may be able to be provided locally.
- ➤ DHRD is also exploring the possibility of establishing a vehicle maintenance training program.

STEP 4: Assist Tribal members in Overcoming Barriers to Employment and Training. A critical component of the Professional Skills Training Strategy is to assist Tribal members in overcoming barriers to employment and training. These barriers are summarized here, and are further described in Chapter 4 of the CSKT Sustainable Economic Development Study.

CSKT Sustainable Economic Development Pilot Project Implementation Plan

³ Financial Clerks perform clerical and administrative functions including record keeping, billing, processing purchase orders, payroll, sales orders, and general customer service. Financial Specialists, U.S. Department of Labor Standard Occupation Code 13-2000--refers to a group of occupations that includes: Accountants and Auditors, Appraisers and Assessors of Real Estate, Budget Analysts, Financial Analysts and Advisors, Credit Counselors, Loan Officers, and Tax Examiners and Preparers.

Job Training or Education-Specific Barriers Experienced by Tribal Members Training or education-% Tribal specific barrier **Members** Lack of money for education or training 43.4% Lack of computer skills 33.8% Lack of education 32.9% Lack of job skill training 30.7% Lack of work experience 30.1% Lack of job search training 20.2%

Almost half of the Tribal members who responded to the Job and Training Needs Survey said that their household struggled with two or more of these barriers.

More than 4 in 10 Tribal members (43.4%) said that a lack of money for education or training made it harder for them, personally, to get or keep a job, job training, or more education. Around 3 in 10 Tribal members said they faced a lack of computer skills, lack of education, lack of job skills training, or lack or work experience. About 20.2% said they lacked job search training.

To address these barriers, the Project Steering Committee has incorporated the following into the Professional Skills Training strategy:

- ✓ **Identify and Develop Free Job Training Opportunities.** Provide free training in business-related classes for those interested in financial clerk occupations. Continue to spread the word about free training courses in other fields as they arise.
- ✓ Link Members to Free Computer Training. Free computer classes are available to CSKT employees and are offered by CSKT's IT Department. Set up free Computer Skills Training for those not employed by CSKT (funded by DHRD, with recruitment coordinated with the DHRD mentoring program and Social Services Department clients).
- ✓ Spread the Word about Free Job Search Training. This training is currently offered by CSKT's Department of Human Resource Development, Kicking Horse Job Corps Center, and the different county Job Service Offices (see Workforce Training Directory). To assist more members, set up semi-annual or quarterly classes at Tribal Headquarters with a Job Service trainer (who has sustainable funding) to

provide free job search training.⁴ (See Appendix A for additional information about Job Service training.) It is important that these trainings are coordinated with the DHRD mentoring program and with Social Services Department clients.

✓ Spread the Word about Apprenticeship and Work Experience Programs (See Workforce Training Directory for a list of programs.) Continue working with Salish Kootenai College, DHRD, and local employers to provide apprenticeship and work experience opportunities.

In addition to the barriers identified on the previous page, Tribal member survey respondents also noted the following as the most important barriers to a job, job training, or education:

- lack of transportation
- problems associated with disabilities and health
- discrimination
- criminal charges or addiction
- no driver's license

To address these barriers, the Project Steering Committee recommends the following:

- ✓ Continue to Provide DHRD Transit Services for Training and Work Experience Programs (requires 24 hour notice for pick-up).
- ✓ Insure Training Facilities are Accessible for the Disabled.
- ✓ Address Discrimination Issues through Personnel Policy Enforcement and Education.
- ✓ Continue to Refer Members to CSKT Programs that Address:
 - Health Issues
 - Criminal Records
 - Addiction Issues
- ✓ Spread the Word that Kicking Horse Job Corps Center offers training for individuals to obtain a driver's license, and DHRD can pay fees for Workforce Investment Act (WIA) and Temporary Assistance to Needy Families (TANF) clients to obtain a driver's license.

STEP 5: Provide Training in General Job Skills. The Job and Training Needs survey also asked Tribal members about their interest in general job skills training – customer service and other skills needed for most jobs. The following table summarizes Tribal members' interest in seeking additional training in general job skill areas.

⁴ In the Job and Training Needs Survey, more than 1 out of 3 Tribal members (34.8%) said they would attend a training workshop on where to obtain labor market information such as information about job openings. A similar number (31.4%) were interested in learning about resume writing. Only 17.8% said they needed a training workshop on completing job applications.

Tribal Member Interest in General Job Skills Training					
General job skill	% Tribal Members				
Technical skills	44.3%				
Interpersonal skills	36.0%				
Organizing (time management)	33.3%				
Quality improvement, customer service	27.3%				
Safety	23.8%				
Reading, writing, or math skills	19.4%				
Product sales	18.7%				

More Tribal members (44.3%) were interested in technical skills training than any other general job skill training area. However, around 3 in 10 Tribal members expressed interest in so-called "soft" skills like: interpersonal skills (36.0%), organizing (33.3%), and quality improvement or customer service (27.3%). Around 2 in every 10 Tribal members said they were interested in safety training (23.8%), training to further develop reading, writing or math skills (19.4%), or product sales training (18.7%).

To address the top four training interests, the Pilot Training Project will:

- ✓ Continue to "Spread the Word" about the Workforce Training Directory and the Technical Skills Training Opportunities that Exist on and near the Reservation. As mentioned previously, the Project will offer business-related classes for those interested in financial clerk occupations, and continue to spread the word about free training courses in other fields as they arise.
- ✓ Set up classes at Tribal Headquarters for a Job Service trainer (with sustainable funding) to provide free training on "soft" skills development, including interpersonal skills, time management and basic customer service training. (See Appendix A for additional information.) This training would be coordinated with the CSKT Social Services Department and DHRD to assure the training is held at a time most convenient for their clients.
- ✓ Work with Tribal Departments to Fund a Half-day Customer Service Training

STRATEGY -- Business Development Support and Resources

CSKT's strategy for providing business development support and resources for Tribal member business owners and potential entrepreneurs is based on the needs identified by Tribal business owners and potential owners in the supplemental Business Owners survey conducted in 2014. (See 2014 Sustainable Economic Development Study Chapter 6, located at www.cskt.org.)

The strategy focuses on four areas:

- 1. Training
- 2. Access to Capital
- 3. Improved Enforcement of the Tribal Indian Preference Policy
- 4. Communication to the Membership about Available Resources and Opportunities

TRAINING

In 2015, the Project Steering Committee listed the following resources that are or have been available for training Tribal member business owners and potential owners.⁵

Business Plan Development

- Native American Entrepreneurial Empowerment (SBA funded Redwind Group) free two-day training for start-ups was held March 18 and 19, 2015 and included introductory business plan development utilizing the Indianpreneurship handbook may not be available annually
- 2. One-on-one with S&K Business Services/Sovereign Leasing and Financing (free service)
- **3.** One-on-one with Lake Co. Community Development Corporation (LCCDC) (free service)⁶
- **4.** LCCDC one-day training classes \$10 lunch fee only (scholarships available)
- **5.** Flathead Valley Community College (FVCC) Small Business Development Center (SBDC) will provide low-cost evening training sessions in Pablo to be paid by EDO
- **6.** SBA free online classes—need computer access
- **7.** Salish Kootenai College (SKC) Business Course—tuition fee (financial aid available if qualify)
- **8.** University of Montana (UM) Business Course—tuition fee (financial aid available if qualify)

⁵ All of these resources are available to any Tribal member. Refer to the <u>Flathead Reservation Business</u> <u>Resource Directory</u> at <u>http://www.csktribes.org/services/economic-development</u> and the college websites for contact information.

⁶ In 2016, LCCDC offered to provide a free six-week Indianpreneurship training (with manuals & a light dinner paid for by CSKT's EDO) that would result in a complete business plan for each participant.

Finance

- **1.** Profit Mastery—Advanced 16-hour training offered by NADC and FVCC— offered 2x/year.
- **2.** SBA or SCORE may be able to offer an evening course.
- **3.** Sovereign Leasing and Financing provides some free one-on-one start-up training, and assists with bank loan applications.
- 4. SKC Business Courses—tuition fee
- **5.** UM Business School—tuition fee
- **6.** FVCC—tuition fee
- 7. FDIC training—CD provided by banks

Marketing and Analysis

- **1.** LCCDC training classes (1 day, \$10 fee for lunch, scholarships available; offered in Ronan and Thompson Falls)
- **2.** Sovereign Leasing and Financing offers assistance with market research utilizing the Montana Site Selector (free service)
- **3.** Montana Community Development Corporation may be able to obtain free industry reports
- **4.** SKC Business Courses
- 5. UM Business School

Accounting/Bookkeeping

- 1. LCCDC offers QuickBooks training (1 day, \$10 fee, offered in Ronan and Thompson Falls)
- 2. LCCDC one-on-one free counselling
- **3.** Sovereign Leasing and Financing provides one-on-one counselling at business sites when possible
- **4.** Adult Education Courses sometimes offered at the local high schools
- 5. SKC, FVCC, UM tuition bases, financial aid available for those qualifying

Preparing Competitive Proposals

- 1. SCORE
- 2. State Contractors Association
- 3. Native American Development Corporation (NADC)

8a Business Development Training

- 1. PTAC Officer at LCCDC
- 2. PTAC Officer at NADC

Credit Counselling⁷

- **1.** JGreen Financial (\$195 for a one on one credit analysis session plus additional fee for each additional session)
- **2.** Rural Dynamics Consumer Credit Counseling Service www.cccsmt.org or 1-877-ASK-CCCS or 257-4069 (Kalispell) or 543-1188 (Missoula) free service
- **3.** Salish Kootenai Housing Authority free one on one personal finance counselling and Homebuyer Education classes geared for personal finance—available to anyone
- 4. NACDC--Browning

Other Resources

- Other Montana Department of Commerce Resources:
 - 1. Montana Manufacturing Extension Center
 - 2. International Trade Relations Bureau—Exports
 - 3. Business Resources Guide Book and Website
- Missoula Economic Partnership weekly innovation initiative sessions during the spring and fall semester featuring keynote speakers on various business topics http://www.missoulapartnership.com/grow-your-business/innovation-initiative/
- ➤ Job Service Centers Located in Lake, Sanders, Missoula and Flathead Counties. Specialists available to work with business owners when they want to hire employees or have any questions regarding Human Resources issues such as labor laws, employment practices, etc. www.lakecountyjobs.mt.gov. Also see the Flathead Reservation Business Resource Directory for contact information for other counties.
- Blackstone LaunchPad at the University of Montana -- will do business consulting for anyone who is a student at the University or for alumni. http://umt.thelaunchpad.org/

CSKT's Economic Development Office (EDO) worked with multiple entities to develop a pilot training program for Tribal member business owners and those interested in business and finance. Training began in January and will run through September 2016, according to the availability of trainers and sustainable funding. Evening classes are being offered whenever possible to allow business owners to keep their businesses open during the day and attend classes at night. The intent is to replicate the training program annually utilizing free or low-cost trainers and resources. See the 2016 schedule in Appendix B.

ACCESS TO CAPITAL

The following grant and loan opportunities are also listed in the <u>Flathead Reservation Business</u> <u>Resource Directory</u>. Please refer to the Directory for contact and application information.

⁷ 53% of the entrepreneurs responding to the survey disclosed that they have limited or no collateral, lack of cash flow, or bad credit.

Grants

- ➤ Montana Indian Equity Fund -- \$2,000-\$14,000 grants. Match and other requirements.
- Growth Through Agriculture Grants
- CSKT Indian Business Assistance Project -- Competitive grants available through CSKT --\$2,000-\$7,000; match and other requirements. (The next round of funding will not be available until 2017.)
- ➤ USDA Rural Energy Assistance Program and Montana Department of Environmental Quality grants The CSKT EDO sponsored a workshop on March 16, 2016, for Tribal member business owners and ranchers to learn more about alternative energy and energy cost saving opportunities.

Rebates

Mission Valley Power (MVP) offers rebates for energy saving measures with new construction, remodeling, and new farm irrigation systems. A representative will be available to discuss these programs at the March 16th workshop, and is also available at MVP's main office in Pablo.

Market Loans are available at:

- Eagle Bank in Polson
- Tribal Credit in Pablo Business and Agriculture Loans
- Montana Community Development Corporation in Missoula
- Lake County Community Development Corporation in Ronan multiple programs and CDFI

Additional Financing Opportunities are listed in the Business Resource Directory, such as Angel Investors and Crowdsource funding.

IMPROVED ENFORCEMENT OF THE CSKT INDIAN PREFERENCE POLICY

The Personnel Department's Indian Preference Office will continue to:

- 1. Market the benefits of the Indian Preference List and Ordinance.
- **2.** Work with Tribal Department Heads and Program Managers to increase policy awareness.

COMMUNICATION TO MEMBERSHIP ABOUT AVAILABLE RESOURCES and OPPORTUNITIES

The Economic Development Office will ensure that the following communication methods are used to inform the membership about available resources and training/workshop opportunities:

Directories

The CSKT Economic Development Office has completed two directories for the membership. These are available on the Economic Development page of CSKT's website at http://www.csktribes.org/services/economic-development and are distributed at Tribal Council District meetings.

- **1.** The <u>Flathead Reservation Business Resource Directory</u> provides information about starting a new business, business structure, technical assistance providers and grant and loan opportunities.
- **2.** The <u>Flathead Reservation Workforce Training Directory</u> highlights the job training opportunities available locally and in Western Montana.

E-Mail

The Tribes' EDO has created the following e-mail lists and sends out information about current training and networking opportunities:

- 1. Indian Preference Contractors list
- 2. CSKT and Indian Equity Fund Grant recipients from last 5 years
- 3. Known Tribal non-profits
- **4.** Tribal Business Owners Meeting attendees
- **5.** Tribal Job and Training Needs Survey respondents who indicated they either own or are interested in owning a business

Training and networking opportunities will also be posted on CSKT's Intranet where nearly 1400 employees are notified of upcoming events.

Website

The EDO has developed a webpage at http://www.csktribes.org/services/economic-development. Several economic development-related documents are currently available on the site, including the:

- 1. Flathead Reservation Business Resource Directory
- 2. Flathead Reservation Workforce Training Directory
- 3. CSKT Comprehensive, Sustainable Economic Development Strategy/Plan

Newspaper Notices

The EDO will submit press releases to the Tribal newspaper, the <u>Char-Koosta News</u>, as new projects, training opportunities and workshops are developed. We will use the "What's Happening" section for reminders about meetings and trainings. We are also planning to work with the <u>Char-Koosta News</u> staff to create a supplement that will list all Tribal member owned businesses, if they submit a business card to our office.

Social Media

The Char-Koosta News is posting training flyers on their Facebook page.

Annual Tribal Business Owners Meeting

On April 27, 2016, CSKT's EDO is sponsoring an annual meeting with Tribal member business owners and prospective owners to distribute training and resource information, listen to concerns, and develop additional strategies as needed. If funding is obtained from ANA, this meeting will be held semi-annually.

Posters and Flyers

Posters will be placed on bulletin boards throughout the Reservation and flyers will be mailed to nearly 200 agricultural producers when possible.

KSKC-TV Community Calendar

Training and workshop dates will be posted in the Salish Kootenai College public television station's community bulletin.

SKC Electronic Bulletin Board

Training and workshop dates will also be posted on SKC's electronic Bulletin Board or intranet.

Radio Announcements will be aired as funding permits.

PILOT TRAINING PROGRAM

Utilizing as many free training opportunities as possible, the CSKT Economic Development Office set up the following free Pilot Training Program to provide members with hands-on business/workforce development courses, with an emphasis in Finance, that aligns with Montana Department of Commerce Indian Equity Fund, CSKT Business Assistance Project, Eagle Bank, and Tribal Credit Program grant and loan application processes. The Pilot Training Program also assists Tribal members with identified barriers to employment by providing training opportunities and linking them to services that can break down those barriers. The Project is providing free flash drives for students attending classes where they will be developing work products for future use.

Course	Del	livera	abl	les
COG! 3C				

Track A – Professional Skills Training for Entrepreneurs and Those Interested in Finance-Related Professions Track B – General Job Skills Training to Address Barriers to Employment

- 1. Excel I
- 2. Before You Start That Business
- 3. Writing a Business Plan, key components
- 4. QuickBooks I and II

- 1. Computer Literacy training:
 - ✓ PC Fundamentals and Windows
 - ✓ Intro to E-mail and the Internet
 - ✓ Basic Word Processing
 - ✓ Excel I

- 5. How to Get Your Money on Time
- 6. Marketing on a Budget
- 7. Indianpreneurship (10-session class that results in a completed Business Plan)
- 8. Cash Flow Projections
- 9. Customer Service Training
- 10. Bonding and Insurance
- 11. Bidding on a Project in Response to a Request for Proposals (RFP)
- 12. Federal and State Contracts, 8 (a), HUBzone and other Minority Business Opportunities
- 13. Profit Mastery

- How to Search for and Apply for a Desired Job, including Cover Letter and Resume Writing and Job Interview Practice
- 3. Customer Service Training

TRAINING SCHEDULE AND EXPECTED OUTCOMES

Appendix B includes the Pilot Training Program schedule. All classes and networking opportunities would be completed by mid-September to allow time for Pilot Initiative evaluation.

Impact Indicators (ANA Grant Set A) - By the end of the project, the CSKT Sustainable Economic Development Pilot Initiative will provide training opportunities and support for up to sixteen (16) Tribal members and/or entrepreneurs plus the nine (9) Tribal member entrepreneurs served per year prior to the grant for a total of twenty-five (25) members served. This work will be completed by the end of Project Year 3 which ends on September 29, 2016.

The total numbers served will be documented utilizing:

- ☐ EDO Grant Recipient Lists from Fiscal Years 2013-2016
- □ S&K Business Services/Sovereign Leasing and Financing's technical assistance report from Fiscal Year 2016
- □ Training and Workshop Sign-in Sheets from 2016

RECRUITMENT PLAN

The EDO and Project Partners will utilize the methods outlined on pages 12 and 13 of this Plan to communicate with Tribal members about available training opportunities. The EDO will continue to update its e-mails lists of Tribal member business owners, and work with Project partners to also recruit business students at SKC and members of the American Indian Business Leaders organization.

Incentives/Prizes: The following incentives will be offered at the trainings and workshops:

- Meals will be provided at many of the training and workshop sessions.
- Continuing Education Credits will be offered for each training class.
- Pens, lanyards and letter openers will be offered to participants, courtesy of Kicking Horse Job Corps Center and SKC.
- A new, laptop computer will be given to the student who attends the greatest number of classes, paid for by a grant from Lake County Community Development Corporation.

SUSTAINABILITY

Professional Skills and General Job Skills Training

To insure sustainability of the professional and general job skills training opportunities identified in this Pilot Training Initiative, CSKT will:

- Continue to work with Job Service for free career counselling, soft skills and job search training.
- Continue to utilize the DHRD Mentoring Program and trainings sponsored by DHRD, including computer literacy training.
- Review evaluations from classes offered in 2016, to determine which classes were most beneficial and should be offered in future years.
- Continue update, distribution and promotion of the Workforce Training Directory so clients can learn about additional training and apprenticeship opportunities.
- Continue to promote the Annual SKC Career Fair.
- As funding allows, work with DHRD and other Tribal departments to set up Job Shadowing and/or On-the-Job Training, Internship and Apprenticeship opportunities for Social Services and DHRD clients and other unemployed Tribal members, in desired fields.
- Seek funding for a Sustainable Workforce Enhancement and Entrepreneurship Initiative to enhance and establish curriculums for certifications in healthcare, building trades and hospitality, and to find job placements in those industries.
- For those interested in further training, we will refer individuals to:
 - Kicking Horse and other Job Corps Centers -- <u>Free</u> vocational training, including room and board, for students 16-24. Their websites or CSKT's Workforce Training Directory describe the training programs offered. Individuals can contact a recruiter at 1-800-733-5627 to sign up.
 - Salish Kootenai College (SKC) which also provides advanced training. Scholarship monies are available. Members can visit their website or look at CSKT's

Workforce Training Directory for a list of degrees and training certificates offered. Their application form is available online, and their Enrollment Services Office is available to assist with filling out applications Monday-Friday, from 8 a.m. to 4:30 p.m. The application for financial aid is an online form at www.fafsa.gov, and SKC's Financial Aid Office (275-4857) is available to assist with the application process M-F, 8-4:30, and also has scholarship information available. SKC offers a College Goal program during the latter half of January to assist with filling out financial aid forms during the evening.

- CSKT Education Department Scholarship Office Applications for college scholarships for CSKT members are available beginning in January and are due by May 1 each year. The award ceiling is \$5,000/year.
- 🔆 Financial Literacy Training

Business Development Support and Resources

To insure sustainability of entrepreneur training and resource opportunities after ANA funding ends, CSKT will continue to coordinate free or minimum-fee trainings provided by the Small Business Development Center (SBDC), Lake County Community Development Corporation (LCCDC), and Montana Department of Transportation (MDT) Disadvantaged Business Enterprise (DBE) Program. This training process will utilize the following guidelines:

- Work with Native American instructors when possible, including instructors from the Native American Development Corporation.
- Use the Indianpreneurship Training Manual developed by ONABEN. Budget for the manuals through the Economic Development Office, unless they can be obtained from the MDT DBE or a Native American SBDC office.
- Ensure that the teaching space has computer access and is accessible for the disabled.
- Offer all courses for Salish Kootenai College continuing education credit.
- For those unable to attend training, continue to recommend Montana Department of Commerce Native American Business Assistance (MDOC NABA) program, SBDC or MTCDC Business Plan templates, or software like <u>Business Plan Pro</u>, to assist members without a business background in business plan development.
- Continue to utilize S&K Business Services for one-on-one follow-up with entrepreneurs and potential entrepreneurs. These services are partly funded by grants from the Montana Department of Commerce Native American Business Assistance program.
- Recruit members who are most likely to complete the courses by targeting Tribal members who already own businesses, and those members who reported in the 2014 Job and Training Needs Survey that they have an interest in a finance profession or in starting a business.

- Explore a "Lean Manufacturing" training opportunity.
- Review evaluations from classes offered in 2016, to determine which classes were most beneficial and should be offered in future years.
- For those interested in further training, we will continue to refer individuals to:
 - SE CSKT Business Resource Directory
 - Salish Kootenai College (SKC) which provides advanced training. Scholarship monies are available. Members can visit their website or look at CSKT's Workforce Training Directory for a list of degrees and training certificates offered. Their application form is available online, and their Enrollment Services Office is available to assist with filling out applications Monday-Friday, from 8 a.m. to 4:30 p.m. The application for financial aid is an online form at www.fafsa.gov, and SKC's Financial Aid Office (275-4857) is available to assist with the application process M-F, 8-4:30, and also has scholarship information available. SKC offers a College Goal program during the latter half of January to assist with filling out financial aid forms during the evening.
 - CSKT Education Department Scholarship Office Applications for college scholarships for CSKT members are available beginning in January and are due by May 1 each year. The award ceiling is \$5,000/year.
 - Lake County Community Development Corporation (LCCDC) Training ongoing
 - 🔆 Financial Literacy Training

The CSKT Economic Development Office, S&K Business Services, LCCDC, and other project partners will also continue to educate Tribal members about and assist with resources for business expansion and development by:

- \$ Continuing to update and distribute the <u>Flathead Reservation Business Resource</u>
 <u>Directory</u>
- \$ Providing and assisting with access to capital, through the Montana Indian Equity Fund, the Montana Collateral Support Program, the CSKT Indian Business Assistance Project, and other grant and loan programs
- \$ Assisting the CSKT Indian Preference Office with education efforts about the program
- \$ Continuing to utilize free advertising resources to "Spread the Word" about training and resource opportunities

APPENDIX A:

JOB SERVICE TRAINING OPPORTUNITIES OUTLINE

JOB SERVICE TRAINING OPPORTUNITIES OUTLINE (12/17/16)

Objectives and setting:

- Professional Skills—business and finance training: Cover letter and resume for grant and/or loan applications
- General Job Skills training:
 - Job Search strategies: Resume, Application, Interview, Career Guidance/LMI tools and effective Job Search at jobs.mt.gov
 - On-the-Job Soft Skills: including Customer Service (internal and external), Unwritten Rules at work, Employer expectations

Job Seeking Skill	% Tribal Members
Resume writing	36.4%
Interviewing	30.2%
Applications	29.3%
Job search strategies	23.8%
Career planning	22.3%
Labor market information	13.2%

- CSKT IT Training Room in Pablo has 20 computers with internet, and a projector
- Participation is voluntary
- January June, Job Service pilot classes in February/March
- Participants sign up through Kyle Hendrickx, Project Assistant, CSKT Economic Development Office (EDO), 675-2700 ext. 1276, kyle.hendrickx@cskt.org

A. Track PROFESSIONAL SKILLS - BUSINESS AND FINANCE:

1.) Cover Letter and Resume for Grant Applications PM, CSKT IT Training Room, Pablo

Feb. 25, 2016 (Thursday), 6:00 – 8:30

2.) Soft Skills early May (Thursday), 12-2 PM, CSKT Training Room, Pablo

Lecture/presentation with group discussion elements

- Why Soft Skills matter
- Unwritten rules at work
- What employers want
- Customer Service (internal and external)

1 class with Entrepreneurs and Job Seekers

B. Track GENERAL JOB SKILLS/Job Seekers/Professional Skills:

- **1.) Resume & Application Writing, Feb. 4, 2016** (Thursday), **12-3 PM**, CSKT Training Room, **Pablo** Workshop goal: Creating a tailored resume and completing a Generic Application form.
 - General introduction: golden rules, do's and don'ts (20 minutes)
 - Guided **hands-on workshop**: Each participant will complete his/her own resume and complete an application. The class teacher will assist and answer questions individually.
 - Resume **templates** for different qualification profiles and branches will be provided, as well as a computer **fillable application form**.
 - The workshop will also introduce individuals to an online Career Guidance tool (ONETonline.org).
 - Managing jobs.mt.gov, including customized job search, job tracking, resume upload

2.) Cover Letter, Feb. 11, 2016 (Thursday), 12-3 PM, CSKT Training Room, Pablo

Workshop goal: Writing a tailored cover letter

- General **introduction**: golden rules, do's and don'ts (20 minutes)
- Guided **hands-on** workshop: Each participant will complete his/her own resume and complete an application. The class teacher will assist and answer questions individually.
- A letter **template** explaining the core structure and format will be provided.

3.) Interview Workshop

Interactive class

- General introduction: golden rules, do's and don'ts (15 30 minutes)
- Interactive discussion and play
 - o Interview Styles (phone, traditional, situational/behavioral) and the STAR method
 - Dress for an interview
 - Most common mistakes

4.) Soft Skills early May (Thursday), 12-3 PM, CSKT Training Room, Pablo

Lecture/presentation with group discussion elements

1 class with Entrepreneurs <u>and</u> Job Seekers

- Why Soft Skills matter
- Written and Unwritten rules at work, including effective communication skills, phone skills, addressing problems at work, personal presentation, team play

See brochure "The Ultimate Job Search" for more detail

- What employers want, including time management and addressing absences, breaks, etc.
- Customer Service (internal and external)

5.) Career Guidance early May (Thursday), 12-3 PM, CSKT Training Room, Pablo

Introduction to

- self-assessment and self-profiling tools (ONET, MTCIS), including creating an online portfolio
- Labor Market research tools (local wages & job growth outlooks for selected occupations)
- Managing jobs.mt.gov, including customized job search, job tracking, resume upload

OPTIONAL classes:

Ultimate Job Search 2 days, 4 hrs./day⁸

Lecture/Presentation with video sequences and group discussion elements

• Day 1 (4 hours)

Job Search Techniques

Resume Writing

The topics in this class are typically covered by DHRD's mentoring program. All WIA and TANF clients are required to participate in the 4-6 week mentoring program. Vocational Rehabilitation clients may also participate, but it isn't mandatory. The program runs from 8 a.m. until 4 p.m. with a ½ hour break for lunch. Class size ranges from 2-15 participants depending on how many clients sign up for WIA and TANF services and when. Mentoring classes include cover letter and resume writing, filling out job applications, interview practice, hygiene, financial planning in the household, and more.

- **Day 2** (4 hours)
 - Interviewing
 - Success on the Job

Regular Job Service programs:

Job Service Office hours: Mo-Thu 8 AM - 5 PM & Fr 10 AM -5 PM

<u>Regular Workshops</u> (open to all without appointment) at the Job Service, 417 Main St, Polson Lecture/presentation with group discussion elements

Resume Writing every Tuesday 2:30-3:00 PM
 Applications every Wednesday, 2:30 - 3:00 PM
 Interview Skills every Thursday, 2:30 - 3:00 PM

Individual Assistance with

- **Resume** writing (allow 1 1,5 hrs.),
- Completing online and paper form **Applications** (allow 30 min.),
- Writing a Cover Letter (allow 30 min.),
- Mock Interviews (allow 30 45 min.),
- Career Guidance including providing online tools and workbooks
- current Labor Market Information

Tutorials and Tests/Certifications

Tutorials at the Job Service, matching the Entrepreneur & Workforce computer trainings:

- Microsoft Excel Tutorials (versions 2000-2013)
- Microsoft Word Tutorials (versions 2000-2013)
- Microsoft Internet Explorer Tutorials (versions 5.0-10.0)
- Microsoft **Outlook** Tutorials (versions 2000-2013)
- Microsoft **Windows** Tutorials (versions XP, 2000, 7)
- QuickBooks Pro 2000 Tutorial

The Job Service also provides **tests and certifications** for all of these topics.

Plus

- Customer Service Tutorials
 - Customer Service Basics
 - Developing Responsible Customer Service Skills
 - Developing Verbal and Nonverbal Communication
 - Customer Service Best Practices
 - Attracting Loyal Customers
- Customer Service Mindset Survey (test + certificate)

For more tutorials, tests and certifications, see:

https://www.proveit2.com/mtwsd/CoreCustom/Marketing/AvailPkgXML.asp

APPENDIX B:

TRAINING SCHEDULE

Class or Course Title	Agency - Instructor(s)	Workshop Duration	Dates	Times	Location	Members Signed- Up & Reminded/ Attended	Cost to Student
Excel Spreadsheet I	WaterCT – Todd Loran	3.5 hrs	1/28/16, Thursday	9:00 am to 12:30 pm (room avail. In afternoon for practice)	CSKT IT Training Room, Pablo	4/4	\$0 (DHRD paid \$425 session fee.)
Quick Books II	LCCDC – Allison McCarthy	1 day	2/9/16, Tuesday	9:00 am to 3:00 pm	Ronan - 407 Main St. SW	5	\$10/person for lunch; scholarships available from LCCDC.
Before You Start that Business	John Repke	3 hrs	2/11/16, Thursday	6:00 – 9:00 pm	CSKT IT Training Room, Pablo	10	\$0 (\$25/compan or individual- \$250 total pc by CSKT EDC ANA Project)
Writing a Business Plan	John Repke	3 hrs	2/18/16, Thursday	6:00 – 9:00 pm	CSKT IT Training Room, Pablo	5	\$0 if attende 2/11 training (or \$25/individua \$50 total pd.

by CSKT EDO

							ANA Project)
Cover Letter & Resume	Job Service –	2.5 hrs	2/25/16,	6:00 - 8:30	CSKT IT	3	\$O
Writing for Grant and/or Loan	Martina Nolte		Thursday	pm	Training		
Applications					Room,		
					Pablo		
Energy Workshop	USDA Rural	½ day	3/16/16	Noon – 5	CSKT Tribal	2/7	\$0 (Lunch by
	Dev't. and NRCS,			pm	Council		Tr. Member
	MT DNRC, MVP,				Chambers		Bus. Old
	Solar Vendors						World Deli;
							\$283 pd. by
							CSKT EDO)
Writing an Effective Business	LCCDC	1 day	3/22/16,	9:00 am to	Ronan -		\$10/person for
Plan			Tuesday	3:00 pm	407 Main		lunch;
					St. SW		scholarships
							available from
							LCCDC.
Quickbooks I	Johnel Barcus	2.5 hours	3/22/16,	1-3:30	CSKT IT	10/10	\$0 (Instructor
			Tuesday	pm/6-8:30	Training		costs covered
Quickbooks II				pm	Room,		by MDT DBE.
			3/23/16, Weds.	1-3:30	Pablo		Free 30-day
Quickbooks – One-on-one				pm/6-8:30			software trial
			3/24/16,	pm			online. Hand-
			Thursday	By appoint-			outs pd. for
				ment			by CSKT EDO
							ANA Project.)
How to Get Your \$ on Time	Carl Sweitzer	2 hours	4/5/16,	6:00 to	CSKT IT		\$0 (Instructor
(Accounts Receivable)			Tuesday	8:00 pm	Training		costs pd. by
					Room,		MDT DBE.)
					Pablo		

Marketing on a Budget	Jennifer	2.5 hours	4/7/16,	6:00 to	CSKT IT	\$0 (Instructor
	Fredette		Thursday	8:30 pm	Training	costs pd. By
					Room,	MDT DBE.)
					Pablo	
Cash Flow Projections	LCCDC – John	1 day	4/19/16,	9:00 am to	407 Main	\$10/person for
	Repke		Tuesday	3:00 pm	St. SW,	lunch;
					Ronan	scholarships
						available from
						LCCDC.
Tribal Member Business	CSKT EDO –		4/27/16,	10:00 am	CSKT	\$o (Hand-
Owners Meeting	Janet Camel with		Weds.	to 2:00 pm	Council	outs, lunch
	S&K Business				Chambers	and snacks
	Services, Eagle					pd. by CSKT
	Bank, Tribal					EDO ANA
	Credit, NADC					Project)
	PTAC, Indian					
	Preference					
	Office, LCCDC,					
	MT DOC					
Indianpreneurship	Carol	11 evenings	4/12/16,	6:00 pm to	CSKT IT	\$0 (CSKT EDO
	Cunningham		Tuesday	9 pm	Training	ANA Project
			4/19/16,		Room,	purchased
			Tuesday		Pablo	books at \$68
			4/21/16,			each \$1,715
			Thursday			total bill.
			4/26/16,			CSKT EDO to
			Tuesday			cover food
			4/28/16,			costs.)
			Thursday			

			5/3/16, Tuesday 5/5/16, Thursday 5/10/16, Tuesday 5/12/16, Thursday 5/18/16, Weds. 5/19/16, Thursday			
Customer Service Training	Saddle Up for ServiceJeri Mae Rowley	½ day	5/5/16, Thursday	12:30 to 4:30 pm	People's Center	\$0 (\$100 room rental fee, plus \$55/person [20 min.] for Pablo; CSKT EDO ANA Project.)
			5/6/16, Friday	8:00 am- noon	Red Lion, Polson	\$75/person at Polson, if register after 4/29. The Fri. session is not sponsored by EDO.
Bonding & Insurance	Dale Anderson – Cogswell Insurance	2 hours	5/17/16, Tuesday	6:00 to 8:00 pm	CSKT IT Training Room,	\$0 (Training provided by Cogswell

						Pablo	Insurance)
Profit Mastery	Johnel	Barcus,	3 days or	5/23/15,	8 am to 5	CSKT IT	\$0 (\$2000
	NADC		16 hours w/in	Monday	pm	Training	trainer cost
			a week	5/24/16,		Room,	[plus travel
				Tuesday		Pablo	~\$875] to be
							covered by
							NADC or CSKT
							EDO ANA
							Project; \$100-
							235 books
							donated by
							MDT DBE)
Government Contracting	Robert	Much,	1 hour	5/24/15	Noon	CSKT IT	\$0 (NADC)
Bidding Process Overview	NADC					Training	
						Room,	
						Pablo	
Contracting 101	Robert	Much,	3 hours	5/24/16,	6 to 9 pm	CSKT IT	\$0 (NADC)
	NADC			Tuesday		Training	
						Room,	
						Pablo	
DBE Program	MDT	DBE	2 hours	5/31/16,	6 to 8 pm	CSKT IT	\$0 (MT DBE)
	Program	-		Tuesday		Training	
	Shannon	Hahn				Room,	
						Pablo	
Contracting 102	Robert	Much,	3 hours	6/2, Thursday	6 to 9 pm	CSKT IT	\$0 (NADC)
	NADC					Training	
						Room,	
						Pablo	
Hubzone Working Session	Robert	Much,	7 hours	6/9, Thursday	9 to 4 am	CSKT IT	\$0 (NADC)

	NADC		Training
			Room,
			Pablo
How to Market Your Products	Pending	To be	
Online (Heather Sobrepena-	Scheduling by	determined	
George's contact thru Indian	MT Dept. of		
Made in Montana)	Commerce		

Contact Information

Johnel Barcus	johnelbarcus@gmail.com	406.450.4822
Dale Anderson	danderson@cogswellingsurance.com	406.761.5000
Shannon Hahn	shahn@mt.gov	406.444.7287
Janet Camel	janetc@cskt.org	406.675.2700
Carol Cunningham	carol.cunningham@lakecountycdc.org	406.261.3200
Robert Much	rmuch@nadc-nabn.org	406.431.9634
Carl Schweitzer	<u>carl@mt.net</u>	406.431.2176
Mary Walks Over Ice	mwalksoverice@nadc-nabn.org	406.294.7994

Track B: General Jo	b Skills Training
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Computer Literacy:

Class or Course Title	Agency – Instructor(s)	Workshop Duration	Dates	Times	Location	Members Signed-Up & Reminded/ Attended	Cost
PC Fundamentals & Windows	WaterCT- Todd	3.5 hrs	1/7/16, Thursday	9:00 am to	CSKT IT	4/1	\$0 – DHRD
(7 & 10)	Loran			12:30 pm	Training		to pay
				(room	Room, Pablo		\$425
				avail. In			session
				afternoon			fee.
				for			
				practice)			
Basic Word Processing	Todd Loran	3.5 hrs	1/14/2016,	9:00 am to	CSKT IT	4/2	\$0 – DHRD
			Thursday	12:30 pm	Training		to pay
				(room	Room, Pablo		\$425
				avail. In			session
				afternoon			fee.
				for			
				practice)			
Navigating the Internet &	Todd Loran	3.5 hrs	1/21/2016,	9:00 am to	CSKT IT	4/2	\$0 – DHRD
Email			Thursday	12:30 pm	Training		to pay
				(room	Room, Pablo		\$425
				avail. In			session
				afternoon			fee.
				for			
				practice)			

Resume Writing and	Job Service -	3 hrs	2/4/2016,	12:00 to	CSKT IT	0	\$0
Completing a Job Application	Martina Nolte	J3	Thursday	3:00 pm	Training Room, Pablo		70
(Note: Resume Writing is also offered at the Job Service Office in Polson on Tuesdays, at 2:30. "Completing a Job Application" is offered there on Wednesdays at 2:30.)					,		
Preparing a Cover Letter	Job Service -	3 hrs	2/11/2016,	12:00 to	CSKT IT	2	\$0
	Martina Nolte		Thursday	3:00 pm	Training		
(Note: This class is also offered at the Job Service office in Polson on Thursdays, at 2:30.)					Room, Pablo		
Job Interview Practice	Job Service -	2 hrs	2/18/2016,	12:00 to	CSKT IT	1	\$0
	Martina Nolte		Thursday	3:00 pm	Training		
					Room, Pablo		
Customer Service Training –	Saddle Up for	½ day	5/5/16, Thursday	12:30 to	People's		\$0 (\$100
offered in conjunction with	ServiceJeri Mae			4:30 pm	Center		room
entrepreneur and staff	Rowley						rental fee,
training							plus
							\$55/person
							[20 min.]
							for Pablo;
							CSKT EDO
							ANA
			161.6.5.1				Project.)
			5/6/16, Friday	8:00 am-	Red Lion,		\$75/person
				noon	Polson		at Polson,
							if register
				1			after 4/29.

						The Fri.
						session is
						not
						sponsored
						by EDO.
Soft Skills – offered in	Job Service –	3 hrs	5/12/2016,	Noon to	CSKT IT	\$O
conjunction with	Martina Nolte		Thursday	3:00 pm	Training	
entrepreneur training					Room, Pablo	
Career Guidance	Job Service –	3 hrs	5/19/2016,	Noon to	CSKT IT	\$O
	Martina Nolte		Thursday	3:00 pm	Training	
					Room, Pablo	

APPENDIX C:

PREPARATION CHECKLIST FOR TRIBAL ENTREPRENEUR/WORKFORCE TRAINING CLASSES

TRIBAL BUSINESS OWNER or PROFESSIONAL SKILLS TRAINING/WORKSHOP PREPARATION CHECKLIST

Name	of Training/Workshop:
	of Training/Workshop:
CE\ /ED	AL WEEKS OF MONTHS IN ADVANCE.
SEVER Direct	AL WEEKS OR MONTHS IN ADVANCE:
	Line up speakers/trainers with tentative dates and times. Reserve room
	Confirm dates and times with speakers/trainers.
 Assista	•
	Create file folder.
THREE	E-FOUR WEEKS IN ADVANCE:
Direct	or:
	Draft Flyer and Press Release (and ad if needed).
	Put notices in newspaper(s), and on the KSKC-TV Cmmty. Bulletin Board, CSKT & SKC Intranets,
	Char-Koosta Facebook page, and Radio (if \$ available). Place Ad in Char-Koosta if needed.
	E-mail Flyer to Steering Committee and all those business owners and potential owners for
	whom we have e-mail addresses.
	Request mailing labels for member agricultural producers from the Tribal Lands Dept. (CloAnn).
Assista	
	Order refreshments, if needed.
	Post flyers on bulletin boards.
TWO \	WEEKS IN ADVANCE:
Direct	or:
	Remind Intranet Manager to post again on the CSKT Intranet, and the Char-Koosta to post again in the "What' Happening?" section and on Facebook.
Assista	ant:
	Mail flyers to ag. producers and others for whom we don't have e-mail addresses.
	Keep list of people who RSVP'd.
	Type and submit CEU credit request form and e-mail to SKC (Terri Cordier). File paper copy.
	VEEK IN ADVANCE:
Direct	
	Remind Intranet Manager to post again on the CSKT Intranet, and the Char-Koosta to post again in the "What' Happening?" section and on Facebook.
	DAYS IN ADVANCE:
Direct	
	Type up Agenda (if applicable); send it to and confirm it with speakers.
	Highlight date on flyer and e-mail reminder and send flyer to Steering Committee, all on e-mail

lists, and Intranet Manager for Intranet.

Assista	nt:
	Confirm head count with caterer, if food to be provided.
	Type up and/or copy evaluation forms, sign-in sheet, hand-outs and agenda.
	Confirm room set-up with Maintenance (if meeting or training is in Council Chambers)
DAY OF	F TRAINING or WORKSHOP:
Assista	nt:
	Tape signs on front door of building and door of training/workshop room.
	If evening class, work with maintenance to ensure outside door will remain unlocked until 6:30
	p.m.
Directo	r and/or Assistant:
	Be sure room set up is appropriate.
	Be sure coffee, tea, hot chocolate, bottled water, cups, napkins, spoons, coffee condiments, and other paper products are available if not provided by caterer.
	Have flip chart(s), markers and tape available if needed.
	Place sign-in sheets and pens near door or pass out to participants.
	Have room ready for projecting computer files. (If needed, use TV remote to turn on audience
	screens in Council chambers; clean/set-up table to display hand-outs, business cards and
	reference materials; clean/set-up food and beverage table if needed.)
	If training class, distribute CEU forms and have trainer sign all CEU forms.
	If applicable, distribute flash drives, and pens, letter openers and lanyards from Kicking Horse.
	Distribute evaluation forms and training flyers, and ensure everyone signed in.
	Collect signed CEU forms, sign-in sheet, one set of hand-outs for file.
	If a meeting or workshop, clean up room after meeting or workshop ends.
Instruc	tor (or Director if Meeting or Workshop):
	Collect evaluation forms. (Instructor should also finish signing any CEU forms, and place them and the evaluation forms in IT [Crystal Reese's] box after class ends.)
DAY AF	TER TRAINING/WORKSHOP:
	nt and/or Director:
	Process PR(s) for refreshments, if any.
	Pick up evaluations, etc. from IT box.
	Copy evaluations, CEU forms, and sign-in sheets.
	Send copies of evaluations and sign-in sheets with original CEU forms to SKC (Terri Cordier), if
	applicable.
	File original sign-in sheets, evaluations, copies of CEU forms, correspondence, hand-outs,
	agenda, flyer, notices, etc.
	Add new e-mail addresses to group e-mail list and send copy of new list to Director.
	For Indianpreneurship classes, insure that IT kitchenette space is cleaned up.
	Other follow-up as needed.