

# BUSINESS PLAN

Fiscal Years  
2021 & 2022



trainND

[It's a competitive world. Train for it.]

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



## FOUNDATION

TrainND is the state's most comprehensive and inclusive training network. TrainND 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 in 1998. These recommendations were enacted into legislation during the 1999 session. House Bill 1443 was passed, setting the stage for North Dakota to develop a world-class workforce training system.

TrainND expands opportunities in North Dakota by training employees to achieve more for themselves and their employers. Four regions cooperate with four community colleges to ensure coverage for all of North Dakota's current workforce needs.

### THE KEY COMPONENTS INCLUDE:

- Establishment of four service regions within the state.
- Designation of workforce training to four two-year colleges in the North Dakota University System.
- Establishment of local advisory boards.
- Financial support from state funds, institution support, and training fees.
- Development of collaborative relationships.

Three TrainND Summits have been held to re-evaluate the effectiveness of the four TrainND Regions operating model in meeting the needs of North Dakota Businesses. In addition advisory board meetings are held twice a year with key stakeholders throughout North Dakota. While the original TrainND model was solid, the following recommendations have been made:

- Raise awareness of TrainND Services through social media tools and technologies
- Develop stronger relationships with the business community
- Expand training services throughout the state
- Obtain training equipment and software to deliver effective training
- Leverage current training results and strengthen TrainND's personnel to identify/develop skill shortages for existing and new companies.

## VALUE STATEMENT

**Timely** – Provided **WHEN** our customers need it

**Relevant** – Designed for **WHAT** our customers need

**Adaptable** – Customized to **SUIT** our clients

**Innovative** – Developed with **CURRENT** trends in mind

**National** – Recognized **CERTIFICATIONS** and credentials

**Network** – Partner to **COLLABORATE** efficiently

**Dependable** – Committed to **RESPOND** promptly

## FINANCIAL HISTORY AND PROJECTIONS

A financial history for TrainND activity in FY 2018, 2019, and 2020 is provided on the following spreadsheet. TrainND has also provided the financial projections for FY 2021 and 2022.

The four TrainND Regions collectively delivered over \$4,716,886 in training to individuals and businesses in the state during Fiscal Year 2018. Comparing direct training revenue to state aid, TrainND earns approximately \$4.72 for every dollar provided by the Legislature. This return on the state investment reflects the quality training developed and delivered throughout the state. Employee training and education has a direct impact on employee confidence, safety, and overall business productivity.

State allocated funds are currently divided by region the number of employees in each region. Job Service provides this information based on the Quarterly Census of Employment and Wages Program Report. The funding is based on most recent data available to ND Job Service, which is based on 2020 annual averages from the 2020 Employment and Wages by Industry publication.

Both state appropriations 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, new initiatives, and office supplies.

Operational expenses total \$310,693 for Fiscal Year 2020. These expenses include marketing, travel, office operations, professional development, and new initiatives. Total Direct Training Expenditures were \$1,612,327 and include all costs associated directly to the delivery of training. These items include books, supplies, trainer salaries, food, etc. Salaries for the four regions totaled \$3,598,066 for Fiscal Year 2020. This line item includes all salaries and benefits for full time staff.

Funds listed under net results for the future investments can include grant dollars received that fiscal year, but not spent. Many times, grant dollar expenses cross several fiscal years. These dollars are often used to enhance programs such as purchase curriculum, provide software, upgrade equipment, and to invest in professional development.

Of great value are the in-kind services provided by the four community colleges charged with operating the 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 President, along with indirect services provided by payroll, business offices, plant services, and others too numerous to mention. For FY 16 and 17 the total amount of indirect services is \$2,027,909. For FY 18, 19, and 20 the total of indirect services is \$2,156,087. This downward trend for yearly in-kind contributions is a direct result of TrainND Northwest building its own campus thus requiring substantially less in-kind investment from WSC.

The original funding formula (HB 1443) adopted in 1999 is an excellent working model that continues to be effective despite current changes in workforce needs. Funding is provided from the following areas: Training, State Legislative funds, and Business Donations (equipment, cash, etc.). Legislative funds are allocated to pay for infrastructure, awareness of services, additional employees, and the cost to continue workforce



training services. Business and industry are to pay for their employee training programs. Businesses have donated equipment, cash, and services to assist TrainND with specific types of training.

- In FY 20, Direct Training Revenue accounts for 75.7% (\$4,716,886) of the total funding
- In FY 20, State legislative funds account for 16% (\$1,000,000) of the total funding
- In FY 20, other funding sources, community/regional funds, and grants account for 6.1% (\$382,448) of the total funding
- In FY 20 the four community colleges provided in-kind services for office space, training rooms, IT support, business office support, etc. that amounts to \$714,324

incoming revenue

- WSC received additional workforce training moneys as defined in HB 1003. \$250,000 of those moneys are identified in the State General Fund (HB 1003) and reflected in 2021 as itemized in the overall budget

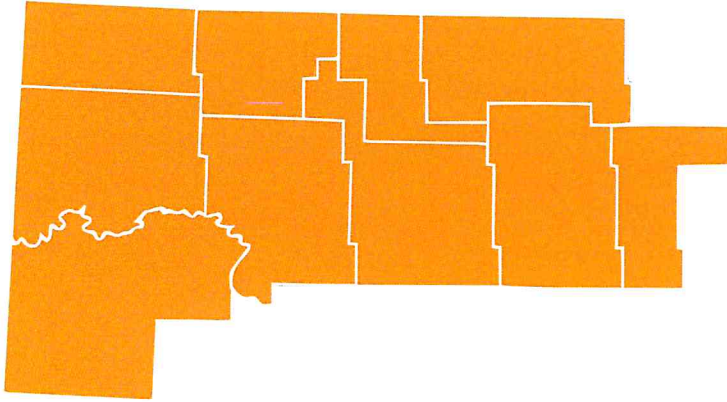
#### FISCAL YEAR 2021 AND 2022 PROJECTIONS

- Training revenue projections are projected to drop as a result of the current downturn. We are projecting a modest recovery in revenue during FY 2022
- State General Funds are projected to hold steady at \$2,000,000 for the biennium and is defined in HB 1019
- Expenses are projected to fall in response to the lack of

#### FY 2018-2022 Statement of Revenues, Expenses and Funding Sources

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>REVENUES</b>					
Direct Training Revenues	\$4,772,101	\$4,974,939	\$4,716,886	\$3,486,173	\$4,060,000
Community/Regional Funds	\$176,700	\$129,000	\$110,000	\$125,000	\$130
Institutional Funds	\$0	\$0	\$0	\$0	\$0
Other	\$132,541	\$119,790	\$147,205	\$80,000	\$100,000
Grant Funding	\$230,000	\$68,000	\$125,140	\$0	\$0
State General Fund (HB 1003)	\$0	\$0	\$125,000	\$125,000	\$0
State General Fund (HB 1019)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<b>Total Revenues</b>	<b>\$6,311,341</b>	<b>\$6,291,729</b>	<b>\$6,224,231</b>	<b>\$4,816,173</b>	<b>\$5,290,000</b>
<b>EXPENDITURES</b>					
<b>Total Direct Training Expenditures</b>	<b>\$1,763,408</b>	<b>\$1,470,842</b>	<b>\$1,612,327</b>	<b>\$897,515</b>	<b>\$1,132,374</b>
<b>Outreach/Coordination Expenses</b>					
Total Salaries/Wages and Benefits	\$3,309,502	\$3,202,843	\$3,598,066	\$3,483,385	\$3,409,382
Marketing	\$46,910	\$31,578	\$35,941	\$67,320	\$59,633
Travel	\$60,523	\$45,063	\$37,567	\$42,500	\$36,750
Other Operating Expense	\$208,496	\$184,376	\$105,679	\$101,165	\$168,655
New Initiatives	\$230,000	\$68,453	\$118,994	\$118,500	\$157,655
Professional Development	\$17,818	\$12,233	\$12,511	\$17,000	\$43,500
<b>Total Operational Expenses</b>	<b>\$563,748</b>	<b>\$341,703</b>	<b>\$310,693</b>	<b>\$346,485</b>	<b>\$465,538</b>
<b>Total Expenditures</b>	<b>\$5,636,658</b>	<b>\$5,015,388</b>	<b>\$5,521,086</b>	<b>\$4,727,385</b>	<b>\$5,007,294</b>
<b>Net Result For Future Investments</b>	<b>\$674,683</b>	<b>\$1,276,341</b>	<b>\$703,144</b>	<b>\$87,248</b>	<b>\$281,166</b>
<b>College In-Kind</b>	<b>\$720,351</b>	<b>\$721,412</b>	<b>\$714,324</b>	<b>\$797,792</b>	<b>\$832,594</b>





## **GOALS AND STRATEGIES**

Through strategic planning and partnerships TrainND Northwest will continue a focus on serving business and industry partners through safety and technical training. TrainND Northwest will also pursue efforts to diversify. Despite challenges brought about by the recent downturn and the COVID-19 pandemic the target industries for training in the northwest region remain oil and gas and related auxiliaries. Exclusive opportunities to provide producer required safety orientations continue to provide relatively consistent revenue for TrainND Northwest. Additionally, our flagship Commercial Driver and Crane Programs endure in providing consistent revenue as high demand for these skills remains prevalent in the northwest region.

TrainND Northwest has made great efforts to diversify into high need training areas such as: Well Control, Industrial Maintenance Technology (Apprenticeship), Lease Operator, Gas Plant Operator and Technician, Polish Rod Maintenance, Introduction to Production Equipment for Roustabout, and Short-Term Welding. Additionally, TrainND Northwest is working to develop programs for Unmanned Aerial Systems (UAS), Heavy Equipment Operator, Soft Skills, and Mechatronics. These efforts to diversify will allow TrainND Northwest the opportunity to expand our scope of services and provide our industry partners and region with highly skilled workers in high demand areas.

An effort to expand our training services to include distance learning format has been successful during the COVID-19 Pandemic. We have effectively designed curriculum and trained our instructors to provide the same high quality of training our customers have come to expect while allowing the convenience and safety of instructor-led distance delivery. TrainND Northwest will continue to offer our high-quality trainings in face-to-face and distance learning formats as determined by the demand of our customers.

### **OBJECTIVES FOR FY 2021:**

- Provide training to over 800 regional businesses each fiscal year with a minimum 45% repeat rate.
- Train 1,000 employees (unduplicated count) each fiscal year.
- Provide over 80,000 contact hours each fiscal year
- Maintain a client satisfaction rate of 98%.
- Meet budgeted training revenue as outlined in the TrainND Northwest Business Plan.

### **STRATEGIES IMPLEMENTED IN ORDER TO ACCOMPLISH OR EXCEED OBJECTIVES:**

- Serve as marketer, broker, and coordinator of training programs.
- When requested serve as developer of custom curriculum.
- Implement an infrastructure that is supportive to business, industry, and organizations.
- Collaborate with stakeholders to promote economic development.
- Identify the highest quality trainers and continue to develop and expand their abilities.
- Continued refinement of the TrainND Northwest strategic plan
- Develop a marketing plan.
- Expand services within the region.
- Constantly seek partnerships with business and industry in our Region.
- Develop leaders within our organization.

## **BUDGET NARRATIVE**

Funding sources come from:

- Direct training revenue
- State general fund dollars
- Other
- WSC in-kind match

Direct training revenue has increased for the third fiscal year in a row despite the challenges of the COVID-19 pandemic and the industry downturn Oil and Gas experienced the second half of fiscal year 2020. This success is a direct result our continued efforts to expand partnerships within business, industry, and organizations in the northwest region of North Dakota and beyond. TrainND Northwest was successful in pivoting to distance learning very early into the COVID-19 crisis and as a result was successful in generating revenue during a time that many businesses were not so fortunate.

TrainND Northwest has established a goal that earnings and profits will be used to fund the following:

- Expand and strengthen training offerings that are vital to the workforce of North Dakota
- Continue to invest in cutting edge technologies to ensure our offerings are of the highest quality

The strategic use of excess funds over the next biennium will ensure that TrainND Northwest is able to emerge from the current downturn primed to train the workforce of Western North Dakota and continue as the premier training facility in North Dakota.

TrainND Northwest will receive allocations from the state general fund this biennium through HB1019 and HB 1003. HB 1019 TrainND Northwest will receive a percentage of the funds outlined for the statewide TrainND system (\$2,000,000). TrainND Northwest's portion is estimated to be \$408,560. HB 1003 granted WSC \$700,000 for workforce training and technical programs for the 20-21 biennium. The additional funds will be used for costs associated with expansion of programs including salaries and equipment. During fiscal year 2020 TrainND used these funds to upgrade and expand our CDL with the purchase of a CDL simulator, 2 semi-trucks. Additionally, a quality control specialist



position was developed and hired with a focus to ensure our training programs are of the highest quality. This funding specifically allocated to TrainND Northwest is identified in the "State General Fund (HB 1003)" line item in the budget for the 2020 and 2021 fiscal years.

TrainND Northwest has 8 FTE staff positions and 8 FTE trainer positions. Due to the demand of the oil and gas industry, with the various training certifications needed full time trainer positions are required to meet industry training needs.

TrainND Northwest generates revenue that is classified as "other" through room rentals, catering, the operation of a bistro on the training campus, and training equipment rentals. TrainND Northwest continues to look for opportunities to meet the needs of the northwest region and state of North Dakota in providing space, training equipment rentals, and value-added services.

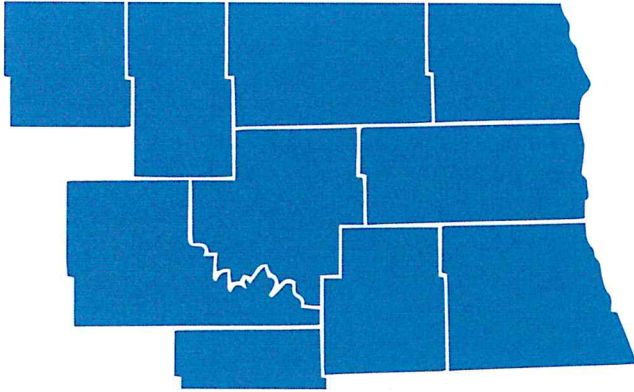
Williston State College contributes in-kind services to TrainND Northwest in the following ways: presidential leadership, business office support, human resources support, maintenance, and custodial services.



**FY 2018-2022 Statement of Revenues, Expenses and Funding Sources**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>REVENUES</b>					
Direct Training Revenues	\$2,620,497	\$2,835,655	\$3,082,690	\$1,845,275	\$2,240,000
Community/Regional Funds	\$25,000	\$0	\$0	\$0	\$0
Grant Funding	\$230,000	\$0	\$125,000	\$125,000	\$0
State General Fund (HB 1003)	\$0	\$0	\$125,000	\$125,000	\$0
State General Fund (HB 1019)	\$194,760	\$194,760	\$204,280	\$204,280	\$204,280
Other	\$132,541	\$119,790	\$147,205	\$80,000	\$100,000
<b>Total Revenues</b>	<b>\$3,202,797</b>	<b>\$3,150,205</b>	<b>\$3,684,315</b>	<b>\$2,254,555</b>	<b>\$2,544,280</b>
<b>EXPENDITURES</b>					
<b>Total Direct Training Expenditures</b>	<b>\$914,805</b>	<b>\$605,332</b>	<b>\$945,189</b>	<b>\$384,372</b>	<b>\$550,000</b>
<b>Outreach/Coordination Expenses</b>					
Total Salaries/Wages and Benefits	\$1,412,086	\$1,478,439	\$1,919,010	\$1,662,698	\$1,500,000
Marketing	\$25,025	\$7,415	\$17,292	\$33,300	\$25,633
Travel	\$21,710	\$17,514	\$25,009	\$16,000	\$15,000
Other Operating Expense	\$89,024	\$22,087	\$30,061	\$25,000	\$90,000
New Initiatives	\$230,000	\$0	\$118,994	\$115,000	\$150,000
Professional Development	\$7,384	\$7,172	\$5,927	\$10,000	\$30,000
<b>Total Operational Expenses</b>	<b>\$373,143</b>	<b>\$54,188</b>	<b>\$197,284</b>	<b>\$199,300</b>	<b>\$310,663</b>
<b>Total Expenditures</b>	<b>\$2,700,034</b>	<b>\$2,137,959</b>	<b>\$3,061,483</b>	<b>\$2,246,370</b>	<b>\$2,360,663</b>
<b>Net Result For Future Investments</b>	<b>\$502,764</b>	<b>\$1,012,246</b>	<b>\$622,831</b>	<b>\$8,185</b>	<b>\$186,647</b>
<b>WSC In-Kind</b>	<b>\$42,720</b>	<b>\$51,264</b>	<b>\$58,682</b>	<b>\$59,730</b>	<b>\$59,730</b>





## GOALS AND STRATEGIES

The goals, objectives, and strategies are created through a team effort, approved by the executive team, and adopted by the Advisory Board. The performance objectives are reported and measured annually to determine if the strategies are producing the desired results. By executing the strategies, TrainND Northeast can fulfill its mission as set forth by legislation, facilitate economic development of the region, build long-term relationships, and position itself to sustain the vision of an efficient workforce training system.

TrainND Northeast will continue to adapt to the training needs of business and industry. The COVID-19 crisis has not only demanded the innovative delivery of training but has also created increased demand to train displaced workers. Collaboration and partnering with the other TrainND regions, businesses and state organizations will be key to servicing the wide-ranging training needs of the workforce.

Goal: To deliver innovative, cost-effective, results-oriented, workforce training and services for the businesses and industries in the Northeast region.

### OBJECTIVES FOR FY 2021:

- Provide training to 100 businesses each fiscal year with minimum of 45% repeat rate.
- Train 1,500 employees (unduplicated head count each fiscal year).
- Provide 12,000 contact hours each fiscal year.
- Maintain a client satisfaction rating of 100%.
- Meet budgeted training revenues as outlined in the TrainND Business Plan.

### STRATEGIES TO BE IMPLEMENTED IN ORDER TO MEET AND EXCEED OBJECTIVES:

- Collaborate with other TrainND regions to expand training offerings and deliver best-value training solutions to our clients.
- Continually identify training needs and prospective clients to expand client base.
- Leverage curriculum and seek instructional expertise from Lake Region State College (LRSC) to expand training offerings.
- Continue developing innovative training delivery methods, primary focus is distance synchronous learning.
- Lean out administrative processes to reduce lead times to rapidly deploy accelerated training.
- Market and promote TrainND Northeast solutions and services, using social media marketing.
- Expand outreach and sales efforts.
- Become an extension of our clients' human resources and training departments; using client needs assessments to determine fits for training.
- Collaborate with regional and state economic development resources to gain further focus on training to support diversification and economic development goals.
- Research, evaluate, and invest in new training initiatives to strengthen North Dakota's workforce.

## BUDGET NARRATIVE

Funding sources for TrainND Northeast come from direct training revenue, state allocated dollars, and institutional in-kind funds.

Direct training revenue and net results for FY2020 were lower than original forecasts; a decline in training revenue due to COVID-19 crisis occurred during Q3 and Q4. Pivoting to distance learning, quickly establishing COVID-19 safety protocols for in-person classes, and rapidly standing up an accelerated wind tech training for dislocated oil workers assisted TrainND NE with bouncing back during Q4. Distance synchronous learning is slowly being embraced by clients as a means of training delivery and upside exists to reach out to rural areas with an affordable method of training delivery.

Lake Region State College continues to support the efforts of TrainND Northeast by providing indirect services including President and Vice President of Academic and Student Affairs time, Administrative Services support, office space & utilities, meeting rooms, classrooms, lab equipment, human resources, IT support, security, and plant services. The LRSC in-kind amount is calculated based on LRSC's authorized federal indirect rate.

TrainND Northeast has 3.0 staff positions and all trainers are adjunct trainers.



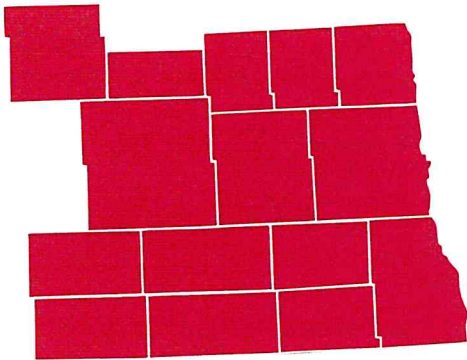


Michael Griffin and Reed Neset, wind technician students, stand atop the GE 1.6 MW turbine at Lake Region State College during training in June 2020.

**FY 2018-2022 Statement of Revenues, Expenses and Funding Sources**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>REVENUES</b>					
Direct Training Revenues	\$291,825	\$211,129	\$183,206	\$200,000	\$275,000
Community/Regional Funds	\$0	\$0	\$0	\$0	\$0
Grant Funding	\$0	\$0	\$0	\$0	\$0
State General Fund (HB 1019)	\$159,920	\$159,920	\$155,550	\$155,550	\$155,550
<b>Total Revenues</b>	<b>\$451,745</b>	<b>\$371,049</b>	<b>\$338,756</b>	<b>\$355,550</b>	<b>\$430,550</b>
<b>EXPENDITURES</b>					
<b>Total Direct Training Expenditures</b>	<b>\$140,557</b>	<b>\$78,580</b>	<b>\$106,182</b>	<b>\$94,570</b>	<b>\$107,124</b>
<b>Outreach/Coordination Expenses</b>					
Total Salaries/Wages and Benefits	\$211,138	\$214,625	\$218,201	\$236,324	\$260,342
Marketing	\$200	\$1,246	\$55	\$2,000	\$3,000
Travel	\$1,714	\$1,178	\$466	\$500	\$750
Other Operating Expense	\$1,878	\$5,100	\$2,438	\$10,155	\$5,655
New Initiatives	\$0	\$453	\$0	\$0	\$5,655
Professional Development	\$0	\$0	\$0	\$0	\$1,000
<b>Total Operational Expenses</b>	<b>\$3,792</b>	<b>\$7,977</b>	<b>\$2,959</b>	<b>\$12,655</b>	<b>\$15,405</b>
<b>Total Expenditures</b>	<b>\$355,487</b>	<b>\$301,182</b>	<b>\$327,342</b>	<b>\$343,549</b>	<b>\$382,871</b>
<b>Net Result For Future Investments</b>	<b>\$96,258</b>	<b>\$69,867</b>	<b>\$11,414</b>	<b>\$12,001</b>	<b>\$47,679</b>
<b>LRSC In-Kind</b>	<b>\$72,695</b>	<b>\$80,763</b>	<b>\$72,443</b>	<b>\$78,460</b>	<b>\$86,434</b>





## GOALS AND STRATEGIES

### CUSTOMIZED TRAINING

Every business and organization is different, with distinctive processes, singular needs and unique objectives. One-size-fits-all training just won't cut it.

TrainND (SE) offers open enrollment courses and customized programs for nearly every industry. More importantly, we make our training fit your organization and your needs, not the other way around. Our staff will:

- Train at the NDSCS-Wahpeton, NDSCS-Fargo or at your site.
- Customize every program to address your specific challenges and need.
- Tailor courseware to deliver only topics you select.
- Maximize cost effectiveness by training on multiple topics in a single program.
- Deliver private training on any of the topics we regularly offer.

### COVID-19 IMPACT

In response to the impacts of the COVID-19 pandemic, the NDSCS TrainND program is responding to business and industry workforce needs by delivering virtual training formats as well as traditional face to face training by adopting CDC social distancing guidelines.

Examples of recent training events include: Situational Leadership II Concepts, Management Essentials, Forklift Train the Trainer, Customized Excel Formulas & Functions Training, Designing Ads & Marketing Materials and Supervisor and Manager Training.

### OBJECTIVES FOR FY 2021

- Business Served: Provide customized training to 120 regional businesses each fiscal year.
- Repeat Rate: Minimum of 45% each year
- Unduplicated Headcount: Train 675 employees each fiscal year.
- Satisfaction Rate: Maintain a 98% or higher satisfaction level for training
- Contact Hours: 25,000 each year
- Meeting Revenue Goal: Obtain budgeted training sales revenue goals.

### STRATEGIES TO BE IMPLEMENTED IN ORDER TO ACCOMPLISH THE OBJECTIVES

- Provide sales and marketing services to deliver quality training programs.
- Collaborate with business and industry to promote economic development.
- Create awareness of training services across the region.
- Maintain an inventory of qualified trainers and facilitators with areas of expertise.
- Provide training for business and industry to compete globally.

### BUDGET NARRATIVE

Funding sources for TrainND SE:

- Direct training revenue
- State allocated dollars
- Institutional funds
- Workforce Partner Memberships
- Grant funds

North Dakota State College of Science contributes to the division by providing projected 30% in-kind support. In-kind support includes office space, and plant services as well as indirect services including human resources, payroll, security, IT support, etc. Additional support is provided by the NDSCS President and the Vice President of the Division for Workforce Affairs.

TrainND has 5.0 FTE staff positions.

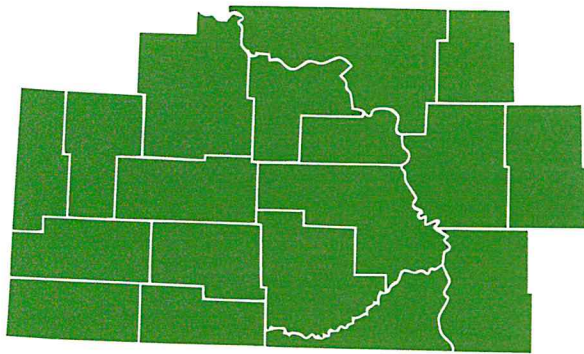




**FY 2018-2022 Statement of Revenues, Expenses and Funding Sources**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>REVENUES</b>					
Direct Training Revenues	\$680,372	\$784,455	\$489,215	\$461,200	\$500,000
Community/Regional Funds	\$151,700	\$129,000	\$110,000	\$125,000	\$130,000
Grant Funding	\$0	\$68,000	\$0	\$0	\$0
State General Fund	\$383,940	\$383,940	\$385,480	\$385,480	\$385,480
<b>Total Revenues</b>	<b>\$1,216,012</b>	<b>\$1,365,395</b>	<b>\$984,695</b>	<b>\$971,680</b>	<b>\$1,015,480</b>
<b>EXPENDITURES</b>					
<b>Total Direct Training Expenditures</b>	<b>\$227,205</b>	<b>\$337,030</b>	<b>\$204,720</b>	<b>\$206,300</b>	<b>\$225,000</b>
Total Salaries/Wages and Benefits	\$878,636	\$791,646	\$698,000	\$614,400	\$640,000
<b>Operational Expenses</b>					
Marketing	\$10,976	\$11,022	\$11,541	\$12,000	\$15,000
Travel	\$32,641	\$23,750	\$8,656	\$15,000	\$15,000
Other Operating Expense	\$111,095	\$145,136	\$64,147	\$52,500	\$60,000
New Initiatives	\$0	\$68,000	\$0	\$0	\$0
Professional Development	\$7,506	\$1,539	\$4,024	\$4,000	\$10,000
<b>Total Operational Expenses</b>	<b>\$162,218</b>	<b>\$249,447</b>	<b>\$88,368</b>	<b>\$83,500</b>	<b>\$100,000</b>
<b>Total Expenditures</b>	<b>\$1,268,059</b>	<b>\$1,378,123</b>	<b>\$991,088</b>	<b>\$904,200</b>	<b>\$965,000</b>
<b>Net Result For Future Investments</b>	<b>(\$52,047)</b>	<b>(\$12,728)</b>	<b>(\$6,393)</b>	<b>\$65,940</b>	<b>\$48,940</b>
<b>NDSCS In-Kind</b>	<b>\$209,191</b>	<b>\$237,500</b>	<b>\$209,400</b>	<b>\$184,320</b>	<b>\$192,000</b>





## GOALS AND STRATEGIES

The goals, objectives, and strategies for TrainND Southwest are created as a cooperative process with our advisory board, industry partners and Bismarck State College (BSC). The goals and objectives are measured and reported annually to our advisory board. Through this process, TrainND Southwest assesses our programs and products to equip the workforce with the tools they need to succeed in the changing environment.

In the age of swift and dramatic technological disruption, TrainND Southwest and BSC must respond just as swiftly and dramatically to ensure that all incumbent and future workers have access to quality employment throughout their careers. Technology will continue to change the way that we work, requiring workers to continuously learn new skills, adapt to new workplace technologies, and even new work environments.

Due to the pandemic and uncertainty in the business and environment, TrainND Southwest and BSC will pivot to provide resources to not only incumbent workers but workers looking to re-skill. We will modernize the delivery of training and education to meet the rapidly evolving needs of the workforce.

As we move forward, TrainND Southwest will fulfill its mission by enabling all citizens to engage in lifelong learning and high-quality employment.

### OBJECTIVES FOR FY 2021:

- Provide training to 200 businesses each fiscal year with 50% repeat rate
- Train 2,000 employees (unduplicated head count) each fiscal year
- Provide 60,000 contact hours each fiscal year
- Maintain a client satisfaction rate of 98%
- Meet budgeted training revenues as outlined in the TrainND Business Plan

### THE FOLLOWING STRATEGIES WILL BE IMPLEMENTED TO ACCOMPLISH OUR GOALS AND OBJECTIVES:

Develop and promote a culture of lifelong learning for all current and future workers.

Collaborate with business and industry to train new and incumbent workers. Provide integrated options for participants to move quickly into career pathway programs/programs of study.

Develop and offer industry recognized stackable credentials to non-degree or degree seeking students to expand their skill sets and enhance career pathway options.

- Collaborate with business and industry to address essential and occupational skill gaps in our region as well as partnering to educate and re-skill their existing workforce.
- Continue to develop training programs in the area of technology, cybersecurity and healthcare.
- Expand technical training offerings and delivery methods for businesses and industry including virtual, hybrid, online and hands-on training.
- Rely on our accountability measures to ensure that training programs are industry driven and produce positive outcomes for learners.
- Consult through assessments and needs analysis to become part of our client's business strategy.
- Continue to provide talent development services to our clients to increase their human capital.
- Collaborate with other regions to ensure coverage of all North Dakota's workforce.
- Research and invest in curriculum development for in-demand skills.

It is our intent to shift the conversation from training being a public expense to training being an economic investment. The return on investment of a talent development system that serves the private sector is undeniable. TrainND Southwest is a critical driver in maintaining economic stability and advancement of the region's growth by tactically fulfilling the key talent needed for the high priority occupations.

## BUDGET NARRATIVE

The primary funding source for TrainND Southwest comes from direct training revenues paid for by the companies, along with state allocated dollars and institutional in-kind funding. BSC continues to support the efforts of TrainND Southwest by providing indirect services including office space, human resources, IT, security and plant services (maintenance, parking, snow removal, etc.) The BSC in-kind amount is calculated based on BSC's authorized federal indirect rate.

TrainND Southwest has FTE 8.74 staff positions and 1.07 FTE trainer positions.





### FY 2018-2022 Statement of Revenues, Expenses and Funding Sources

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
<b>REVENUES</b>					
Direct Training Revenues	\$1,179,407	\$1,143,700	\$961,775	\$979,698	\$1,045,000
Community/Regional Funds	\$0	\$0	\$0	\$0	
Grants	\$0	\$0	\$0	\$0	
State General Fund (HB 1019)	\$261,380	\$261,380	\$254,690	\$254,690	\$254,690
<b>Total Revenues</b>	<b>\$1,440,787</b>	<b>\$1,405,080</b>	<b>\$1,216,465</b>	<b>\$1,234,388</b>	<b>\$1,299,690</b>
<b>EXPENDITURES</b>					
<b>Total Direct Training Expenditures</b>	<b>\$480,841</b>	<b>\$449,900</b>	<b>\$356,236</b>	<b>\$212,273</b>	<b>\$250,250</b>
<b>Outreach/Coordination Expenses</b>					
Salaries/Benefits	\$807,642	\$718,133	\$762,855	\$969,963	\$1,009,040
<b>Operational Expenses</b>					
Marketing	\$10,709	\$11,895	\$7,053	\$20,020	\$16,000
Travel	\$4,458	\$2,621	\$3,436	\$11,000	\$6,000
Other Operating Expense	\$6,499	\$12,053	\$9,033	\$13,510	\$13,000
New Initiatives	\$0	\$0	\$0	\$3,500	\$2,000
Professional Development	\$2,928	\$3,522	\$2,560	\$3,000	\$2,500
<b>Total Operational Expenses</b>	<b>\$24,594</b>	<b>\$30,091</b>	<b>\$22,082</b>	<b>\$51,030</b>	<b>\$39,500</b>
<b>Total Expenditures</b>	<b>\$1,313,077</b>	<b>\$1,198,124</b>	<b>\$1,141,173</b>	<b>\$1,233,266</b>	<b>\$1,298,790</b>
<b>Net Result For Future Investments</b>	<b>\$127,710</b>	<b>\$206,956</b>	<b>\$75,292</b>	<b>\$1,122</b>	<b>\$900</b>
<b>BSC In-Kind</b>	<b>\$395,745</b>	<b>\$351,885</b>	<b>\$373,799</b>	<b>\$475,282</b>	<b>\$494,430</b>



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