



*Wyoming Department of Workforce Services*  
**Workforce Investment Act Title I-B**  
**Activities in Wyoming**  
Program Year 2013



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## A Message from the Director - Joan Evans



The Wyoming Department of Workforce Services embraces its Mission, Vision, and Values in the delivery of employment development activities through the Workforce Investment Act. To bridge human and economic development for Wyoming's future, the agency strives to develop a well prepared, economically self-sufficient workforce that empowers employees and employers to enjoy an improved quality of life, and to continuously improve the customer experience by working to improve our programs and services. We strive to meet or exceed our customer expectations by providing superior service to all our internal and external customers.

Program Year 2013 was a year with an economically slow start. However, improvements during the year provided employment opportunities, employer driven demand for workers, and the ability to look forward to growth in innovative industries. As the Wyoming economy rebounds, some companies are now starting to expand, and new companies are exploring relocation options, to take advantage of the many benefits of doing business in Wyoming. This provides the agency with the opportunity to offer training in job specific occupations, and further develop demand driven employer needs.

Strong partnerships are essential in developing a well prepared workforce that meets the needs of the state's industry partners, assisting individuals in gaining the skills they need, and connecting the two to provide self sustaining income and industry growth in this competitive environment. A key resource the Department of Workforce Services has provided across the state has been employer information seminars and longitudinal research methods and statistics workshops. Seminars focus on training programs, workplace safety, unemployment, labor standards, and labor market information. Longitudinal workshops give participants a foundation to use data effectively. To carry this information and support to individuals seeking employment, American Job Centers offer career and job fairs to fill the needs of both employer and individuals.

By efficiently using training and support dollars, keeping the pulse on current economic conditions, and collaborating with business, our partners, economic developers and training entities, the Department is preparing today's workers for tomorrow's workforce.

A handwritten signature in blue ink that reads "Joan K. Evans".

## A Message from the Administrator - Tobi Cates



Over the past year, the Office of Workforce Programs has served Workforce Investment Act individuals and businesses in all programs, including Adult, Dislocated Worker and Youth. Success has been achieved through strong partnerships with the Department of Education, Wyoming Community College System, the Workforce

Development Council, state and local economic development teams, among others. Our partnerships are integral in finding innovative and creative solutions to meet the workforce needs of Wyoming businesses and job seekers.

Program Year 2013 was another successful performance year for Wyoming's WIA program. We exceeded performance goals in six of the nine common measures, topped the 90 percent plateau in two other outcomes, and exceeded eighty percent for the final measure. These successes can be attributed to:

- A continuing focus on reemployment of long term unemployed.
- A strengthening economy and delivery of demand-driven services.

- Ongoing support of staff regarding individual and employer needs, and how to best meet these needs.
- Shaping strategies and policies to develop, recruit, and retain Wyoming's workforce.

The Office of Workforce Programs has experienced continued success in coordinating Employment & Training programs with the changing economy, employer needs, job seeker needs, and the dedication and diligent work the Wyoming Department of Workforce Services performs to meet the needs of our communities and state economy. Through industry partnership collaborations, Department of Workforce Services bring together employers, employees, economic development entities, training programs, local workforce centers, community organizations, and other key stakeholders. This is done around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges. Wyoming has fostered a number of these partnerships and will continue to do so.

I am pleased with the successes we experienced in PY 2013 and look forward to continued improvement in PY 2014.

# Department of Workforce Services

## Mission

*We bridge human and economic development for Wyoming's future.*

## Vision

*We envision a Wyoming with a well prepared, economically self-sufficient workforce that empowers employees and employers to enjoy an improved quality of life.*

Wyoming's Workforce Investment Act (WIA) Program is administered by the Employment and Training (E&T) Division, within the Office of Workforce Programs of the Department of Workforce Services (DWS). DWS, which was created in 2002, is focused on delivering comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy. DWS strives to maximize its resources and identify ways to respond to new challenges and possibilities in its environment. The Department's positive relationships with employers, community, and job seekers are considered its most valuable resources.

The Employment and Training Division is dedicated to meeting the increasingly knowledge-based needs of Wyoming's economy and the demands of its workforce and employer community. In order to accomplish this during PY 2013, the Division continued to operate with three standing teams; the Employment and Training Team (EATT), Program Managers Team, and the Workforce Center

Managers Team. These teams served as oversight groups for Division policies and procedures, providing unified guidance to staff and partner organizations for service delivery, aligning workforce activities, distributing workload, and meeting – or exceeding performance goals. Individual program direction was accomplished by management from within the Program Managers Team, while most of the direct assistance to employers and workers was provided by the Division's 20 workforce centers, as part of the American Job Center (AJC) system. The workforce centers, which are located throughout Wyoming, use a One-Stop concept that coordinates the Division's services with services available through partner organizations. The members of the E&T Division also engaged in cross-divisional work to improve customer service.

E&T Division teams and AJC staff had a number of accomplishments during the program year that are affecting both short-term and long-term performance. These included: Wagner-Peyser policy updates; standardization check lists for job orders and other routine processes; implementation of a new version of Wyoming at Work – the agency's labor management system; continued data cleanup in Wyoming at Work; initiating new criteria in Wyoming at Work for identifying Migrant Seasonal Farm Workers; negotiating WIA and WP performance outcomes with Employment & Training Administration; Jobs for Veterans State Grant (JVSG) Refocus; continued staff training and orientation; and various other accomplishments that are described in this report.

## Wyoming's Economic Environment

A report about Wyoming's WIA program would not be complete without a description of the state's economy, which affects the E&T Division's performance outcomes, including those in the WIA program. Economic swings, such as those experienced during the recession of Program Years 2009 and 2010, tend to produce corresponding changes in WIA performance. The employment and training services provided by the E&T Division help to reduce the overall negative effects of the economic downturns on individuals and families who are served.

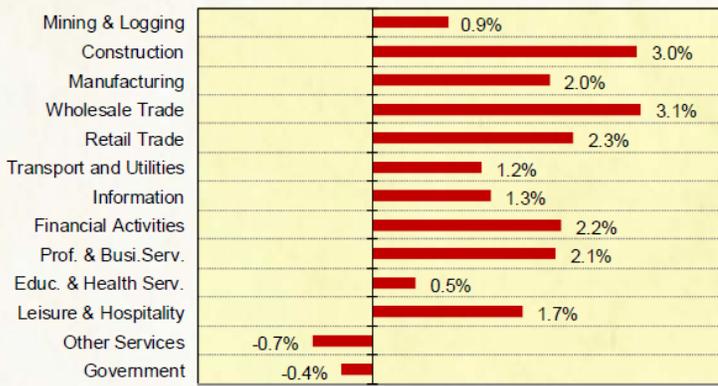
Because of its natural resources-based economy, Wyoming has experienced several booms and busts over the years. The busts usually follow similar downturns in the national economy. Wyoming's economy typically enters into a recessionary period slower than most other state economies. However, it also is usually slower to recover. Wyoming's economic conditions are affected, too, by national policy regarding energy.

While the recent recession was short, it was also severe. The worst of the downturn was felt in PY 2010. Since then the state's recovery has been gradual and somewhat weak, as indicated by available data.

As reported by the Economic Analysis Division of Wyoming's Department of Administration and Information, the economic

recovery was slowed in the second half of 2012 and in the first half of 2013, after some improvement in 2011. The slowdown was caused primarily by a decline in natural gas prices in early 2012. Numerous jobs were lost in the mineral extraction sector and general employment growth was modest. Economic strength was regained starting in the third calendar quarter of 2013 (first quarter of PY 2013), as a result of rebounding natural gas prices, continued oil drilling, and the strength of service-providing industries. With the exception of the mining industry – which is Wyoming's pivotal industry – most industry sectors were exhibiting some growth by that time.

Employment recovery continued through the second quarter of 2014 (fourth quarter of PY 2013). As of the end of the quarter, total employment was 1.1 percent or 3,290 jobs greater than at the end of the second quarter of 2013. The majority of industrial sectors in the state showed job growth during the period, with wholesale trade and the construction industries demonstrating the fastest annual increase. The state's pivotal industry, mining (including oil and gas extraction) showed a slight job addition in the second quarter of 2014, which was the first year-over-year addition since the same time period in 2012. Natural gas prices were showing stability and oil drilling appeared to be accelerating.



Source: U.S. BLS and Wyoming DWS

Figure 1: Percentage of Employment Change, Economic Analysis Division, WY Economic Summary Report, 2Q2014

The Employment and Training (E&T) Division partners with DWS' Unemployment Insurance (UI) Division in tracking layoffs and performing Rapid Responses to Wyoming employers. Data compiled through this process support the Economic Analysis Division's findings about the recovery. Known layoffs of Wyoming workers decreased from 392 in PY 2010 (July 2010 – June 2011) to 175 for PY 2011. PY 2012 showed a marked increase to 815 layoffs, which continued up for PY 2013 to 953. A downward trend is expected for PY 2014 because of the decreasing unemployment rate and increase in jobs available in the state.

Wyoming's insured unemployment rate, which accounts for workers who have filed UI claims, both recently and longer-termed, peaked at 7.0% in Calendar Year (CY) 2010 and then steadily decreased until CY 2013, when it leveled off for a few months, be-

fore dipping downward again, as indicated by Figure 2. By February 2014, unemployment levels in all counties had decreased, in comparison to the same time period during the previous year, perhaps indicating economic recovery. The number of initial unemployment claims fell as well during that period. However, when compared to pre-recession levels, the level of initial claims remained higher than before the recession.

As the program year came to an end, the state's seasonally adjusted insured unemployment rate was at 4.0 percent. July 2014 saw a significant upswing in the rate which reached 4.4 percent. However, according to the DWS Research and Planning Division, the increase is not corroborated by other labor market measures, such as new unemployment insurance claims. Some seasonal fluctuation is considered normal.



Source: U.S. Bureau of Labor Statistics

Figure 2: Insured Unemployment Rates, Wyoming vs. U.S., Economic Analysis Division, Economic Summary: 1Q2014

## Forecasting Wyoming's Workforce Needs

The E&T Division's performance is affected by economic developments that occur in Wyoming. Whereas, modest improvements are occurring in key economic indicators, some improvements in job placement and retention can also be optimistically predicted. These indicators also help the Division determine how and where to apply its services. Available labor market, economic development, demographic information, and education and training input will be utilized to determine jobs which are in demand, client populations which are most in need of services, and effective strategies for helping Division clients. Service plans will be developed using this key information.

The DWS Research and Planning (R&P) Division forecasted that from 2011 to 2021, Wyoming will add a projected 40,874 net new jobs, nearly half of which will be in the mining (8,458) and health care and social assistance (9,258) industries. These two industries will provide the greatest opportunity for employment over the next 10 years. Based on the R&P forecast, the next 10 years are expected to be very similar to the last

10 years: the mining industry likely will continue to drive the state's economy, and the aging of the baby boom generation will fuel the need for more workers to deliver health care services to Wyoming residents.

Much of the projected growth in educational services was attributed to rapid economic growth between 2005 and 2008, although the state's population is currently experiencing steady growth. During the recent economic downturn, private industry responded by reducing their number of employees. State and local governments are more sluggish in response to the economic conditions and typically respond by lowering employment through attrition due to retirements or persons leaving positions that are not filled. It is not anticipated that educational services will continue to grow at the recent rate.

Employers in health care and social assistance will need to replace baby-boom workers who retire and other workers who leave the state. There will also be significant need for workers to fill new positions, considering that projections estimate the

addition of more than 3,500 new jobs per year in these sectors. Unfortunately, four of the top five positions projected for increased demand pay barely enough for a livable wage, or less than a livable wage. Registered nurses – the remaining in-demand position, do typically earn a livable wage. The worker needs for employers in other industries, while important, are forecast to be comparatively less than those in the mining and health care and social assistance industries.

Operating engineer jobs in the mining industry do not require education beyond a high school diploma or Graduate Equivalency Degree (GED). However, there is opportunity to serve Wyoming workers and subsequently, employers, by training workers with basic skills deficiencies, so they can be ready for these positions and advance within the industry. Also, opportunities for truck drivers will remain high for the foreseeable future, to work in the mining industry, local business and over-the-road positions.

## Wyoming's Integrated Workforce Plan Strategies

Wyoming has encountered drastic growth and decline over past decades because of the cyclical nature of the energy sector. Therefore, the state is eager to attract diversified economic opportunities that add value to the state's established industries, and to help ameliorate the effects of the state's boom-bust cycles in industry. The following economic development goals focus on diversification while enhancing Wyoming's natural assets:

- Make Wyoming business ready, and ensure a prepared workforce at each level to meet employers' ever-changing needs;
- Drive innovation in support of knowledge-intensive industries, as well as high-growth industries and entrepreneurs;
- Entice out-of-state employers to relocate to Wyoming;
- Encourage the backbone of Wyoming – local communities and their stakeholders (educators, community leaders, etc.) – to invest and get involved in workforce strategies.

Under Governor Matt Mead's leadership, Wyoming is aggressively pursuing technology as a target industry that may be mentioned in the same breath as Wyoming's signature industries in the near future. Another key component of the Governor's vision is to align opportunities with the economic development needs of the state, its regions and communities. In order to achieve these aims, the Governor, Department of Workforce Services, and the Workforce Development Council are committed to collaborating on Wyoming's workforce challenges with the Department of Education, Wyoming's community college system, the University of Wyoming, the Wyoming Business Council and other expert organizations, to create new jobs that pay a livable wage for Wyoming's citizens, and to produce a skilled and productive workforce that ensures Wyoming businesses will succeed in an increasingly competitive global economy. Cooperative efforts with these and other organizations, is focused on helping DWS and its E&T Division overcome the challenge of limited state and federal funding. A number of the cooperative partnerships are mentioned in this report. Special emphasis is also placed on improving the culture of safety in Wyoming work places.

In this planning period, including PY 2013, the Employment and Training Division and its partners have been working closely with employers to meet job replacement needs in all industries, particularly in the mining and health care and social assistance industries. Also, the Division is working with employers, individually and through industry partnerships, to identify new employment opportunities. Training and credential attainment was planned as part of these efforts, to enable workers to become qualified for available employment opportunities.

Wyoming's Integrated Workforce Plan also addressed the challenges posed by Wyoming's rural setting. Remoteness was designated by the Workforce Development Council, the state Youth Council and DWS as one of the barriers faced by the state's Youth. To meet this challenge, the state has taken advantage of technological developments in education and has targeted services for its rural residents, as for other designated groups.

Another planned strategy has been to help Youth stay in school. This challenge is being met cooperatively through the partnership between DWS and the state's Department of Education, school districts, local schools – including alternative schools, and the higher education system. It includes coordinated efforts to help students understand career alternatives and pathways to becoming skilled, and then pursue those opportunities. It also involves helping Youth pursue post-secondary school options.

Policymakers across the U.S. and in Wyoming are increasingly looking for ways to raise student achievement from kindergarten through high school, and to improve college access and success. To do this, states are trying to create integrated systems of education in which all levels of education – pre-kindergarten through college – coordinate, communicate and educate as one system instead of several. These efforts have been clustered into councils: K-16, P-16 and P-20. Wyoming has adopted a P-16 council. The Wyoming P-16 Education Council is a non-partisan, non-governmental, 501(c)(3) organization made up of a partnership of state leaders from business, education, and government. It seeks to create greater coherence in Wyoming's education system from pre-Kindergarten through the baccalaureate degree (P-16), to increase student success as they transition from each level of education to the next. All levels are to work as a coordinated system that nurtures the continuous, coordinated evaluation and improvement of five related P-16 system components: academic standards, curricula, assessments, instructional quality, and system accountability.

One of the P-16 Education Council's major initiatives is in the area of Science, Technology, Engineering and Math (STEM) education. The future economic drivers of the state demand workers with knowledge and skills in these four important fields.

Wyoming's Hathaway Scholarships are designed to provide an incentive for Wyoming students to prepare for and pursue post-secondary education within the state. The program offers four separate merit scholarships, each with specific eligibility requirements,

and a need-based scholarship for eligible students that supplement the merit awards. This program is a strong effort by the state to increase educational attainment while investing in long-term diversification. The Hathaway Scholarship Program is administered by the Department of Education.

With regard to employer strategies, the Wyoming Workforce Development Council (WWDC) – Wyoming’s state workforce investment board (SWIB) – serves employers, workers and approved training providers through its committees and subcommittees, the Wyoming Youth Council, and industrial partnerships. The WWDC maintains required representation on the Youth Council to assure that employers’ and workers’ interests are considered.

Through industry partnership collaborations, DWS and WWDC bring together employers, employees, economic development entities, training programs, local workforce centers, community organizations, and other key stakeholders. This is done around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges. Wyoming has fostered a number of these partnerships and will continue to do so during the plan period. Industrial partnerships will play a key role in identifying employers’ needs, job opportunities, and educational requirements.

The WWDC works with the Governor and DWS to host an annual workforce summit that directly benefits employers and organizations that serve them. Multiple government agencies, non-profit, and private organizations use the summit as a means to meet with employers and initiate opportunities for services. Because of the state’s concern for safety the summit has been expanded to include an emphasis on safety in the workplace. Wyoming has also provided grant monies, for those employers who want to establish or improve their own safety programs.

In addition to the workforce summit, DWS hosts regular employer information seminars, which are coordinated with the AJCs,

in communities throughout Wyoming. Employers also consider other AJC services helpful. For instance, they regularly use workforce center facilities to meet with worker groups, interview prospective employees, and hold meetings.

Through Work Opportunity Tax Credits (WOTC), DWS encourages employers to hire individuals with barriers to employment, including veterans, public assistance recipients, ex-felons, individuals with disabilities, and high risk Youths. The main objective of this program is to enable the targeted employees to gradually move from a culture of economic dependency into one of self-sufficiency as they earn a steady income and become contributing taxpayers. At the state level, the E&T Division works with the Department of Family Services on the Work Opportunity Tax Credit (WOTC) program, to help employers hire individuals with barriers to employment, including veterans, public assistance recipients, ex-felons, individuals with disabilities, and high risk Youth. It also works with the Social Security Administration, Department of Corrections, the UI Benefits Section, and the Veteran’s Administration. Information and technology specialists at DWS are working on a system that would automate applications and facilitate easier reporting of outcomes for the WOTC program.

Business grants are made available to employers through the Workforce Development Training Fund (WDTF), to foster economic development in the state, strengthen businesses, develop the workforce through training, and encourage workers to stay in Wyoming. These monies are used in coordination with other funding and programs, including WIA, in order to bring the most value to workers and employers. The WDTF also provides pre-hire training grants, up to \$4,000 per state fiscal year, to develop an industry-specific workforce for a new or expanding business or industry when there is a shortage of skilled workers. Pre-Hire Training Grants are awarded through an application process. Eligible applicants include industry associations, trade unions, private training entities, community colleges and the University of Wyoming.

## Making a Difference through WIA

Through its PY 2013 WIA program, the E&T Division was able to serve 19,685 participants, of which 18,978 were Adults, 125 were Dislocated Workers, and 595 were Youth. Among these sub-populations there was some carryover between participant groups. For example, some Youth were also served as Adults. Services for participants in each of the three categories were provided in Wyoming’s 20 AJCs, as planned. The centers are located strategically throughout the state.

The total number of participants served was a decrease of more than 26 percent below the 26,612 participants served in PY 2012. The decrease occurred in the Youth program and among Adults, including those who received self-services only. Some correlation could exist between the service reduction and improvements in the economy. This is evidenced by the reduced number of Adults who self-served during the year, which decreased by more than

27 percent, compared to PY 2012. The decreases in staff-assisted services for Adults and Youths were caused primarily by corresponding decreases in available WIA funding. Dislocated Worker funding also decreased for PY 2013 by 30 percent from the previous year. However, the number of PY 2013 Dislocated Worker participants actually increased by 1.6 percent.

Two components, which were again vital to the Division’s success in WIA, were the AJC staff and Wyoming at Work. AJC staff members are dedicated professionals who, through their experience and training, are able to help workers and employers set and achieve their goals. They work as business representatives and workforce specialists. Wyoming at Work, an online job-matching system, brings together jobseekers and potential employers. The Wyoming at Work system facilitates common data collection for many of the E&T programs. The system is a work in progress that is continually

updated, to keep up with new requirements and improvements that are requested by staff and administrators. The update of Wyoming at Work to version 14, which occurred during PY 2013, gave the E&T Division greater capacity to serve workers and employers. Many of the improvements were geared toward assisting staff to be more effective, such as: increased reporting capabilities; individual program improvements; enhancements to the message center; and increased capabilities in the use of case notes. Two of the system enhancements of note were the ability to quickly search for employers and job seekers, as well as increased security settings to alert staff to possible threats from malicious users.

Wyoming's AJCs offered WIA core, intensive and training services for Wyoming's Adult, Dislocated Worker, and Youth workforce populations. In general, when determining the needs of workers, the E&T Division followed a process that first offered core services to the workers, followed by intensive services, and then training services as needed. All are meant to facilitate an outcome of unsubsidized employment for each worker served.

The E&T Division's core services included: job search and placement assistance, appropriate career counseling, employment statistics and labor market information, information on demand occupations throughout Wyoming, job listings and related skill requirements and earnings information, initial assessments of skills, aptitudes, and abilities, and worker outreach among others. Intensive services, which required staff participation, included: comprehensive assessments of skills and service needs, development of individual employment plans, individual and group counseling, career planning, case management, short-term pre-vocational services – such as communication, learning, interviewing, and personal maintenance skills, and work experience.

The Division's training services were provided to eligible individuals who were unable to find employment through the use of intensive services. As in previous years, the services were based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choices. As workers or employers identified a skills need, the E&T Division facilitated access to training activities through one of its programs and partner relationships. PY 2013 training services included: occupational skills training, on-the-job training, cooperative education programs that combine workplace training with related instruction, skill upgrading and retraining, entrepreneurial training, Adult educational and literacy activities, customized training and job readiness training. Workers were assisted in achieving state, national, and/or industry-recognized credentials to help prepare them for employment.

In response to the Governor's emphasis on technology, WIA is being used to prepare workers for opportunities in related fields, particularly in the Cheyenne area. For example, a Dislocated Worker/TAA client is attending Laramie County Community College and is working towards an Associate Degree in Computer Information Systems. He received pre-hire letters from the following companies: Meridian Bank and Trust, Little America, B & B Computer Services and Computer Services of Cheyenne. Another Dislocated WIA client is attending the Act Now Information Technology program, to receive certifications in the industry. The training is for computer networking certifications: CompTIA Network and A+,

Cisco Certified Entry Networking Technician (CCENT), Cisco Certified Network Associate (CNA), along with other Cisco certifications. She was hired at Greenhouse Data and will continue to get growth with the company once all of her certifications have been attained. Other opportunities are also being researched and developed for interested workers.

One of the challenges of remoteness is having training options that are available to participants. DWS' eligible training provider waiver has helped to counteract this, by enabling the state to retain the available approved providers that are already in the system; by reducing the data collection and paperwork requirements for providers that receive initial approval. Furthermore, the E&T Division continued to recruit more eligible training providers for clients to use. On-line training has also helped to overcome remoteness problems, as well as limited training options, in Wyoming. In addition, Wyoming's industry partnerships were focused on particular employment opportunities and the training and credential attainment that enable workers to become qualified for them. This gave greater assurance that the use of available resources would produce desired employment results.

In previous years, the state's efforts to keep Youth in school were assisted through the DWS Summer Youth Employment Programs. In PY 2013, no summer program was operated, due to the lack of available funding. Nevertheless, individual work components were provided, to enable the Youth to gain practical experience in areas of interest. Also, these work experiences helped the Youth understand what is needed to prepare for a career. Like the overall Youth program administered by the agency, these components stress the Youth program elements of tutoring, study skills, training and instruction leading to completion of secondary school, including dropout prevention strategies and alternative secondary school services as appropriate.

To overcome the challenges related to longer-term post-secondary education needs, workforce specialists have continued to use WIA resources to pay for tuition, books, and fees for clients. Also, they referred them to other agencies or programs, such as the Division of Vocational Rehabilitation for partnering assistance. Individuals were encouraged to apply for FAFSA & Pell funds, that work cooperatively, or in place of DWS funding. Frequently, clients utilize their Pell & FAFSA awards up front, when a four-year degree is being pursued, and then come back to the AJC, during the last two years of their degree, to seek assistance. This is particularly true for Adult clients, whereas Youth participants are usually assisted monetarily by DWS during the first two years of their post-secondary education, depending on the length of the program. Clients are typically required to report monthly to a DWS workforce specialist regarding their educational experience and needs. Also, grades are monitored. These practices continued during PY 2013.

For the health care and social service industry, particular emphasis was placed on providing trained nurses. Some of these were started as certified nursing assistants and then they progress upward from there. The agency continued to coordinate with nursing programs at Wyoming's community colleges and the University of Wyoming. Training was also provided for individuals in other demand occupations in the industry.

For some nursing programs and other occupations that required longer-term post-secondary education, one option was to enroll participants concurrently for associate's degrees and bachelor's degrees, and provide assistance toward obtaining both degrees, by helping the clients budget resources and utilize available funding sources, within prescribed limits. For example, workforce specialists used WIA funding to help individuals obtain a nursing associate's degree, which enabled them to become immediately employable. The workforce specialist then would make appropriate referrals to other community resources, to assist them with the whole financial picture and with options to achieve their goal of greater security and opportunities in employment.

The E&T Division continued to facilitate training opportunities that provided certified welders, diesel mechanics, commercial-ly-licensed drivers, electricians, etc. for the mining and construction industries, and for job openings that occur in other industries as well. Commercial driver licenses can be obtained within a few weeks and at a relatively low cost. The AJCs also planned and participated in cooperative job fairs for industries and for Veterans.

## Success through Partnerships

The E&T Division administers a variety of federal and state programs and systems, through its AJCs, which serve unique segments of Wyoming's population. The Division's primary goals, in these programs, are to help eligible individuals and families address employment and training needs and obtain life skills, that will empower them to achieve self-sufficiency and increased earnings. WIA was partnered with many of the E&T Division programs to accomplish these goals. During PY 2013, these programs included: Wagner-Peyser (WP), Employment & Training for Self Sufficiency (ETSS), Trade Adjustment Assistance (TAA), DADS Making a Difference, Personal Opportunities with Employment Responsibilities (POWER), Migrant Seasonal Farmworkers (MSFW) and the Monitor Advocate System, Work Opportunity Tax Credit (WOTC), Federal Bonding, and Supplemental Nutrition Assistance Programs, Employment and Training (SNAP E&T).

In addition to working cooperatively within the Division, the E&T Division coordinated with other organizations – both within the AJCs and in other venues in the communities served, within statutory and regulatory allowances. This further helped the Division to leverage costs and increase the availability and quality of services to WIA customers. This was done according to the agency's Integrated Workforce Plan. The partnerships have been critical factors in offsetting the dwindling resources that have been available through WIA. The ongoing challenge is to obtain cooperation and funding from multiple sources, which have similar goals and objectives; to enable more people and organizations to be served. Among the Division's partners were: the Vocational Rehabilitation, Unemployment Insurance, Research and Planning, and Quality Assurance Divisions of the Department of Workforce Services; various agencies within ETA; Wyoming Department of Family Services; Social Security Administration; Wyoming Department of Corrections and related service providers; Veteran's Administration; Job Corps;

The E&T Division coordinated with its partners, to encourage Youth to stay in school, by assisting them to develop career awareness and aspirations, so they can truly become potential new employees and replacement workers for projected demand industries and occupations.

With regard to Dislocated Workers, one of the E&T Division's goals was to respond quickly and effectively to worker dislocations. The primary tool that was used to accomplish this is the Rapid Response Program. Rapid Response serves employers and employees where announced business closures and layoffs were occurring, should aversion efforts be unsuccessful. During PY 2013, Rapid Response was conducted by the local AJCs, in coordination with the UI Division, and community services, to assist affected employees, as requested by employers. During the year AJC staff members continued the streamlined process of registering these customers. As individuals were registered in Wyoming at Work, the Rapid Response code was entered in the system. Also, a case note was entered in the customer files if they attended a Rapid Response workshop, or were a Dislocated Worker as a result of a layoff or closure.

educational and skill-attainment entities including: the Wyoming Department of Education, Community College Commission and local colleges, the University of Wyoming, Wyoming's secondary schools and local school districts, and other educational providers; the Wyoming Department of Administration and Information; Economic Analysis Division; Chamber of Commerce; and drug and alcohol rehabilitation centers and other clinics.

The E&T Division worked to help its customers obtain basic skills, through its cooperative relationships with the community colleges and other service providers. Economic data indicated promising opportunities for those who have these skills. For example, operating engineer jobs in the mining industry do not require education beyond a high school diploma or general educational development (GED) certificate. Also, there continued to be a great need for truck drivers in Wyoming and to work over the interstate highway system. The Division took the opportunity to help Wyoming workers, with basic skills deficiencies, to be ready for these and other positions, and advance within the chosen industries. The E&T Division partnered with the state's school systems to emphasize attainment of high school diplomas, and continued to help workers obtain the GED through the Adult Basic Education-General Educational Development (ABE-GED) Program. The E&T Division also continued successful efforts to provide literacy and numeracy skills to Youth who were served through WIA.

One of Wyoming's workforce goals is to encourage the backbone of Wyoming – local communities and their stakeholders (educators, community leaders, etc.) – to invest and get involved in workforce strategies, as stated in its Integrated Workforce Plan. This is greatly facilitated by the partnership that the E&T Division and DWS have with the Wyoming Workforce Development Council and Youth Council.

A Wyoming goal was to help Youth stay in school. This challenge was met through the partnership between DWS and the state's Department of Education, the state's school districts, local schools – including alternative schools, and the higher education system. This includes coordinated efforts to help students understand career alternatives and pathways to becoming skilled. Another important factor was continued emphasis on making higher education affordable. For example, Wyoming's Hathaway Scholarships are designed to provide an incentive for Wyoming students to prepare for and pursue post-secondary education within the state. The program offers four separate merit scholarships, each with specific eligibility requirements, and a need-based scholarship for eligible students that supplement the merit awards. This program has been a strong effort by the state to increase educational attainment while investing in long-term diversification. The Hathaway Scholarship Program is administered by the Department of Education.

Other measures were also taken to overcome the challenges related to longer-term post-secondary education needs. Workforce specialists used WIA resources to pay for tuition, books, and fees for clients. Also, WIA participants were referred to other agencies or programs, such as the Division of Vocational Rehabilitation (DVR), and Youth GEAR UP. DVR services are described more particularly in succeeding paragraphs. With regard to GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs), the Employment and Training Division referred Younger Youth (7th to 12th grade) to the Department of Education for this program, a federally-funded, statewide grant that provides services

to 2,000, income-eligible students each year. The goal of GEAR UP was to increase the number of eligible students who are prepared to enter and succeed in postsecondary education, a goal accomplished by providing academic support, college preparation, and family services, as well as educator training and school improvement initiatives.

In school, WIA participants were encouraged to apply for FAFSA & Pell funds, which worked cooperatively with, or in place of, DWS funding. Frequently, clients utilize these financial awards up front, when a four-year degree is being pursued, and then come back to the AJC, during the last two years of their degree programs, to seek assistance. This is particularly true for Adult clients, whereas Youth participants are usually assisted monetarily by DWS during the first two years of their post-secondary education. This occurred again in PY 2013. Clients were required to report regularly to a DWS workforce specialist regarding their educational experience and needs, and their school progress was monitored.

For individuals who have dropped out of school, the agency worked with the Adult Basic Education – General Education Development (ABE-GED) centers at the state's community colleges, to provide assistance and direction in obtaining the General Education Diploma (GED), as well as further education. Basic skill testing was done at the colleges and also at many of the DWS One-Stop Centers. DWS or the ABE-GED Program assessed client needs through TABE testing, which determined the client's capability and readiness for success in training and coursework, as well as the client's potential for long-term positive consequences.

## Overcoming Barriers to Employment

In PY 2013, as indicated in its five-year Integrated Workforce Plan, an Employment and Training Division goal was to help remove barriers to successful employment, for Youth, Adults, and Dislocated Workers; some of whom experienced multiple challenges and little success in the workplace. Overcoming barriers to employment was also part of the Governor's vision for Wyoming. Employment barriers affect employment entry, successful job retention and earnings potential. Individuals served by the Division were usually those who were most in need of services among Wyoming's citizens.

As in past years, the E&T Division relied on proven strategies and partnerships to overcome barriers, to identify needs, empower participants, and leverage costs, so that they could be successful. Frequently, the provision of intensive services pointed to the need for training, in order to overcome existing barriers. These services were provided to eligible participants who were unable to find suitable employment based on the intensive services they received. Supportive services were also provided, as needed, to enable the participants to successfully complete training and obtain employment. Following, are some approaches that were successfully employed by the E&T Division in PY 2013, to remove or overcome barriers. These are also examples of partnerships in action, working with the WIA program.

Some of the barriers that were addressed for Adults were: outdated or non-existent skills; low income; being a Veteran; ex-offender; older worker; limited English efficiency; chronic unemployment, and homelessness. Skill needs also existed for Wyoming's Dislocated Worker population, including the displacement of homemakers who were forced into the role of becoming the family breadwinner. Another challenge for Dislocated Workers, as well as for other Adults, was to obtain work that provides a livable wage when starting over in the workplace.

Being a Veteran is not automatically regarded as being a barrier to employment except as described by Veterans Program Letter (VPL) 03-14 which adds specific eligible Veterans or spouses as being identified with a significant barrier to employment (SBE). However, it is recognized that customers in this category face a number of challenges that become barriers. The E&T Division extended Priority of Service to all Veterans that it served during the program year, and worked to appropriately address individual barriers that they faced. Disabled Veterans' Outreach Program (DVOP) specialists specifically provided services to eligible Veterans and eligible spouses who were (1) age 18-24, (2) a special disabled or disabled Veteran, (3) homeless, (4) recently separated who was unemployed for 27 or more weeks of the prior 12 months, (5) an offender who had been released from incarceration.

tion within the last 12 months, (6) lack a high school diploma or equivalent certificate or (7) low income.

Continued emphasis was placed on serving the needs of Veterans. This was done through Priority of Service in each American Job Center (AJC), as well as initiatives such as the Gold Card Program and the Veterans Administration (VA) Veterans Retraining Assistance Program, which ensured certain targeted Veteran groups receive priority for training and employment services and opportunities. For the Gold Card program, post 9/11 Veterans, upon identification to AJC staff, received intensive services to assist them in obtaining employment. Initial services were followed by follow-up contact monthly, for six months or until they became employed. Through the Veterans Retraining and Assistance Program, eligible Veterans were able to apply for up to 12 months of occupational training. Upon completion, DVOPs assisted those Veterans with job search and placement services.

Veteran job seekers were identified through the intake process upon entering an AJC. The initial point of reception verified the following Veteran status:

- Self attested SBE
- A special disabled or disabled Veteran, as defined in 38 U.S.C. 4211(1)
- Homeless, as defined in Section 103(a) of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302(a))
- A recently-separated service member, as defined in 38 U.S.C. 4211(6), who is currently long-term unemployed (i.e., unemployed for 27 or more consecutive weeks within the last 12 months)
- An offender, as defined by WIA Section 101 (27), who has been released from incarceration within the last 12 months
- Lacking a high school diploma or equivalent certificate
- Low-income (as defined by WIA Section 101 (25)(B))
- Age 18-24

A Veteran initially assessed by Wagner-Peyser staff as having any of the above mentioned criteria was referred to the DVOP for comprehensive assessment and the provision of intensive services. These specialists assessed client needs and determined eligibility for the appropriate occupational skills or educational program, and determined appropriate funding sources.

The Department of Workforce Services (DWS) has refocused its efforts through the AJC's, by ensuring that all eligible Veterans receive the maximum priority of services. This included employment, training, and placement services in job training programs and opportunities. AJCs provided a myriad of labor exchange activities for employers and eligible Veterans. They provided for the delivery of core, intensive, and training services, as well as implementing required performance measures established to evaluate services provided to Veterans. Both the Local Veterans Employment Representative (LVER) and DVOP staff were fully integrated into the labor exchange activities of the AJCs throughout the State. With the One-Stop Delivery System, there is co-location of a variety of public agencies within the AJCs, i.e., Department of Family Services (DFS),

Occupational Safety and Health Administration (OSHA), Job Corps, Workman's Compensation, Vocational Rehabilitation, Senior Employment services, and other agencies that provided Wyoming Veterans with the ability to access services and receive "hands-on" personalized assistance.

AJCs helped Veterans find employment and training opportunities through the Workforce Investment Act (WIA) program. This employment and job training program is designed to provide services that will increase skills for Adults and Dislocated Workers, which includes eligible Veterans. WIA offered education and job training programs which helped to overcome employment issues faced by Veterans in a changing work environment. WIA trained Veterans and other participants with skills for demand occupations. WIA assisted Veterans in acquiring skills to work with new technology. It provided the training and support to help Veterans and their families become more self sufficient.

As required by WIA, AJCs assessed Veteran's needs, interests, abilities, motivation, and their potential for successfully completing the program. An Individualized Employment Plan (IEP) was designed for the Veteran, allowing full use of available services. These services may include work readiness skills, such as, interviewing tips or resume writing, employment counseling on the existence of available career opportunities, and the education and training needed to successfully obtain a job. Basic skill education, such as, studying for the GED or completion of a high school diploma, can also be rendered.

Specific Training Programs that assisted eligible Veterans under both state and federal programs are:

- On-the-Job Training (OJT) is a program provided occupational skill training with a local employer which can lead to full-time employment. It allowed a chance to learn while earning a wage.
- Work Experience is a planned learning experience that helped to gain knowledge about the working world. Its goal is to develop the skills and knowledge needed to obtain employment.
- Occupational Skill Training is formal training from an educational institution that develops the necessary skills for obtaining employment.
- Customized Skill Training is a structured training program organized by one or more employers to develop needed skills for specific occupations. These programs may be a combination of classroom training and On-the-Job Training experiences.

The AJC staff coordinated and facilitated the participating partners in the AJC's to promote employment, training and placement services to Veterans. AJC's goal is to continue to build strong community systems by expanding and further solidifying the established working relationships with the local business community and qualified Veterans. AJCs work to continuously expand their partnership base and identify viable new partners within their regions to meet the needs and interests of their clients.

DVOP and LVER staff members are part of, and fully integrated into, the labor exchange activities of the American Job Center network and fall under the same personnel rules with all other State Employees. They are included among the AJC partner staff, which consists of all staff employed by programs or activities operated by the AJC partners listed in 29 U.S.C. 2841(b) that provide online and/or in-person workforce development or related support services as part of the workforce development system. Other AJC partner staff members include staff of WIA, WP, and other AJC network partner programs.

Many of Wyoming's AJCs do not have permanent DVOP/LVERs. Veteran outreach services conducted by DVOPs are provided in person or by phone when necessary. Employer outreach services conducted by LVERs are provided in person or by phone. By networking and working directly with unions, Bureau of Apprenticeship and Training, Veteran's Organization and supporting job fairs, job opportunities for Veterans were enhanced.

Networking within the state was done at job fairs, Workforce Council meetings, local Chamber of Commerce meetings, Wyoming Business Council meetings and to many other groups that provide employment services to Veterans. Outreach activities and public information was provided through numerous expositions, job fairs and association conventions held throughout the state along with employer contacts for job development and job placement matches. Partnerships are strong with VA and state Vocational Rehabilitation offices, homeless program, reintegration organizations and F.E. Warren AFB for transition assistance and reintegration. DVOP and AJC staff participated in these events to promote services available to Veterans. All Veterans that come into an office had a personal interview with DWS staff to cover opportunities and determine if any significant barriers to employment warranted a referral to the DVOP. Case management may have been required to assist Veterans in making employment decisions. Both DWS and the State of Wyoming website have a Veterans' page with a listing of Veteran Services.

The Veterans program supported state strategies through implementation of federal guidance for Veterans Employment and Training Services and integration into the state workforce agency based on the Jobs for Veterans State Grant FY 2015-2019. The Veterans Employment and Training Program Manager received training specific to the program through seminars, phone conferences and other means by U.S. Department of Labor personnel and other workforce experts. The Program Manager, in turn, advised AJC personnel and others regarding the program, to insure continuity of operations and service. Furthermore, regular phone conferences occurred for DVOP and LVER staff.

One group which faced significant employment barriers was composed of workers who made less than a self-sufficient wage. Despite recent successes of welfare reform, many challenges still existed, including: parents, upon leaving public assistance for work, earn too little to support their families; some families have left public assistance, or been dropped there from, without self-sufficient employment; and many families that remain on public assistance have very serious barriers to employment.

The E&T Division successfully partnered with the Wyoming Department of Family Services (DFS) in PY 2013, to serve individuals and families facing these challenges. Monies provided through DFS' Temporary Aid for Needy Families (TANF) were combined with WIA resources for this purpose, as described in the following paragraphs.

The E&T Division continued to utilize the successful Dads Making a Difference Program (DADS), as a training-to-work program for low income fathers, who experienced multiple barriers to self-sufficiency. In 2012 DADS was awarded the State Excellence Award for Leadership (SEAL) by the National Association of State Workforce Agencies (NASWA). In PY 2013, each participant in the DADS Program was provided with certified training in a high growth, high demand occupation, along with nationally recognized life skills curriculum in areas such as: parenting; healthy relationships; financial literacy; resource development; job seeking skills; and employment retention.

The most innovative part of the Dads Making a Difference model was the group approach to the program. The participants re-

## *A Success Story...*



The Dads Making a Difference (DADS) program is a training-to-work program for low income fathers who are experiencing multiple barriers to self-sufficiency. Each participant is provided with nationally certified training in high growth,

high demand occupations, along with over 60 hours of life skills training in topics such as parenting, healthy relationships, financial fitness, and resource development. The program operates from TANF funding received from the Department of Family Services, but because many of the DADS program participants have multiple barriers to success, they are co-enrolled in the Workforce Investment Act (WIA) program which can assist with emergency supportive service funds that may be needed while the participant is in the program.

Jeremy was one such dad who was accepted into the program as a non-custodial dad with barriers to overcome such as unemployment, court ordered child support payments, probation and recovery from substance abuse. Jeremy was able to complete training in Welding and is now certified in Structural Steel welding and has been employed since graduating from the program. He is now off of probation and has been living a clean and sober life. Jeremy is making well above the self-sufficiency wage and has been able to catch up on all of his bills while providing a much better life for his child. He wrote, "I am writing this to express how grateful I am to the DADS program and how much the program impacted my life. The DADS program gave me a reason to pursue a new and better life. I went from living a negative life to living better than I ever dreamed possible."

mained together as a group throughout the entire program, from the group interview to the group graduation ceremony. This concept has proven to be a crucial tool for promoting bonding, accountability and support among the participants. In order for full-time participation in this program to be feasible for many of the participants, they were co-enrolled in the WIA Program which could assist with emergency supportive services that may be needed while the participants were in the program. For many of the participants, this assistance helped address critical needs such as transportation costs, medical needs and stable housing.

## A Success Story...



Building a stable life without much money or job skills is hard by yourself. Doing it with kids is much, much harder. State governments across the country recognize this fact, and have responded with assistance programs for single and low income parents. But they're almost always just for moms. Since 2008, Wyoming has been bucking that trend with Dads Making a Difference (DADS), a Cheyenne program that teaches dads job skills, and parenting skills too. I visited a class during orientation week.

In the Cottonwood Room at the Laramie County Public Library Dad's Making a Difference instructor Chuck Skinner has the class trained on a big paper chart. A black line divides it horizontally, and the top half is filled with words like "gratitude," "create," and "chose." Below red letters spell out a different kind of vocabulary: "anger," "fear" and "pain." "We can call them 'life shocks,'" Skinner says as he squeaks his marker across the paper. "They are just going to happen."

Skinner, a psychotherapist, asks one of the dads, a young man named Chris Day, to read his class commitment statement. "My commitment statement is to be a better person and have a higher quality of life. To be a role model for my children..." Day continues on.

Exercises like this are the core of Dads Making a Difference. While 50 percent of the program is spent learning a job skill--this group is getting their trucking licenses--the other half is spent on developing a new set of mental tools.

"Folks will come in with a set way to parent," Skinner tells me. "Maybe it's by definition abusive, or there is anger...fear behind it." 85 percent of the men who come through the program are felons, or recovering addicts, or both. Skinner says while these lessons may fill a college psych class, they're a great way to teach these guys how to break old habits.

"The idea is to notice that I am reactive. I am in a place that has not worked." Jeff Blanton is 44. He has two children of his own, and four by marriage. "I'm what people would consider very strict." Blanton's currently working part time at a restaurant, and he signed up for the class for a better job:

In PY 2013, the DADS Program served over 40 fathers, finishing the year with a program completion rate of 85 percent, a job placement rate of 92 percent, and an average starting wage of \$16.16 an hour. The average hourly wage, when multiplied by 40 hours per week, 4.33 weeks in a month, and six months, was equal to \$16,793. These outcomes compared very favorably with the state's Adult goals (negotiated with the Employment and Training Administration) of 80.4 percent for employment entry and average earnings of \$16,700.

he didn't expect to get much out of the fatherhood front. But he says the stuff he's learning here speaks to him.

"Like they said, if you portray out that you are angry it's going to be coming back to you all the time. I get angry at one thing and it just carries on through the whole entire day and it doesn't change."

I ask if the class may change the relationship he has with his kids---"it could." Chris Wiederspahn hopes it can for men like Blanton. She's the manager of Dads Making a Difference Program for DWS. She says that, for most state assistance programs, parenthood is the same as motherhood.

"But we are seeing more and more fathers get custody of their kids. Its dads getting custody as well." Dads Making a Difference is pricey: it costs ten to fifteen thousand dollars to fund a single dad through one of the 2 or three sessions each year. The program is funded entirely with federal money, and Wiederspahn can't get the funding needed to expand the program outside Cheyenne. But she says that the men who do go through DADS do really well: only two percent commit a serious crime afterwards, and most see their wages increase by 30 to 70 percent.

"You can't separate being a better dad versus being a better employee and a better citizen, and not going back to prison. They're connected. It's all connected."

For David Simpson, becoming a stepfather was what inspired him to apply for the program. He's 38, and has spent the last two decades bouncing from town to town and from job to job.

"It was always well either I figure it out or not, I am not going to loom over it," he says over a homemade sandwich. "Having a daughter now and wife - I have to figure this out."

Simpson says as a kid he hated homework. Now he loves taking what he learns home. Simpson's four year old stepchild Madeline is his motivation, and his homework buddy. When I ask her what her dad could do to be even better she's ready with an answer - clean the bedroom. In fact, he should do all the chores. That might have to be a extracurricular activity. David Simpson and his fellow dads are set to graduate in December. (Story by Miles Bryan, NPR)

The WIA program partnered with DFS in the Employment and Training for Self-Sufficiency (ETSS) Program. This was done for the purpose of assisting eligible parenting Adults, who had multiple barriers to employment, to develop skills necessary to:

- Qualify for employment advancement and wage progression in order to earn a self-sufficient income.
- Prepare to enter high-demand or high growth occupations with self-sufficient wages.
- Decrease gender wage disparity in Wyoming, particularly by providing females access to training in non-traditional

- occupations that pay self-sufficient wages.
- Decrease the number of individuals who must work multiple jobs to survive.
- Provide case management, counseling and support to Adults, and their families, so everyone can have healthy, happy and successful relationships at work and at home.

The ETSS Program's recognized barriers to employment included ex-offenders, custodial and non-custodial single parents, and unemployed and underemployed individuals. Unique to the ETSS Program was the strong case management component and the complete wrap-around services provided to participants. Those services included – but were not limited to: pre-employment training, computer literacy, parenting training, financial literacy, nutrition, healthy behaviors, and substance abuse prevention. The ETSS Program also required that individual and group counseling be made available to all participants and their families. Heavy emphasis was placed on vocational training in high growth, high demand occupations and job placement and retention efforts following program completion. During this past program year, over 295 parenting Adults were served throughout the State of Wyoming in the ETSS Program.

ETSS ended early in PY 2014 and the management of the funding was returned to the Wyoming Department of Family Services (DFS), with the creation of the Families Becoming Independent (FBI) Program. The Department of Workforce Services and the E&T Division will continue to partner with DFS, in order to assist with the employment needs of the program participants.

Another successful PY 2013 partnership between the E&T Division and DFS was in the TANF work program, also known in Wyoming as Personal Opportunities with Employment Responsibilities (POWER). The POWER philosophy is that 100 percent of program participants will be working on a plan to achieve self-sufficiency. Because of this, POWER provided intensive services through the development of Individual Responsibility Plans, to foster growth towards responsible, productive and self-sufficient individuals in Wyoming, which was accomplished through a combination of employment, child support and other appropriate resources. For many of the participants, this assistance helped address critical needs such as transportation costs, health issues and stable housing. Individualized, intensive case management services geared towards achieving self-sufficiency and self-responsibility were provided by the E&T Division to customers who were determined eligible for TANF cash assistance benefits and referred by DFS, utilizing core services as the backbone of the program.

When it is appropriate, POWER participants may be referred to WIA. They must be eligible for WIA and able to work. Furthermore, POWER participants with a disability, may be referred to DWS' Division of Vocational Rehabilitation for services, which may also result in the provision of WIA services thereafter, as part of the wrap-around efforts to help the individual for the present, as well as in the future. These partner efforts occurred in PY 2013.

Federal reporting for the POWER program is measured in participation rates, which is defined as the rate the state engages families receiving cash assistance in countable work activities. Two participation rates are measured: the All Families rate – mandated to meet

## *A Success Story...*

Jenny Baldes is a single mother of one, who lost her job with Wal-Mart about two years ago. She searched for work on her own for about a year and then signed up for the program, Personal Opportunities with Employment Responsibilities (POWER), through the Department of Family Services (DFS) and the Department of Workforce Services (DWS). Terri Hays, her POWER case manager at the Riverton Workforce Center, worked with Jenny on her job search skills, resume development and other soft skills. Weeks lead to months, but Jenny continued to complete items she was assigned to do for POWER and applied for literally dozens of jobs over the next several months. Jenny also did an on-line medical billing course during this time but, without experience, that didn't help much either.

In January, Terri approached the Riverton Workforce Center team and was allowed to let Jenny do an unpaid work experience at the workforce center to help her build skills and have work to show on applications. The staff at the workforce center found Jenny to be very willing to learn, and that she learned quickly. Everyone assisted Jenny in her job search and gave her feedback on items she did need help with.

Soon an opportunity came for possible job placement, but there were several candidates in the interview process and the employer hired another person for one opening. The employer said that she would like to work with Jenny, but needed some help until she got her trained. WIA case manager, David Hill came to the rescue and offered to set Jenny up as a WIA participant, so he could assist the employer with an on-the-job (OJT) training agreement, to offset part of Jenny's wage until she was up to speed. The employer decided he would give Jenny the opportunity to come to work for her, in customer accounts, on the OJT.

After two years of non-paid work, one year on the POWER Program, and about three months on the unpaid work experience, at the Riverton Workforce Center, Jenny is employed by a local employer. She is enjoying going to work, and being paid for it! Jenny is back on the road to self sufficiency.

## A Success Story...



Liz Chicos, Cheyenne POWER case manager, worked with Kristin Sierocki for 6 months, beginning in November 2013. Kristin has three small children, and the father of the children is currently incarcerated. Kristin and children have been going through a lot of depression

but they are seeking counseling. She felt very depressed due to the personal situation and also the feeling of being under qualified for many jobs for which she had applied.

Kristin was referred to WIA Career Advisors, Trent Webb and Terri Wells, at the Cheyenne Workforce Center, in order for her to pursue a career interest. She followed through with WIA program eligibility requirements, assessments, evaluations, and Job Research Worksheet. Kristin's eligibility determination packet was presented to the eligibility review committee at the end of January 2014. She was determined eligible, and that she would benefit from the WIA Program and services. In the beginning of February she was able to start her certified nursing assistant (CNA) training at a local training provider, HealthCare Provider Education, Cheyenne, Wyoming.

After her training was completed she had used up all her POWER career readiness and job search hours, so it was decided it would be best to have her continue in a work experience component. She followed through with her appointments and preparation, and was placed with Life Care Center of Cheyenne, in a work experience, and absolutely loved the employer she was placed with.

In April she passed her CNA board exams and finished her work experience. She was hired, full time, by Life Care Center of Cheyenne. She has been making \$11.05 an hr and was very proud to have a fresh new start. She came in and told Liz that she was excited to be enrolling for benefits with her new job and could not wait to see what her next accomplishment would be. She also looked into tuition reimbursement through her new employment to further her education and become a registered nurse and is considering strategies that would enable her to obtain that goal.

Liz and Kristin talked about the possibility of building up her work history. She would eventually like to work at the Cheyenne Regional Hospital. For now, she is very happy at where she is working and enjoys all the people there. It truly is awesome to see how these programs provide the temporary assistance to help individuals achieve long term self-sufficiency.

During the period, the E&T Division provided POWER services to an average of 137 families per month; 128 single parent families and nine two parent families. This small number of Two Parent Families made it very difficult to achieve the federal participation rate. However, in April of 2014 a new internally developed on-line training program was released for new POWER case managers. Since the implementation of that POWER 101 training, participation rates increased an average of 10% and case manager policy and procedure errors decreased to zero. In addition, the Two Parent Families participation rate rose to 100 percent; exceeding the federal requirements and showing a marked improvement in services delivered.

With regard to DVR's coordination with WIA in the service of customers with disabilities, DVR maintains an active presence in most of the local AJCs, where workers are served within the One-Stop system. DVR representatives also travel to the other centers where a continuous presence is not maintained. Services for individuals with disabilities are provided based on coordinated plans and needs. During the program year, the WIA Program frequently partnered with DVR, as services were planned and customers were referred between each Division. Because of the proximity of each organization within One-Stop centers, these referrals often occurred in person, as customers were introduced to each Division's representative and services.

A variety of methods were used to leverage costs between DVR and the E&T Division. For example, each organization may have paid for a portion of an individual's training program, involving tuition, fees and books. DVR also provided adaptive devices for some clients in training. Also, the Divisions coordinated to assist secondary school-aged students, on individual education plans (IEP), to achieve their high school diploma or a high school equivalency certificate, as appropriate.

The E&T Division and DVR also served individuals with disabilities by partnering with the Department of Corrections (DOC), community organizations, and other organizations. For example, during PY 2013 DWS continued to work with Northwest Community Actions Programs (NOWCAP), to assist people with developmental disabilities and brain injuries throughout Wyoming. The E&T Division continued its successful partnership with the Wyoming DOC to help offenders. Coordination occurred at the state and local levels, with the overall purpose of helping individuals ages 15 and older with criminal backgrounds, as well as those who are incarcerated and preparing to transition back into their communities.

Coordinated E&T-DOC services provided special education services for the participants; the same as those provided in the public school system, which include individual education plans. A goal of the program was to help all enrolled individuals without a high school diploma, obtain the GED and to prepare for employment. Some participants, who could potentially have a job while they are incarcerated, were given that opportunity, providing skills that could help them transition out of prison. Other services included: aptitude and attitude preparation; job applications; resume assistance; interview schedules; a technology module; and computer classes through Eastern Wyoming College and Central Wyoming College. The computer classes were taught by DOC staff members who are adjunct instructors, and the participants could obtain col-

50 percent; and the Two-Parent Families rate – mandated to meet 90 percent. As of June 2014, participation rates for the program year of October 2013 to September 2014 averaged 77.31 percent for the All Families rate and 75.83 percent for the Two Parent Families.

lege transcripts and credit. Participants could also be trained in college welding coursework, which enabled them to receive a college certificate and American Welding Society recognition. The program also organized a community group to help participants transition from prison, which included E&T Division representatives and representatives from: the Wyoming Department of Homeland Security; the Wyoming Department of Family Services; Wyoming's business sector; and community organizations, such as faith-based groups.

The E&T Division also assist the Wyoming Department of Corrections with other services. For example, training services were provided to inmates in Goshen County and the E&T Division is interceding with employers to help them accept re-entered workers. Also, the E&T Division assisted in updating the Department of Corrections' workbook "Starting Point, A Guide to Preparing the Job-Seeking Ex-Offender", and set up cross training with the DOC staff.

During the program year, the Federal Bonding and Work Opportunity Tax Credit (WOTC) programs were used to target eligible candidates which experience multiple barriers to self-sufficiency, which result in higher than average unemployment numbers. The Federal Bonding Program specifically assisted candidates who had felony records, histories of drug/alcohol abuse, poor employment histories, were dishonorably discharged from the military or had poor credit histories. The WOTC Program assisted candidates who had histories of felonies, SNAP-E&T usage, TANF usage, low incomes being supplemented by Social Security, having a Vocational Rehabilitation counselor, qualified summer Youth and living in a federally approved Designated Community. As both the Federal Bonding and WOTC programs are managed by ETA, and ETA does not track these programs, the State of Wyoming is also unable to track outcomes for either program.

One group that faces significant employment barriers is Wyoming's seniors. As with the other groups described in this report, services to older workers were also addressed in the state's Integrated Workforce Plan. The E&T Division coordinated with the Department of Workforce Services' Senior Community Service Employment Program (SCSEP), to provide services to older Adults who resided in Wyoming. Also, the E&T Division served older workers through WIA, as Adults and Dislocated Workers. In WIA, the older workers were afforded the same types of services that were available to other Adult and Dislocated Worker participants. Through SCSEP, services included comprehensive case management; employment training and up to 20 hours per week of part-time, subsidized community service assignments, or on-the-job training. The goal of these services was to transition participants from subsidized employment and training into full or part-time unsubsidized employment, earning a self-sufficient wage.

With regard to Youth served by the E&T Division, the program year for Youth WIA services runs from the beginning of April to the end of the following March. In preparation, the Division negotiates with ETA, the outcomes for three Youth measures. These measures plus the negotiated level of performance were: Placement in Employment or Education (70%); Attainment of a [measurable technical or occupational] Degree or Certificate (63%); and Literacy and Numeracy Gains (28%). The Division was able to achieve success in each of these areas by exceeding each of the negotiat-

## A Success Story...



Kimberly Ver Burg was referred to the Gillette WIA program by the Division of Vocational Rehabilitation (DVR) in April 2013. At the time, Kimberly was 18 years old and a senior in high school, on an IEP for reading disabilities. During a meeting with her DVR counselor, Kimberly decided that she wanted to pursue a career as a dental assistant. In an act to partner DVR services with the workforce center, Kimberly was referred to Becky Pearson in the Gillette office. A plan was drawn up for Kimberly to participate in a WIA Youth work experience at Powder River Dental in Gillette. If she decided that she enjoyed dental assisting and was ready to go on to training to become a dental assistant, DVR was going to help her achieve her training goals.

Kimberly was very successful in her work experience at Powder River Dental. She was exposed to all aspects of dental assisting and was able to learn many of the skills. Even though Kimberly really enjoyed her work experience and the people that she worked with, she decided that she was not interested in pursuing a career as a dental assistant. Becky and Kimberly brainstormed ideas for other possible careers, and after extensive research by Kimberly, she decided to pursue a career in cosmetology. DVR funded Kimberly's training program at Cheeks International Academy of Beauty Culture, in Cheyenne, WY.

As Kimberly began classes, it became very clear to her that she was going to need extra assistance with her school work. Throughout high school, Kimberly had been given extra support and assistance to address deficiencies in her reading skills. She found that trying to keep up with her school work without that extra assistance proved to be very difficult for her. Her DVR counselor began working on finding a tutor for Kimberly, but her efforts were put on hold because of the furloughs and frozen funding caused by the government shut down in October, 2013.

Even though DVR was affected by the government shut down, WIA funding was not. Becky began working on finding a tutor for Kimberly and was able to hire a tutor located in Cheyenne, with past experience helping individuals with disabilities. Over the next few months, Kimberly met with her tutor once a week and learned new ways of studying on her own. As Kimberly gained confidence and the ability to study on her own, she chose to budget her resources and only use her tutor when she really needed the assistance.

Kimberly is still working towards her cosmetology certificate. She has been able to complete most of her recent school work on her own, with very limited assistance from her tutor. Kimberly's confidence in herself and in her abil-

ities has improved drastically. She is currently one of the top students in her class and has moved forward in her schooling when others in her class were not allowed to do the same. The partnership between the workforce center and DVR provided Kimberly with the resources to make informed decisions on her career path, entering a training program for a career in cosmetology that she will enjoy.

ed performance levels. More will be reported on these outcomes in the Performance Outcomes section of this report.

The Division's Youth Program again provided 10 Youth elements or services that were considered essential to those participants. These were: (1) tutoring, study skills, training and instruction leading to completion of secondary school – including dropout prevention strategies; (2) alternative secondary school services, as appropriate; (3) summer employment opportunities that are directly linked to academic and occupational learning; (4) paid or unpaid work experiences, including internships and job shadowing; (5) occupational skill training; (6) leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social behaviors during non-school hours; (7) supportive services; (8) Adult mentoring for the period of participation and a subsequent period, for a total minimum of 12 months; (9) follow-up services for no less than 12 months after the completion of participation; and (10) comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral. Each of Wyoming's AJCs makes these 10 elements available to all WIA Youth according to planned strategies between the Youth and their case managers.

The E&T Division did not operate a comprehensive Summer Youth Employment Program in PY 2013, due to a lack of funding. Nevertheless, DWS coordinated with the Youth Council and other partners to initiate and provide valuable opportunities that would enable Youth to gain important skills and experience through the Council's discretionary expenditures and through other activities. For example, in October 2012, the Wyoming Workforce Development Council, which serves as the state's official state workforce investment board under WIA, allocated approximately \$50,000 to the Youth Council to distribute to organizations that promote and conduct Youth activities. The projects started in 2013 and concluded by summer 2014. The Workforce Council, Youth Council and DWS partnered to manage and administer the grants and shepherd them toward success.

Grantees included Career and Technology Student Organizations (CTSOs), which used their funding to bolster state leadership and career development conferences. Organizations whose students benefited were Wyoming FBLA, Wyoming DECA and Wyoming SkillsUSA. DWS and Workforce Council members took part in judging students' career presentations at some of the conferences.

The Wyoming Latina Youth Conference was awarded funding for its annual conference, which provides information to Latina girls in grades 5 through 12 on pregnancy, suicide prevention, social

media dangers, cultural identity and many other topics to help guide them to a healthy and successful future.

Several grants were awarded to enhance the connection between Youth and careers. These included Natrona County School District No. 1, which trained students in construction, culinary arts and welding. Northern Wyoming Community College District created "Dream Big – Be a Nurse" camps to encourage teens to pursue health care careers. ServeWyoming offered training for young volunteers in AmeriCorps programs so that they could be successful after their community service ended. Training was offered in personal values identification, resume development, networking and social media training, and interviewing and negotiating. Wonderful Wyoming Boys State used its grant to defray costs of tuition to attend the annual Boys State convention, in which high school juniors learn about state government.

The Meeteetse Youth Work Program matches students with local businesses to provide employment as well as work skills applicable to any job. The project is based in one of Wyoming's smallest communities and despite having very few businesses, is able to leverage both resources and employer engagement to provide summer employment and enrichment for nearly every high school student in the town. In addition to on-the-job training, the program offers a mentoring and coaching component, which focuses on work readiness skills such as punctuality, communication, cell phone etiquette and other soft/administrative skills.

The Youth Council was developing another round of grants to be launched in early 2015 and was improving reporting standards to more accurately measure outcomes.

Numerous other local activities and programs were also carried out to assist Youth customers. For example, the Cheyenne Workforce Center used the GOAL (GED and Occupational Attainment for Life) program to assist approximately 50 Youth participants in PY 2013. Attainment of the GED was at the core of this program, but its bigger purpose, was helping Youth determine what they need to do to attain self-sufficiency, including the development of plans for permanent employment and post-secondary education. The Sheridan Workforce Center also concentrated on helping Youth achieve self-sufficiency through its Out-of-School Youth Scope program, which is described in an accompanying story.

The Riverton and Lander Workforce Centers have experienced good outcomes in their work with Native American Youth, and by partnering with tribal and local organizations, both on and off the adjacent reservation. This is also described in a featured story in this report.

Again in PY 2013, the Laramie Workforce Center used Youth WORKS to serve participants. WORKS stands for Work Opportunities, Readiness, and Key Skills. The program prepares at-risk Youth for post-secondary education, by bringing in speakers from Laramie County Community College, the University of Wyoming, and WyoTech, to present some options regarding post-secondary education. The speakers talk about how the participants can prepare to attend post-secondary institutions, the application process, how to secure financial aid, course offerings, student success services, tutoring assistance, student organizations and clubs.

Also, the participants are offered one-on-one assistance with filling out the free application for federal student aid and applying to colleges. Many of those participants have grown up thinking that post-secondary education could never be an option for them, due to family and financial circumstances. They are helped to see that they have the potential and the resources for assistance to make the dream a reality. In addition to providing assistance with post-secondary education, WORKS participants were given five hours of nutritional information and hands on learning

through the Cent\$ible Nutrition Program, with an instructor. The Youth attended lectures on portion control, making healthy food choices, and economical food preparation options/awareness. During each session, they were allowed to prepare meals which they consumed during the workshops. The workshops were a big success with participants! This nutrition component was incorporated into the WORKS program because it is knowledge that young people will need throughout their life, in addition to the work readiness skills they also received.

## A Success Story...



About a year and a half ago, Laura T.'s mom met with Jennifer Cruz from the Cheyenne Workforce Center, about the WIA Youth Program. The purpose of the meeting was to help Laura get her GED. At the time, Laura was in a residential treatment facility. She was going through a very sad time in her life; struggling with the mental effects of some trauma she had experienced. This issue had caused her to drop out of high school with no plan or goals.

The small structure of the facility, where Laura was being helped, enabled her to realize that she could get back on track in the right environment and by utilizing the right support system. Knowing this is what helped Laura make up her mind to join the GED and Occupational Attainment for Life (GOAL) program.

When Laura returned home from the treatment center, she met with Jennifer in person, and started the process for WIA enrollment. Laura liked the fact that Jennifer took the time to explain all of the details that were required of her, but also let her know that she was just as accountable, for being a solid support for Laura's success. Laura started classes and did well. She was progressing academically, but then realized that jumping into this so soon after her release was

more overwhelming than she initially thought it would be. So she dropped out of contact.

After several months of enjoying her freedom, reality began to set in; Laura realized it was time to grow up. She had no education and no job prospects, and found out that she was pregnant. It was at this time that Jennifer quickly welcomed Laura back to the WIA program. She applied herself and, within a few weeks, obtained her GED. Laura immediately felt a sense of pride that she hadn't felt for a very long time. She also felt it was time to start setting the best example she could for the baby she was carrying.

Today, Laura is on the right track in life. She gave birth to a healthy daughter and they are a complete family with the child's daddy. They share a home and both parents work, earning enough money to support them, with no government assistance, and they are enrolling in college. Laura was a sheltered young lady, who is finally living a healthy and independent life. For the first time in a long time, she can comfortably think about the future with positive thoughts, and hope. Also, she is very grateful for her case manager's persistence, information, and faith in her. The GOAL program allowed her to be in a small environment where she could focus on learning goals, without the stress of social issues, and pressure to do work she didn't understand. This, along with all of the support she received in this program, has been the stepping stone Laura needed to kick start her life.

## Cost Analysis

Table 1 provides the PY 2013 WIA financial statement for Wyoming's programs. Total expenditures from this statement were used to calculate average participant costs. However, in order to obtain the other average costs that are presented in this analysis, expenditure periods were chosen that matched the time periods from which corresponding performance data were drawn for the WIA Annual Report, ETA Form 9091. This was done to insure that the average costs pertained to the actual outcomes being presented in the report. Each of the analysis periods began in PY 2012 and ended in PY 2013. Comparative cost averages are illustrated in Figure 3.

**Cost Per Participant** – Adult and Dislocated Worker expenditures pertain to participants who served themselves, in addition to those who received staff-assisted services. In PY 2013, a total of 19,090 combined participants were served, at an average cost of \$80.46. The PY 2013 average cost per participant was actually an increase over the PY 2012 average by nearly 10 percent.

With regard to Youth, the data does not include participants who served themselves. In PY 2012 a total of 595 combined In-School participants and Out-of-School participants were served by staff, at an average cost of \$2,904.68, which is a 13.6 percent increase over the PY 2012 average expenditure.

PY 2013 WIA Financial Statement				
Period:				
Youth:	04/01/2013-03/31/2014			
Adult and Dislocated Worker	07/01/2013-06/30/2014			
	Funds Available	Expenditures	Unliquidated Obligations	Total Obligations*
Local Adult	\$ 3,265,526.00	\$ 1,193,251.00	\$ 460,899.00	\$ 1,654,150.00
Local Youth Out of School	\$ 1,021,630.00	\$ 795,395.00	\$ 10,845.00	\$ 806,240.00
Local Youth In School	\$ 1,603,191.00	\$ 932,888.00	\$ 85,298.00	\$ 1,018,186.00
Local Dislocated Worker	\$ 677,295.00	\$ 342,685.00	\$ 135,216.00	\$ 477,901.00
Statewide Activities	\$ 645,452.00	\$ 400,142.00	\$ 25,568.00	\$ 425,710.00
Rapid Response	\$ 15,000.00	\$ 14,780.00	\$ -	\$ 14,780.00
	\$ 7,228,094.00	\$ 3,679,141.00	\$ 717,826.00	\$ 4,396,967.00

\*Local funds include local administration. Available includes funds carried over.

Table 1: WIA Financial Statement

**Cost per Entered Employment** – The reader is directed to Figure 3 for trends pertaining to the average costs for performance. With regard to the Entered Employment rate, a total of 133 Adults were employed in the first quarter following their exit from WIA, at an average cost of \$11,254.41 per participant. This was a 3.4 percent decrease, compared to PY 2012, but still higher than average expenditures in PY 2011 and PY 2010. The average cost for Dislocated Worker exiters, who entered employment in the first quarter following exit, was \$8,116.75, compared to \$6844.42 in PY 2012, an increase of nearly 19 percent. The average cost to successfully place a Dislocated Worker in employment has steadily risen over the past five years.

**Cost Per Retained Employment** – Of the Adults who were employed in the first quarter following their exit from WIA, a total of 190 retained employment during the second and third quarter after exit, for an average cost of \$7,531.16. The average cost for the 61 Dislocated Worker participants who were retained in employment was \$7,449.82. In PY 2009, the average cost of employment retention for Adults and Dislocated Workers was combined. Therefore, to show a trend for the years PY 2009 through 2013 a combined retention cost was obtained for PY 2013, which was \$7,511.39. From PY 2010 to PY 2012, the cost of employment retention steadily decreased, as shown by Figure 3. The PY 2013 cost represents a significant increase over the amount expended in PY 2012, although the 2013 expenditure is still lower than the average retention expenditures during any of the four years prior to PY 2012.

**Cost per Placement in Employment or Education** – As one of its Youth performance measures, the E&T Division calculates the number of Youth who were placed in employment (including the military) or were enrolled in post-secondary education and/or

advanced training/occupational skills training in the first quarter after the exit quarter. These are Youth who were not enrolled in education at this level, or in employment, at the time they first became WIA participants. For the measurement period, 189 participants became employed or enrolled, at an average cost of \$8,345.14. This was a decrease of nearly 40 percent from the PY 2012 average cost, and was lower than any of the other average Youth placement costs for the trend years.

For Wyoming’s Adult and Dislocated Worker special populations, performance outcomes were affected considerably by small populations in the denominators and numerators. Therefore, they were excluded from consideration of the effects of average costs on performance. Even then, however, there isn’t a clear

correlation between reduced cost and negative performance or increased performance. Other factors, such as greater attention to record accuracy, improved partnering and follow-up work, etc. also had an effect on performance. A glance at the overall Adult Entered Employment performance outcome in Table B shows that the PY 2013 result is less than the result for PY 2010 and 2011 performance. It was also slightly less than the PY 2009 outcome. Yet the average expenditure was significantly higher than in PY 2010 and 2011. Inconsistencies are also readily apparent for the combined Employment Retention rate for Adults and Dislocated Workers. These results lend support to the idea that the quality of the services provided, or the provision of other services, to these groups may be more important than the financial outlay, in projecting performance results.

The yearly outcomes for the Youth Placement in Employment or Education measure also support the importance of other factors in affecting performance. The outcomes for this measure steadily increased during the PY 2009 through 2012 period, in spite of fluctuating average costs for placement.



Figure 3: Cost Analysis of Selected WIA Program Outcomes

# State Evaluation Activities

In PY 2013 the Department of Workforce Services continued to develop a comprehensive training curriculum for the case managers and AJC managers through the Employment and Training Team. Currently DWS has three training courses online that include modules on basic case management, file documentation, policy and procedures and case note documentation. This year every case manager in the state was required to take the Case Note course to help increase case file documentation. That area had been identified through monitoring as an issue for many

years, which prompted the requirement for all staff. It is hoped this training will show in case files for PY 2014 or 2015.

Also in 2013, the WIA monitoring sampling process, first used in 2011, was utilized. This sampling process has allowed for a structured random sample that is statically valid. DWS again found this new process to be of great value. This sample was enhanced this year to add a component to verify there are enough files pulled in the sample to represent the file population of the office. This

Select Samples for Review

$P = 831$  Universe  
 $N = 59$  Sample Size  
 $R = 0.9502$  Random Number  
 $K = \frac{P}{N} = \frac{831}{59} = 14.1$   
 $I = (R * K) + 0.5 = (0.9502 * 14) + 0.5 = 13.80$   
 $I = (13.303) + 0.5 = 13$   
 Sample Interval  $K = 14$  Starting Point  $I = 13$   
 (Starting point must be greater than 1)

POPULATION	SAMPLE SIZE	MAX ERRORS
1,200 or more	60	2
700 - 1199	59	2
400 - 699	58	2
200 - 399	56	2
100 - 199	48	2
88 - 99	37	1
76 - 87	36	1
64 - 75	35	1
53 - 63	33	1
41 - 52	31	1
30 - 40	28	1
11 - 29	All	1
10 or less	Skip Review	

Next "N" Case $N = I + JK$	Next "N" Case $N = (P - JK) - I + 1$	Remaining (odd) Case $N = I + 1/2(N-1)K$
Case 1 Sample 13	Case 31 Sample 385	
Case 2 Sample 27	Case 32 Sample 399	
Case 3 Sample 41	Case 33 Sample 413	
Case 4 Sample 55	Case 34 Sample 427	
Case 5 Sample 69	Case 35 Sample 441	
Case 6 Sample 83	Case 36 Sample 455	
Case 7 Sample 97	Case 37 Sample 469	
Case 8 Sample 111	Case 38 Sample 483	
Case 9 Sample 125	Case 39 Sample 497	
Case 10 Sample 139	Case 40 Sample 511	
Case 11 Sample 153	Case 41 Sample 525	
Case 12 Sample 167	Case 42 Sample 539	
Case 13 Sample 181	Case 43 Sample 553	
Case 14 Sample 195	Case 44 Sample 567	
Case 15 Sample 209	Case 45 Sample 581	
Case 16 Sample 223	Case 46 Sample 595	
Case 17 Sample 237	Case 47 Sample 609	
Case 18 Sample 251	Case 48 Sample 623	
Case 19 Sample 265	Case 49 Sample 637	
Case 20 Sample 279	Case 50 Sample 651	
Case 21 Sample 293	Case 51 Sample 665	
Case 22 Sample 307	Case 52 Sample 679	
Case 23 Sample 321	Case 53 Sample 693	
Case 24 Sample 335	Case 54 Sample 707	
Case 25 Sample 349	Case 55 Sample 721	
Case 26 Sample 363	Case 56 Sample 735	
Case 27 Sample 377	Case 57 Sample 749	
Case 28 Sample 391	Case 58 Sample 763	
Case 29 Sample 405	Case 59 Sample 777	
Case 30 Sample 419		

Table 2: WIA Monitoring Case Selection

was implemented to make sure each office was being monitored as effectively as possible in order to identify potential issues. This evaluation phase for the entire state is yearlong, starting in October and ending in August. To go along with the sampling process a new report for center managers was added that helps them see trends in the data collected during monitoring. Each office is to create a corrective action plan based on the information collected and is due within 30 days of receiving the final report. Each plan is then reviewed for effectiveness in addressing the deficiencies and is approved by the WIA monitor. Each file has always received a monitoring report specific to that case, detailing the compliance or deficiencies found in the file. The new report helps the center manager see the overall picture for the office and requires the office to collaborate with administration to address compliance issues.

Figure 4 outlines the essential elements being monitored and the summary results for the files monitored. The E&T Division has improved in many areas such as Training Progress Verification and Adult Follow-Up. In PY 2013 Youth Follow-up, Youth Pre-Testing, and Youth Post-Testing are portrayed for the first time, although PY 2012 results were available. The Youth Post-Testing result for PY 2012 was zero, so it isn't visible on the graph as a comparative result. The agency will continue to improve eligibility verification and Youth follow-up activities. This will be done with the development of additional training. As mentioned, the case file docu-

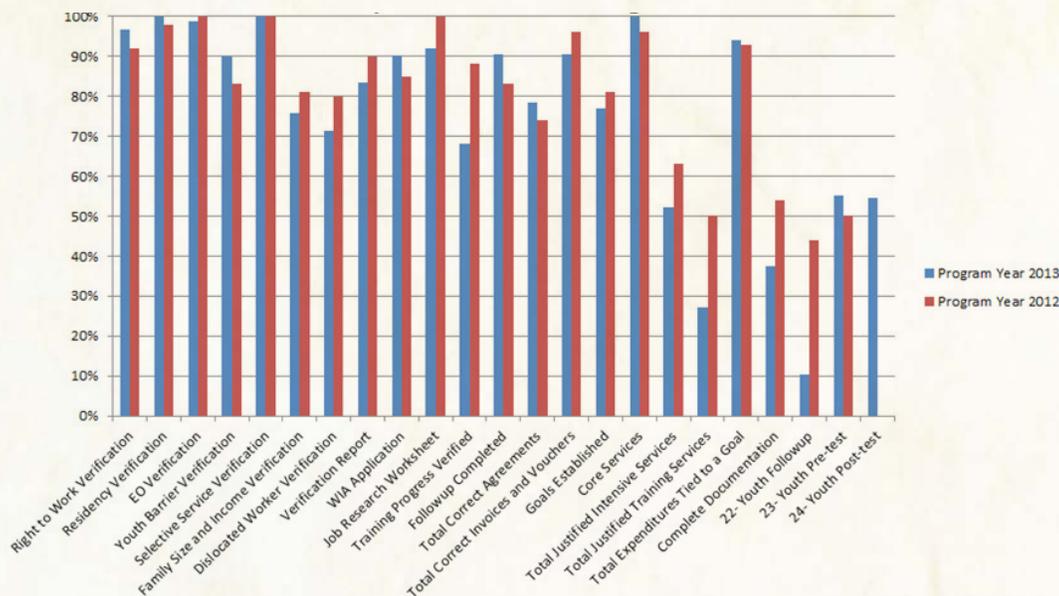


Figure 4: State Evaluation Results

The methodology for the sampling process is an adaptation of the model for the Unemployment Insurance Tax Divisions' algorithm that is federally mandated for that program. This algorithm allows DWS to do a truly statistical random sample from the pool of individuals that were in WIA at any point during the previous program year which, in this case, is PY 2012. Algorithm details are located in Table 2. New this year, is an adjustment in the final sample, to add to the sample the algorithm selected if there are not enough files to represent the office. An example is: if it is identified that the algorithm only pulled one file for a location that has a case load of 10,

two additional files would be pulled to create a sample that allows the review to more accurately portray potential issues with files.

mentation has been addressed in training and it is hoped these trend lines will increase in the coming years. The Employment and Training Divisions training group is currently creating training modules to address these and other issues identified in monitoring. The training modules are accessed through an online training site the State of Wyoming provides for its agencies.

In addition to program monitoring, the E&T Division again utilized data validation reviews to evaluate WIA program reports and reporting processes throughout the state, and in accordance with federal validation guidelines. The WIA PY 2012 and WP PY 2013 validations were submitted timely to ETA.

## WIA Performance

Performance is only calculated and reported for participants who receive staff-assisted services. One of E&T's continuing goals is to equal, or exceed, the performance levels it negotiated with the Employment and Training Administration, in accordance with Wyoming's State Plan. Another goal is to accomplish continuous improvement in each area that is measured.

E&T Division teams and AJC staff accomplished a number of things during the program year that have the potential for improving short-term and long-term performance. These include: Wagner-Peyser state policy updates; standardization check lists for job orders and certain other processes; implementing a new version of Wyoming at Work; continued data cleanup in Wyoming at Work; negotiating WIA and WP performance outcomes with ETA; Jobs for Veterans State Grant (JVSG) Refocus; initiating new criteria in Wyoming at Work for identifying migrant and seasonal farmworkers (MSFWs); and various other accomplishments.

An important ingredient in assuring quality data was the E&T Division's coordinated data cleanup efforts, which continued in PY 2013. Emphasis was placed on cases where improvements could still be timely made. This effort also included staff education and focused assistance to workforce specialists who needed additional assistance in this area.

In PY 2013 the Department of Workforce Services continued to develop a comprehensive training curriculum, as mentioned in the summary of Wyoming's state evaluation activities. Special emphasis was placed on case note training. Staff members were also trained on basic case management, files documentation, and policy and procedures.

### WIA Waivers

The Workforce Investment Act, at section 189(i)(4), provides increased flexibility to states and local areas in implementing reforms to the workforce development system in exchange for state and local accountability for results, including improved programmatic outcomes. In PY 2013, as in previous years, Wyoming had three active waivers, which were extended by ETA, for its regular program under WIA Title I-B. These waivers are instrumental in maintaining and improving performance. They were:

- Waiver of the funds transfer limit between Adult and Dislocated Worker Programs;
- Performance waiver that allowed the Division to concentrate on common performance outcomes for ETA; and
- Subsequent eligibility waiver for Approved Training Providers.

**Fund Transfer Waiver – Fund Transfer Waiver:** This waiver allowed the E&T Division to transfer funding between the Dislocated Worker and Adult programs during the program year, to allow local areas to respond to the particular needs of their customers and labor markets. This waiver has benefited the E&T Division because of the uncertainties, caused by Wyoming’s boom – bust economy, national recessions, and the constantly changing needs of participant populations. For example, during the three years prior to the recession, the percentage of Dislocated Worker participants varied between 2.7 and 5.5 percent of the total number of Adult and Dislocated Worker participants that received staff-assisted services. In PY 2009, when the recession began in Wyoming, that Dislocated Worker percentage increased to 13.3 percent, but then climbed above 20 percent in PY 2010. The Dislocated Worker percentage has stayed above 20 percent through PY 2013. However, if the need occurred to serve more Adults and fewer Dislocated Workers – as it surely will, with continuing improvements in Wyoming’s economy and based on historical trends, this waiver allows that to occur.

**Common Measures Waiver –** This waiver allowed the Division to concentrate on outcomes for nine common measures, for ETA, instead of the original 17 measures (i.e., 15 core measures and two ETA-designed customer satisfaction measures). It has continued to facilitate easier understanding of the measures by staff, partners and other interested customers who follow Wyoming’s WIA performance, by reducing the number of outcomes that are reported. Also, it is enabling the E&T Division to concentrate more on customer needs, which is a high priority.

**Subsequent Eligibility Waiver for Approved Training Providers –** This waiver continued to allow the Division to postpone the implementation of the subsequent eligibility process for Approved Training Providers, as described in the Workforce Investment Act, Section 122(c)(5) and WIA Regulations 663.530. The waiver provided Wyoming with the opportunity to complete the design of its Eligible Training Provider website for the benefit of all participants, training providers and service providers. It allows them to view training information, eligibility status and on-line application submission. It also reduced the administrative workload and costs experienced by the Workforce Development Council, E&T Division staff, and training providers. Feedback regarding the change continues to be positive. Training providers are continuing to partner with the council and the E&T division, which in turn is offering more training options to participants. Providers still must comply with rigorous initial application requirements which tend to weed out organizations and programs lacking the commitment necessary to providing quality training.

### **Performance Outcomes**

The primary focus of the performance outcomes in this report is on the common measures for the overall Adult, Dislocated Worker and Youth populations served through WIA. Wyoming does not currently rely on other performance outcomes, beyond the common measures, to determine the success of its WIA program.

With regard to customer satisfaction outcomes, which would normally be reported in Table A, outcomes were not calculated for this program year. Historically, Wyoming used the American Customer Satisfaction Index (ACSI), which was prescribed by ETA,

through the PY 2008 time period. In PY 2009, DWS was granted a performance measures waiver, which allowed the agency to concentrate on the nine common measures. The waiver also enabled DWS to research other options for assessing customer satisfaction. Although DWS did not report customer satisfaction to ETA after PY 2008, it continued to collect and analyze customer satisfaction data. This was done primarily through the use of customer response cards that were provided to participants at the workforce centers. The accumulated data were then analyzed by the E&T Division.

While information from the completed cards was useful, it became apparent that this approach was not producing sufficient feedback specifically about WIA participant services. Also, it was not producing sufficient data regarding the outcome of services to employers. Therefore, use of the cards was abandoned as a WIA customer satisfaction survey tool. Efforts are now underway to establish a better method for providing these two key performance indicators.

The common measure outcomes are described and portrayed in detail, in the tables that are included later in the report. All required elements are reported uniformly, in compliance with Employment and Training Administration (ETA) requirements for the states. In addition to these regular Adult, Dislocated Worker and Youth common measure outcomes, Veterans, Individuals who are receiving Public Assistance, Disabled Individuals, Displaced Homemakers, and Older Individuals are included in the performance outcomes for PY 2013 as special populations.

The common measure performance results in this report also present a comparison between Adults and Dislocated Workers who received training services, as opposed to those who received only core and intensive services. The comparison pertains to the common measure outcomes for Entered Employment, Employment Retention, and Average Earnings. These are found in Tables D and G respectively. The results are particularly useful when viewed for a period spanning multiple years.

Table L provides informative data for Adults and Dislocated Workers, regarding 12-month Employment Retention and Earnings Increases, as well as Placements in Non-Traditional Employment, Wages at Entry into Unsubsidized Employment, and the relationship between Training Received and the Participants’ Entry into Unsubsidized Employment.

As with previous years, the Division negotiated performance goals with ETA for each of the nine common measures, and also for employment entry, employment retention, and average earnings in the Wagner-Peyser program. Some of the negotiated levels had been reduced – or increased – from PY 2012 to PY 2013, as a result of proposed ETA goals, Wyoming’s performance, and economic factors. The final outcomes and negotiated levels of performance are portrayed in the accompanying performance tables, near the end of this report. The state was required to achieve at least 80 percent of each negotiated goal, in order to avoid possible sanctions that could be imposed by ETA. If the state was successful in achieving at least 90 percent of each negotiated goal, it would be eligible for available monetary incentives.

No goals were actually negotiated with ETA regarding outcomes for the special population groups of Adults and Dislocated Workers. However, the general negotiated levels for each category may be used as yardsticks, to illustrate how well Wyoming's special populations performance stacks up against the goals that were set for Adult and Dislocated Worker populations overall. It is important to keep in mind that the denominators for these special populations are often very small, which can have a profound effect on the outcome for a given measure, from year to year.

The E&T Division relied considerably on the collection of UI wage record data, in determining performance outcomes. To help identify those participants who may not be found in the wage records, the Department's program staff utilized a data quality report (DQR). Case manager's followed up with clients who were identified, as well as related employers, to assure that missing data were entered into the system.

PY 2013 was a successful performance year for Wyoming's WIA program. As in PY 2012, Wyoming exceeded the 90-percent plateau in eight of the nine measures, and even exceeded the PY 2012 achievement in the number of measures which surpassed the negotiated level. A total of six measures achieved that lofty accomplishment, compared to four measures in PY 2012.

The lone measure that missed the 90 percent threshold was Dislocated Worker Average Earnings, which performed at 83.2 percent of the negotiated level, and was 6.0 percent below the PY 2012 outcome. In addition to other factors, a small population could have affected this outcome. The denominator only contained 59 workers. However, outcomes for this measure have been steadily decreasing for the past four years. The E&T Division will examine the performance and determine steps for improvement.

With regard to performance improvement in the WIA and Wagner-Peyser (WP) programs, DWS generally, and the E&T Division specifically, have done a number of things geared toward performance improvement, which comport with the Integrated Workforce Plan. In addition, the previous Department of Employment was combined with the newer Department of Workforce Services, to facilitate better coordination of programs, including provision and utilization of labor market information and greater direct assistance to unemployed and under-employed workers. An example of this improved coordination is the work that is being done by the E&T Division with the UI Division, to help claimants return to work. This includes: immediate claimant engagement with workforce center staff and services following the establishment of initial UI claims; provision of available reemployment services and case management to UI claimants; modernization of outdated systems; and the provision of reliable services to the business community, in accordance with the state's Integrated Workforce Plan.

E&T Division teams and AJC staff accomplished a number of things during the program year that will affect both short-term and long-term performance. These include: Wagner-Peyser policy updates; standardization check lists for job orders and certain other processes; implementing a new version of Wyoming at Work; continued data cleanup in Wyoming at Work; initiating new

criteria in Wyoming at Work for identifying MSFWs; negotiating WIA and WP performance outcomes with ETA; Jobs for Veterans State Grant (JVSG) Refocus; and various other accomplishments that are described in this report.

The E&T Division continued to provide services to employers through the AJCs and the Wyoming at Work system, to improve employment entry and employment retention. Through WIA, WP and other programs, E&T Division business representatives worked to ascertain employer needs for workers. Increased effort was exerted to match job seekers with job openings that are posted in Wyoming at Work, particularly for position that have long-term employment potential. Also, the E&T Division has increased its efforts to follow up with job seekers successfully matched and with job openings posted by employers.

On a quarterly basis, the Employment and Training Division reporting manager provided reports of all WIA common measure and Adult and Dislocated Worker credential attainment to the local AJCs, which were broken out to the level of individual staff members. Emphasis was placed on cases where improvements could still be timely made. The reporting manager worked with staff to help them understand the numerator requirements, so they could obtain and accurately enter necessary reporting information into the Wyoming at Work system, thereby assuring accurate reporting and performance improvement. Also, program management concentrated on identifying and helping those workforce specialists who needed additional assistance with performance measures.

Workforce specialists sought good training opportunities and meaningful credential attainment for workers, through the use of labor market data and industry partnerships, which would help secure long-term, unsubsidized employment. Also, workforce specialists utilized their positions to link workers with individual opportunities, through planned work experience, and on-the-job and customized training, which had potential for achieving long-term employment.

### **Adult Performance**

One of Wyoming's goals for its Adult population is placement in long-term, unsubsidized employment, to nullify the effects of unemployment and the dole on individual participants, their families, and society. Entry into employment is an important indicator of success. However, because of that measure's reliance on UI wage record data – which can portray a positive employment outcome even when individual wages are low, real success in achieving this goal is determined by examining employment entry in conjunction with retention and average earnings, as well as other Adult measures. While the E&T Division achieved 95.0 percent of its negotiated performance outcome for the entered employment rate, Wyoming has experienced a general decline in this measure since the pre-recession period, which needs to be addressed. (See Figure 5.) As of the third quarter of PY 2013, Wyoming was on track to exceed the PY 2012 rate of 77.5 percent. However, the final outcome fell short by 1.4 percent. Also, the final entered employment outcome for PY 2013 was only 90 percent of the pre-recession rate for PY 2008.

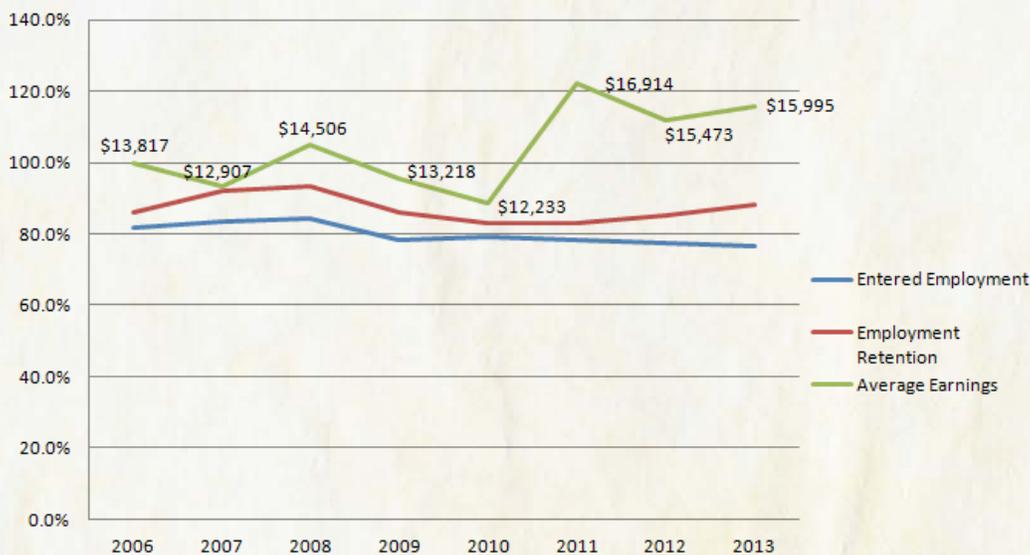


Figure 5: Adult Common Measure Outcomes

Adult employment retention and average earnings, in contrast to employment entry, have followed a trend of general improvement since the early part of the recession. The retention mark, which was 3.3 percent higher than it was at the end of PY 2012, also exceeded all of the other performance years since PY 2008, and exceeded the PY 2013 negotiated performance standard as well by nearly 2.7 percent. Table L also shows that retention was still very good after 12 months, staying at 87.7 percent. This is a very gratifying outcome.

Average earnings, while not attaining the negotiated standard, also exceeded the PY 2012 outcome by more than 3.0. Also, the PY 2013 average earnings outcome was higher than all like measures over the past eight years, with the exception of the PY 2011 outcome, which was an anomaly.

The 12-Month Earnings Increase Rate, portrayed in Table L, shows the extent to which average wages earned prior to WIA participation (i.e., in the second and third quarters prior to participation) have been exceeded by individual earnings after participation (i.e., in the third and fourth quarters after the exit quarter). During the third and fourth quarters after exiting WIA, PY 2013 participants earned an average of \$6,619 dollars more than what they earned prior to participation. However, this rate dropped 21 percent from the previous year. Still, it was more than 6.0 percent better than the PY 2011 outcome and 70.3 percent improved over the PY 2010 outcome. It

is important to note also, that some of the Adults who were employed in the first quarter following exit were not employed prior to participation. Thus WIA played an important role in providing income for these individuals and their families, and helping them toward self-sufficiency.

With regard to outcomes for Adult special populations, all of the measures were affected by small populations in the denominator, which contributes to considerable swings in performance, as illustrated by Figure 6, even though the Division and its partners are working hard to serve these groups. Figure 6 portrays performance only for the past four years. Nevertheless, the time period is sufficient to show that average performance one year, can turn

into an excellent outcome the very next year, and then become a lower outcome again the following year. The outcomes for Older Worker and Veterans average earnings are good examples of these swings.

The E&T Division does not disregard these special population outcomes. The lower outcomes shown in Table C give reason for discussion and consideration of possible corrective action that would bring continuous improvement in the services provided to these customers. Division administrators can also be pleased with the positive results in the table, such as the 80.0 percent entered employment rate, 86.7 percent employment retention

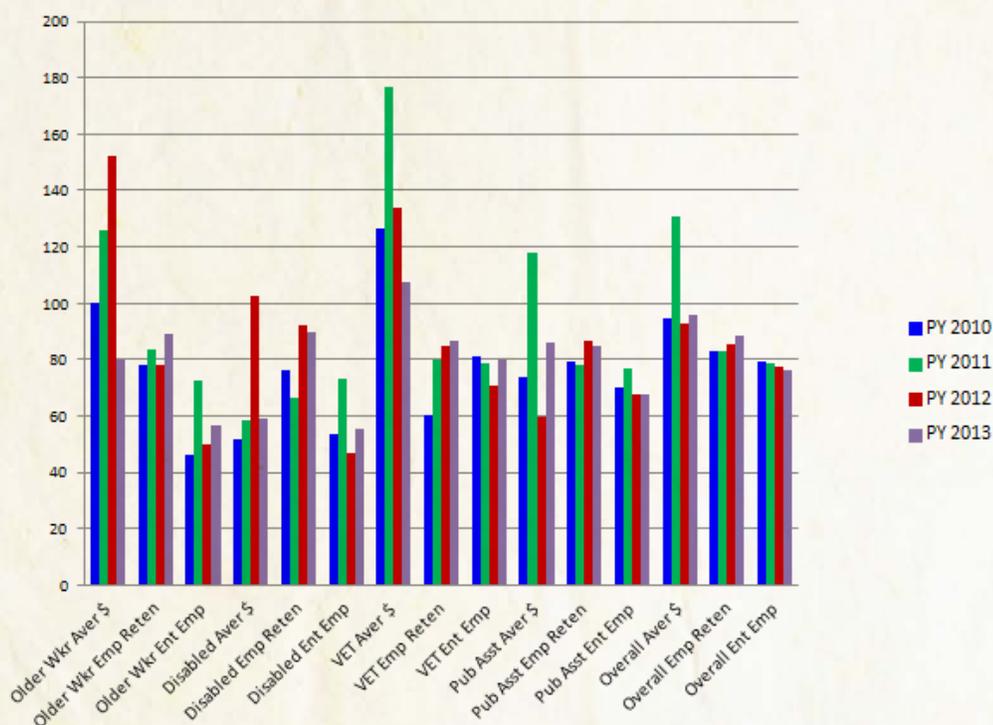


Figure 6: Adult Performance Outcomes, Including Special Populations, PY 2010-2013

## A Success Story...



Margaret Marker, age 46, came in to the Gillette Workforce Center in March to inquire about funding for commercial drivers license (CDL) training. She had been using Wyoming at Work to look for jobs and had visited with staff members several times previously.

Margaret met with Donna Gewecke, WIA case manager, and explained that she was working three part-time jobs—one at the movie theaters, one for a flower shop doing deliveries, and one driving a taxi cab. She said she had been trying to find a job that was full-time and paid better so she could make a decent living, but with no other sources of assistance, was taking on any work she could find to make ends meet. Margaret had a good driving record and drove for City Cab about two years. She said she would like to get a CDL because she was seeing a lot of job openings for truck drivers, it was work that was appealing to her, the pay would be good, and she thought she would be good at it.

Margaret was eligible for WIA as an under-employed Adult. Additional testing and assessments indicated that Margaret was a good match for the occupation of truck driver, so she started training for a CDL at Mountain West Commercial Driving School on April 21. She completed training and passed her CDL Class A exam on May 22. The following Monday she started working as parts runner for DRM, a construction company in Gillette, and was moved to an end dump truck driver position on July 1st. She is making \$19 per hour and has benefits. Margaret says she is happy to be working only one job now that pays enough for her to make a living, and her comment on the driving---“I love it!”

rate, and average earnings of \$17,936 that occurred for Adult Veterans..

The best test of success for participants who were unemployed prior to participation is the Wages at Entry into Employment (12 month) measure. This is an important indicator because it shows the level at which these individuals are contributing to the economy and earning an unsubsidized wage, whereas they previously were not contributing monetarily. The PY 2013 average earning of \$6,966, while better than no earnings, still leaves plenty of room for improvement for this group of participants. The 2013 rate dropped about a percentage and a half from what it was at the end of PY 2012.

The Non-Traditional Employment outcome in Table L is an indicator of the percentage of participants who were placed in employment or a field of work for which individuals of the participant's gender comprise less than 25 percent of the individuals employed in such occupation or field of work (see WIA Section 101(26).) The designation of Non-Traditional Employ-

ment may be made through the use of either state or national data, and the information can be based on any job held after exit and only applies to Adults, Dislocated Workers, and Older Youth who entered employment in the quarter after the exit quarter. Both males and females can be in Non-traditional Employment.

Individuals who enter into Non-Traditional Employment are a small percentage of the overall population served. The PY 2013 rate is only 6.8 percent. However, that is an increase of more than 41 percent over the PY 2012 rate.

Entry into Unsubsidized Employment Related to Training is not covered at this point in the report. Rather, it is addressed in the section titled Improved Opportunities for Employment Through Training.

### Dislocated Worker Performance

In PY 2013, Wyoming's Dislocated Worker performance exceeded the negotiated goal in two of the three common measure outcomes, but generally did not perform as well compared to PY 2012. The outcomes may be an indicator of the gradual economic recovery being experienced by the state, and may also be affected by the small populations in the denominators of each of the measures; the largest of which was 66. The entered employment rate, while better than some of the earlier recession years, was approximately 2.0 percent lower than in PY 2012. It exceeded the negotiated level by 2.8 percent. Also, average earnings decreased by 6.0 percent over the year. This outcome is the lowest it has been over the past four years, and was nearly 17 percent below the negotiated level.

Dislocated Worker employment retention, at 92.4 percent, showed an improvement of 9.6 percent over PY 2012's performance, but was still down compared to PY 2010 (94.6 percent) and PY 2011 (96.1 percent). The PY 2013 outcome exceeded the negotiated goal by nearly 1.5 percent.

The entered employment rates for each of the special populations of Veterans, Older Individuals, and Displaced Homemakers, were also affected by small populations in the denominator. The reader is directed to Table F, near the end of this report, for those outcomes.

With regard to the Table L 12-month outcomes for Dislocated Workers, earnings retention, at 95.2 percent was a six point increase over PY 2012. Also, 12 month earnings replacement was very good, at 112.0 percent of wages prior to participation, and an increase occurred in the level of placements in non-traditional employment by more than 3.0 percent. For wages at entry into unsubsidized employment, the Dislocated Worker outcome was 38 percent better than it was for Adult participants; a commendable accomplishment. As with the Adult outcome for those who received training, the Dislocated Worker outcome for entry into training-related employment will be covered in the section for Improved Opportunities for Employment Through Training.



Figure 7: Dislocated Worker Common Measure Outcomes

## A Success Story...



Manuelita Peralta, age 34, came to the Gillette Workforce Center to inquire about truck driver training in May. She had heard from a friend that sometimes there was funding to pay the cost of training to get a commercial drivers license (CDL). She met with Donna

Gewecke, WIA case manager, and told Donna that she was a single mom with four children, ages 13, 11, nine, and three. She said she was currently unemployed and had been laid off from a tax preparation service April 15, where she had been a temporary receptionist making \$8 an hour. Manuelita explained that most of her work history had been in the family restaurant business, but that organization went out of business, and that she had done a little cleaning and a little general office work. She said that when she was younger and lived near Wheatland, she did some farm work and drove tractors, so she was somewhat familiar with big machinery. Manuelita had gotten a general educational development (GED) certificate, but she did not have any higher education or vocational training. Manuelita said she was in the process of applying for food stamps, had taken her last paycheck from working (which had a bonus amount in it) and paid the rent and monthly bills for May. She did not have any other means to support her family after May. She said she had been applying for various kinds of jobs since mid-April, but was not having any luck. Manuelita had not filed for Unemployment Insurance because she did not know that she might be eligible. Donna referred her to

the Unemployment Insurance Claim Center and also had Manuelita get a lay off letter from her last employer. In addition to being eligible for WIA, as an unemployed Adult who lacked skills to get self-supportive employment, it appeared that Manuelita would also be eligible as a Dislocated Worker.

Manuelita was eligible for Unemployment Insurance but was not likely to return to her previous occupation, as she did not have enough education or experience in office work to be competitive for the minimal number of jobs that come open. Various assessments indicated that Manuelita was a suitable candidate for truck driver training, and with a shortage of truck drivers in the Gillette area, obtaining a CDL appeared to be a good way for Manuelita to be able to support herself and children in a fairly short time frame. She started training at Mountain West Commercial Driving School in Gillette, at the beginning of June, and completed with a CDL Class A license on July 30. Fortunately, her mother was able to provide child care while she attended school.

Manuelita started working for a local well service company as a laborer on July 15. The owners hired her because they knew she was in school for a CDL and they needed truck drivers. As soon as she got her Class A license, she was moved to truck driving at \$18.00 per hour for 45 to 55 hours per week. She is driving a tanker (tractor-trailer), mainly hauling water to oil rig sites. Manuelita commented that she is “really happy with the opportunities she will have with a CDL.”

## A Success Story...

Georgina Anderson was laid off from Enerflex, where she had been employed as a welder. She was competing for jobs with other welders that had a lot more experience. As a result, she had been unemployed for about six months when she came to the Casper Workforce Center for help. In order to maintain her current, self-sufficient standard of living, she decided to become a truck driver. However, she lacked the monetary resources to complete the training necessary for her to qualify for a commercial driver's license (CDL).

With the help of case manager, Dawn McGeowan of the Casper Workforce Center, WIA funding was used to pay for the training at Sage Technical Services. With her new CDL, Georgina was able to line up a driving job with AO's Trucking, making \$25.00 per hour. However, because she had been unemployed for so long, Georgina did not have the money for the fire retardant clothing required for the position. WIA was able to assist her with that cost also. Because of Dawn's assistance and the resources provided through WIA and the workforce center, Georgina is now able to meet her goal of being self-sufficient.

## A Success Story...

Terry Settlemyre and Roulette Keevert, respectively of the Riverton and Lander Workforce Centers, worked with Native American students on the Wind River Indian Reservation (WRIR). Several Youth were involved in the In-School and Out-of-School programs who are WRIR residents and tribal members of either the Eastern Shoshone Tribe or the Northern Arapaho Tribe. They were involved in work experiences, both on and off the reservation, most of which were successful. Terry works with Wyoming Indian High School, St. Stephens Indian High School, Arapaho Charter School and Fremont County School District 6, in Pavilion, Wyoming, and other organizations to recruit and assist students. Roulette works with Lander School District, as well as individual clients that come to the workforce center. Having monitored some of these students this year, it is encouraging to see the way the Youth come to the case managers; so timid it is hard to get information out of them, to get them eligible for the program, yet when their work experiences were ending, they were eager to talk about their jobs and what they had learned at work. Some of the supervisors are great mentors for the kids, like the supervisor at St. Stephens Indian School. He takes kids who aren't always the best students and seems to make them more aware and willing to do what it takes to get the job done. They enjoy their work and feel good about themselves and their accomplishments.

### Youth Performance

Wyoming's Youth performance outcomes for PY 2013 were very commendable. The E&T Division surpassed the negotiated goals in each of the common measures by a wide margin. Also, all three outcomes were higher than the corresponding outcomes for the seven prior years, with the exception of placement in employment or education, which exceeded the past four yearly outcomes. Generally, the E&T Division is doing a good job of providing quality educational transition, employment, and recognized certificates for its Youth participants. Also great strides are being accomplished in the area of literacy and numeracy gains generally.

With regard to special Youth populations, shown in Table H.1.A, Wyoming's outcomes were also generally good, rivaling or exceeding the outcomes for the overall population. These also are attestations of the success of the PY 2013 Youth programs.

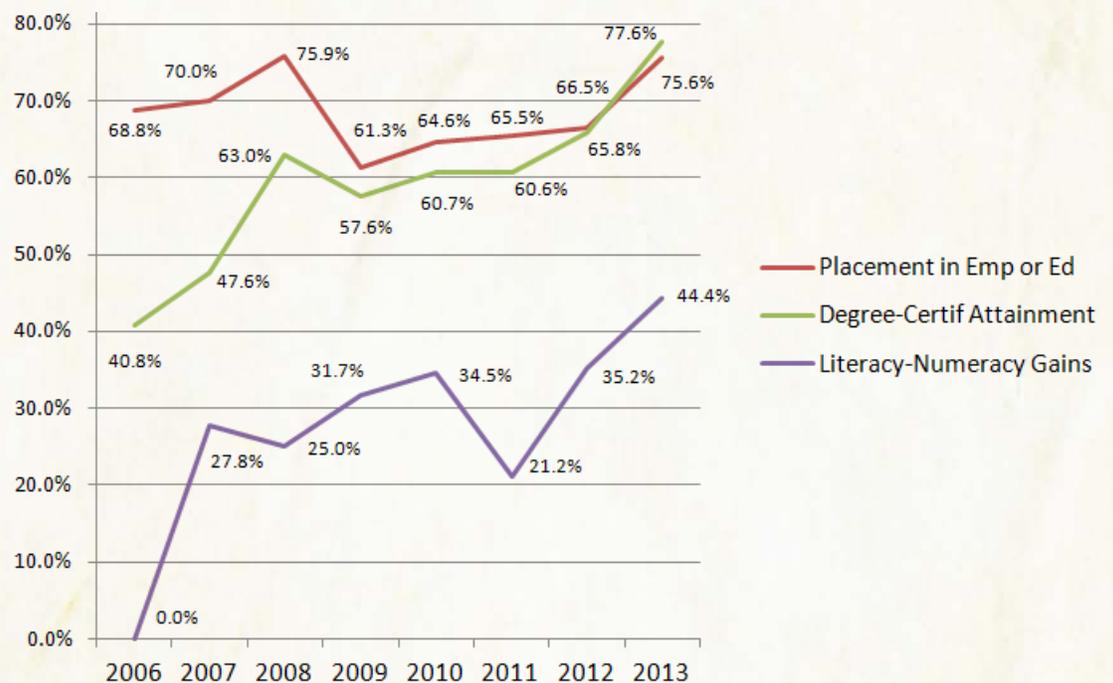


Figure 8: Youth Common Measure Outcomes

## A Success Story...



*OSY Scope Graduates, June 2014: Taylor Martin, Bekka Tikka, Joshua Williams, Danielle Redinger, Brian Watson Huckaba and Danielle Williamson*

Sheridan County Opportunity Project for Education (SCOPE) was a vital organization within the Sheridan community, which the Sheridan Workforce Center partnered with for 12 years. Unfortunately due to unforeseen circumstances SCOPE, a Non-Profit had to dissolve. Sheridan community understood and valued SCOPE as it witnessed its success rate for the last 12 years and was very disheartened when the news spread that SCOPE was going to have to dissolve.

DWS and community partners recognized that a similar program needed to be implemented to help guide this population so they could gain their self sufficiency and have an opportunity to reach their highest potential. The Sheridan Workforce Center, with the support of the WIA program manager, Mike Griffin, took action and began developing a program to meet the needs of these at risk Youth. In the fall of 2013, Sheridan Workforce Center was able to create a program that led these participants to self-sufficiency, with support from the Department of Family Service, the former SCOPE board, and local businesses and nonprofits.

Out of School Youth (OSY Scope) Scope's purpose is to assist high school dropouts, ages 16-21, in attaining self-sufficiency in work and life by earning their High School Equivalency Certificate (HSEC) and improving their employment and life skills. This program provides an opportunity to connect these Youth with post-secondary education and employment opportunities.

The funding source for OSY Scope is the Workforce Investment Act (WIA) through the Department of Workforce Services. WIA funding pays for HSEC testing and fees, HSEC instruction, supplies, a stipend for the participant and specific presentations within the curriculum as necessary. This program would not have been a success without the donation of the classroom from Sheridan Department of Family Services and the many donations from local business and non-profits.

OSY Scope held a 10-week session in the fall of 2013 and a 13-week session in the spring of 2014. There were 14 participants total and 12 successfully completed the program; 12 have obtained the HSEC, 11 have found employment, one completed occupational training, and four plan on continuing their education through higher education opportunities in the fall of 2014.

## A Success Story...

Jenny was referred to Jim Delozier, of the Cody Workforce Center, for WIA Youth Services, by the Special Education Teacher at Greybull High School. Jenny, 17 at the time, qualified for services on three different levels. She was diagnosed with a learning disability, her household was low income, and she lived in Greybull, Wyoming, which is considered remote by WIA definition for barriers (due to the small population). In addition to her diagnosis, family support was minimal, and Youth employment opportunities in Greybull were very limited in general.

Upon qualification, WIA provided for a paid work experience for Jenny for PY 2013-2014. The employer was the Town of Greybull, and the work site was the Greybull Recreation District (GRD). WIA in Cody has a long history with both entities in providing work experiences for Youth, and they are excellent partners in the program. Greybull High School has also been a great partner in referring Youth to the program over the years, particularly special needs Youth.

Jenny started her work experience in May 2013. Her position was Recreation Assistant, and her duties included, lining the baseball fields, general cleaning, and center assistance in the summer. In the fall and winter, the primary duties were the roller skating rink, including set up, renting skates, selling snacks, cash register duties, general customer service and clean up. Jenny had never worked in a paid job before, so the whole thing was new to her. Some of her disability issues, regarding social interaction, had to be worked through to get her to understand the basic responsibilities of a job, including: calling in if she could not make it to work, showing up on time, appropriate interaction with others on the job, and one incident which involved her taking a snack for her own use without paying for it.

The GRD used its disciplinary process very well with her. They discovered Jenny did not get meals regularly at home and had to fend for herself most of the time. This was significant. The information was provided to the school, so they could focus on helping to ensure she got regular meals and some snacks. Jenny was very remorseful, and it never happened again. The employer stuck with her, in the work

experience, and Jenny was able to successfully complete 400 hours of paid work from May 2013 through December 2013. The program expended approximately \$3,177. Her final evaluation showed significant improvement in all areas. Jenny's social skills were better as were her basic work readiness skills, and the employer would have kept her on part time if they had had the funds available.

In late May, 2014, Jenny graduated with a high school diploma; a significant accomplishment given her special needs. WIA provided a second work experience for PY 2014-2015 with the same employer, doing different duties. The employer noted a significant increase in Jenny's maturity and responsibility between the previous work experience and the new one, as well as her focus on doing a good job at work. She was outgoing and very friendly to customers and co-workers. Jenny completed a 180 hour work experience between April 2014 and August 2014, with expenditures of approximately \$1,436. The employer, the school, and the workforce center attributed her enhanced skills, in part, to the two work experiences Jenny completed. This also gave her more confidence in other areas of her life.

Jenny's success didn't end there, however. Jenny applied for and was accepted to Northwest College in Powell, Wyoming. She started classes on August 25, 2014 and lives in campus housing. Jenny wants to be an educator and is currently taking general classes. This is a terrific outcome for a Youth who had many barriers to employment/success at the beginning of the process. It is also a testament to the fact that the WIA Youth programs can provide significant opportunity for disabled Youth to enhance their skills, so they can provide for a better future for themselves.

### Improved Opportunities for Employment through Training

As stated in Wyoming's Integrated Workforce Plan, the Employment and Training Division and its partners have been working closely with employers to meet job replacement needs in all industries. Training and credential attainment was planned as part of these efforts, to enable workers to become qualified for available employment opportunities and add skills to the workforce. The Division is dedicated to meeting the current needs facing Wyoming's economy as well as future workforce demands.

The Division's emphasis on training continues to be supported by data such as the WIA performance results portrayed in Table 3. These results show that program participants who complete training tend to have a significantly better chance for employment entry, employment retention, and average earnings, compared to those who received only core and intensive services, based on trends for the past eight years. The results are particularly noteworthy for employment entry during the recession and post-recession years, where the gaps between the two measures have been as wide as 21.1 percent; which occurred in PY 2013.

These results are not compared against results that may be available for individuals who did not receive WIA services offered by the Division. Other factors to also consider are: clients who received only core and intensive services may have felt less need for assistance in finding employment than those who received training; those who received training may have done so in a field where jobs were projected to be available, but there was no guarantee that the trained participants would be hired upon completion of training; not all individuals who started training successfully completed, because they dropped out of training or failed to pass their coursework; and some of the workers who were trained obtained employment outside of the classification for which they were trained.

As the Adult and Dislocated Worker entered employment rates indicate, the E&T Division has been fairly successful at placing participants in employment following their exit from WIA. However, one of E&T's challenges pertains to the relationship between the training that was received and the type of employment entered by the participants. Table L indicates that only 64.6 percent of Adults and 62.3 percent of Dislocated Workers entered the employment for which they completed training during PY 2013. These results could shed light on a reason that the entered employment and employment retention rates are not higher than they are for these customer populations. The Division did continue to improve its outcomes in this area. The PY 2013 results were respectively a 2.5 percent and 2.9 percent improvement over PY 2012 outcomes, which were also better than the PY 2011 outcomes. While it is recognized that the value of education and training extends beyond a person's ability to qualify for a particular job, still it is felt there are efficiencies and increased overall performance that can be gained by continuing to improve these training-related percentages.

	PY 2006	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011	PY 2012	PY 2013	8-Yr. Average
<b>Entered Employment</b>									
Core & Intensive Services	75.4	79.5	87.5	73.5	73.9	68.1	63.2	61.5	72.8
Training	83.6	86.2	83.7	81.4	82.8	80.8	83.6	82.6	83.1
<b>Employment Retention</b>									
Core & Intensive Services	76.2	86.9	92.1	82.5	78.6	75.5	84.6	83.9	82.5
Training	88.4	93.8	95.0	87.5	86.4	86.4	84.9	90.0	89.1
<b>Average Earnings</b>									
Core & Intensive Services	\$10,153.60	\$10,908.19	\$13,896.57	\$10,514.75	\$11,819.43	\$13,606.12	\$18,353.50	\$15,973.27	\$13,153.18
Training	\$14,857.93	\$13,632.04	\$14,849.31	\$14,322.97	\$13,698.38	\$18,009.75	\$15,602.82	\$16,174.17	\$15,143.42

Table 3: Average Performance Outcomes, Trained vs. Non-Trained

Training services that were provided by the Division in PY 2013 included subsidized on-the-job training, classroom training and customized training. Supportive services were also provided to eligible individuals to assure successful participation in those activities. Services were provided based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choices.

In addition to WIA, training opportunities were available through TAA, Dads Making A Difference, SCSEP, and the WY Quality Counts! Programs. The Dads Making A Difference Program was described in an earlier section of this report. Trade Adjustment Assistance (TAA) is available to workers and other sectors of the economy which have been certified as being negatively impacted by imports. As a partner of the workforce investment system, the SCSEP grantee and sub-grantee coordinated with the AJCs and programs under WIA, to provide services to older workers. These included core services, referral to employment opportunities, and other services such as intensive and training services offered through WIA Title I programs. SCSEP training, such as commercial driving, heavy equipment operation, and other types of skill training, has been successfully made available to older workers.

WY Quality Counts! provided grants and scholarships to licensed child care providers and their staff to subsidize the cost of attending training sessions offered in-state and out-of-state. Scholarships were also offered toward attainment of an early childhood education degree, so that educated, skilled workers would remain employed in the child care industry. This program contributed significantly to the potential for Wyoming workers to succeed in training and employment.

In PY 2013, the E&T Division and the Wyoming Workforce Development Council continued to operate an efficient and effective process for approving training providers and programs, to be utilized by WIA Adult and Dislocated Worker participants, as well as Youth. TAA participants may also benefit from the system. Most of the training opportunities were located in Wyoming. However, the Division also partnered with approved training providers in other states. The E&T Division's web-based workshop scheduling option, in Wyoming at Work, also enabled the Division to coordinate more effectively with partners on training and other planned events of mutual interest. As events were scheduled by the Division or the partnering organization, they were readily available to other units that had access to the website. This scheduling tool also allowed the organizations to register event participants on-line, view the names of all participants planning to attend, and receive real-time reports on attendance.

**Description of WIA Common Performance Measures and Other Important Measures Used By the Employment and Training Division, and Reported in Tables B – O of this Narrative.**

Each measure includes a numerator and a denominator. The methodologies of the measures are written as an equation, identifying what is in the numerator and the denominator. In cases where there are conditions that apply to both the numerator and the denominator, the condition is represented at the beginning

of the measure. Whereas the same measures are used for Adult participants and Dislocated Worker participants, in this report they are defined only one time, even though they are calculated separately.

**Adult & Dislocated Worker Entered Employment** – Of those who are not employed at the date of participation (i.e., the date when the individual first began to receive services funded by the program): The number of participants who are employed in the first quarter after the exit quarter divided by the number of participants who exit during the quarter.

**Adult & Dislocated Worker Employment Retention** – Of those who are employed in the first quarter after the exit quarter: The number of participants who are employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter.

**Adult & Dislocated Worker Average Earnings** – Of those participants who are employed in the first, second, and third quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of participants who exited during the quarter.

**Youth Placement in Employment or Education** – Of those who are not in post-secondary education or employment (including the military) at the date of participation: The number of Youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of Youth participants who exited during the quarter.

**Youth Attainment of a Degree or Certificate** – Of those enrolled in education (at the date of participation or at any point during the program): The number of participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of participants who exited during the quarter.

**Youth Literacy & Numeracy Gains** – Of those out-of-school Youth who are basic skills deficient: The number of participants who increase one or more educational functioning levels divided the number of participants who have completed a year in the Youth program (i.e., one year from the date of first Youth program service) plus the number of participants who exit before completing a year in the Youth program.

**Adult & Dislocated Worker 12 Months Employment Retention Rate** – Of those who are employed in the first quarter after the exit quarter: The number of participants who are employed in the fourth quarter after the exit quarter divided by the number of participants who exit during the quarter.

**Adult 12 Months Earnings Increase Rate** – Of those who are employed in the first quarter after the exit quarter: [Earnings in the third + fourth quarters after the exit quarter] minus [Earnings in the second + third quarters prior to the participation quarter] divided by the number of participants who exit during the quarter.

**Dislocated Workers 12 Months Earnings Replacement Rate** – Of those who are employed in the first quarter after the exit quarter: [Earnings in the third + fourth quarters after the exit quarter] divided by [Earnings in the second + third quarters prior to the participation quarter].

**Adult & Dislocated Worker Placements in Non-traditional Employment Rate** – Non-traditional employment is employment in an occupation or field of work for which individuals of the participant’s gender comprise less than 25 percent of the individuals employed in such occupation or field of work (WIA Section 101(26)). This determination can be made using either state or national data. Both males and females can be in non-traditional employment. This information can be based on any job held after exit and only applies to Adults and Dislocated Workers who entered employment in the quarter after the exit quarter.

**Adult & Dislocated Worker Wages at Entered Employment Rate** – Of those who are not employed at

participation and are employed in the first quarter after the exit quarter: Total earnings in the first quarter after the exit quarter divided by the number of participants who exit during the quarter.

**Adult & Dislocated Worker Training-Related Employment Rate** – Training-related employment is employment in which the individual uses a substantial portion of the skills taught in the training received by the individual. This information can be based on any job held after exit and only applies to individuals who entered employment in the quarter after the exit quarter.

*(NOTE: The date of participation is defined as the date when the individual first began to receive services funded by the program, in either a physical location [One-stop center or an affiliate site] or remotely through electronic technologies. Program exit means a participant has not received a service funded by the program, or funded by a partner program, for 90 consecutive calendar days, and is not scheduled for future services. The exit date is the last date of service. Certain activities may extend the period of participation or delay the exit date. Also, occasionally circumstances arise, which are beyond the control of both the participant and the program, and are expected to last for an undetermined period beyond the 90 days. Individuals affected by these circumstances may be excluded from the measures. Basic skills deficiency is determined from test results.*

Table A – WIA Customer Satisfaction Results; data not currently available.

Reported Information	Negotiated Performance	Actual Performance Level	
Entered Employment Rate	80.40	76.44	133
			174
Employment Retention Rate	86.00	88.37	190
			215
Average Earnings	\$16,700.00	\$15,994.69	\$2,879,043.33
			180

Table B – Adult Program Results

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	69.23	36	80.00	8	55.56	5	56.25	9
		52		10		9		16
Employment Retention Rate	84.62	33	86.67	13	90.00	9	85.71	6
		39		15		10		7
Average Earnings	\$14,353.40	\$430,601.89	\$17,936.35	\$233,172.51	\$9,820.03	\$88,380.29	\$13,401.30	\$80,407.78
		30		13		9		6

Table C – Outcomes for Adult Special Populations

Reported Information	Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
	Entered Employment Rate	61.29	19 31	79.58
Employment Retention Rate	82.14	23 28	89.19	165 185
Average Earnings	\$16,539.11	\$380,399.49 23	\$15,990.96	\$2,478,599.55 155

Table D – Other Outcomes for the Adult Program

Reported Information	Negotiated Performance	Actual Performance Level	
		Entered Employment Rate	84.00
Employment Retention Rate	91.00	92.42	61 66
Average Earnings	\$20,000.00	\$16,633.20	\$981,358.83 59

Table E – Dislocated Worker Program Results

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	85.71	6 7	100.00	3 3	90.00	9 10	0.00
Employment Retention Rate	100.00	9 9	0.00	0 0	100.00	11 11	100.00	1 1
Average Earnings	\$19,555.56	\$176,000.02 9	\$0.00	\$0.00 0	\$13,041.18	\$143,452.93 11	\$9,291.82	\$9,291.82 1

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
	Entered Employment Rate	57.14	4 7	89.83
Employment Retention Rate	100.00	1 1	92.31	60 65
Average Earnings	\$14,860.93	\$14,860.93 1	\$16,663.76	\$966,497.90 58

Table G – Other Outcomes for the Dislocated Worker Program

Reported Information	Negotiated Performance	Actual Performance Level	
Placement in Employment or Education	70.00	75.60	189
			250
Attainment of Degree or Certificate	63.00	77.61	208
			268
Literacy and Numeracy Gains	28.00	44.44	32
			72

Table H.1 – Youth (14-21 Program Results)

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	75.00	36	0.00	0	87.27	48	66.96	75
		48		0		55		112
Attainment of Degree or Certificate Rate	67.35	33	0.00	0	84.38	54	67.86	76
		49		0		64		112
Literacy and Numeracy Gains	45.45	10	0.00	0	28.57	4	44.44	32
		22		0		14		72

Table H.1.A – Outcomes for Youth Special Populations

Table H.2. Older Youth Program Results; Table I. Older Youth Special Populations; Table J. Younger Youth Program Results; Table K. Younger Youth Special Populations - data not required under common measures.

Reported Information	12-Month Employment Retention Rate		12-Months Earnings Increase (Adults) or 12 Months Earnings Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages at Entry into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	87.68	185 211	\$6,619.40	\$1,297,402.16 196	6.77	9 133	\$6,965.69	\$849,813.93 122	64.60
Dislocated Workers	95.24	60 63	112.04	\$888,032.96 \$792,586.38	12.28	7 57	\$9,620.00	\$538,719.77 56	62.26	33 53

Table L – Other Reported Information

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	19090	18356
Total Adult Self-Service Only	18489	18015
WIA Adult	18978	18294
WIA Dislocated Workers	125	72
Total Youth (14 - 21)	595	318
Out-of-School Youth	209	149
In-School Youth	386	169

Table M – Participation Levels

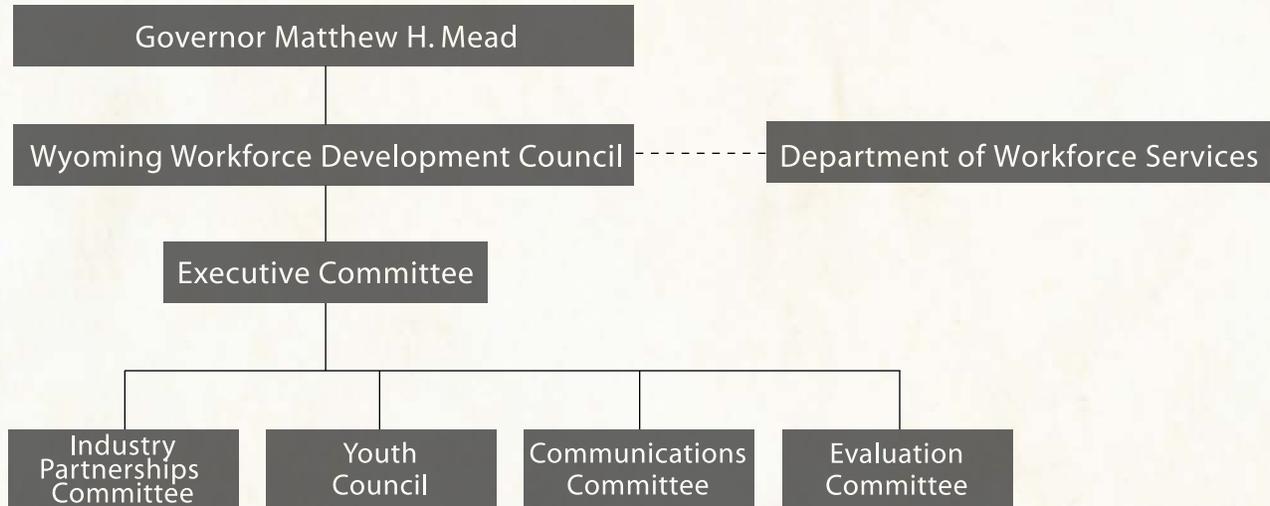
Program Activity		Total Federal Spending
Local Adults		\$1,193,251.00
Local Dislocated Workers		\$342,685.00
Local Youth		\$1,728,283.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$14,780.00
Statewide Required Activities (Up to 15%) WIA Section 134(a)(2)(B)		\$153,605.00
Program Activity Description		
Council Budget		\$102,999.00
Discretionary		\$143,537.00
Statewide Allowable Activities WIA Section 134(a)(3)		
Total of All Federal Spending Listed Above		\$3,679,140.00

Table N – Cost of Program Activities

Local Area Name	Total Participants Served	Adults	18978
		State of Wyoming	
		Total Youth	595
ETA Assigned # <u>56005</u>	Total Exitters	Adults	18294
		Dislocated Workers	72
		Total Youth	318
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	80.40	76.00
	Dislocated Workers	84.00	86.00
Retention Rates	Adults	86.00	88.00
	Dislocated Workers	91.00	92.00
Six Months Average Earnings (Adults / DWs)	Adults	\$16,700.00	\$15,995.00
	Dislocated Workers	\$20,000.00	\$16,633.00
Placement in Employment or Education	Youth (14 - 21)	70.00	76.00
Attainment of Degree or Certificate	Youth (14 - 21)	63.00	78.00
Literacy and Numeracy Gains	Youth (14 - 21)	28.00	44.00
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows . . . Indicators of Performance			
Overall Status of Local Performance		Not Met	Exceeded
		Met	X

Table O – Local Performance

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## Council Vision

A state with a strong and growing economy populated by educated, economically self-sufficient people who enjoy a high quality of life.

## Council Mission

Shape strategies and policies to develop, recruit and retain Wyoming's workforce.

## Council Goals

1. Encourage development of a robust diversified economy by identifying and responding to the workforce needs of existing and emerging businesses and industries.
2. Support future and current career development of incumbent workers and remove barriers to employment for all.
3. Increase individual academic and technical skills, access to educational and training programs and foster life-long learning.
4. Promote coordination and collaboration of workforce, education and economic development systems to afford Wyoming a competitive advantage in the global economy.
5. Provide sound governance and oversight of financial information and compliance with the Workforce Investment Act of 1998.

The Council operates with five committees. These are the Executive Committee, Industry Partnerships Committee, Youth Council, Communications Committee, and Evaluation Committee.

*The **Executive Committee** is responsible for:*

- Assigning issues to committees for consideration;
- Reviewing and responding to partnership and commitment requests;
- Reviewing requests and determining conference sponsorships; and
- Tracking and responding, as appropriate, to federal and state legislative activities/initiatives that impact the Council and the State's industries and workforce.

*The **Industry Partnerships Committee** is responsible for:*

- Convening partners for sector initiatives while supporting the sharing of information, ideas and challenges within industries;
- Identifying and aligning existing and emerging industries' training needs, especially skill gaps critical to competitiveness and innovation;
- Helping educational and training institutions align curriculum and programs to industry demands and to ensure all workers are a part of Wyoming's future successes;
- Helping industries work together to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, adopting new technologies, and preserving jobs;

- Developing and strengthening career ladders within and across industries, enabling entry-level workers the ability to improve their skills and advance to higher-wage jobs;
- Helping industries recognize the value and advantage of attracting potential employees from a diverse job seeker base, including individuals with barriers to employment; and
- Supporting the career readiness certificate initiative.

*The **Youth Council** is responsible for:*

- Increasing and maintaining Youth/younger workforce perspective and access to the Council;
- Developing strategies and partnerships to address and reduce the Wyoming high school drop-out rate;
- Developing rapid-response strategies and partnerships to identify and serve Youth dropping out of high school;
- Continuing support of Youth programs, through partnership, funding, advertisement, and referral; and
- Continuing efforts to best reach Youth with career opportunities and information, utilizing and promoting career pathways and the career readiness certificate.

*The **Communications Committee** is responsible for:*

- Developing a communications strategy/plan for the Council in order to help implement and disseminate initiatives to all stakeholders; and
- Working with partners towards common data; and
- Providing research support and guidance.

*The **Evaluation Committee** is responsible for:*

- Developing, monitoring and making recommendations for use of the WIA 15% financials;
- Reviewing compliance with the WIA, including state and local activities and workforce information grants;
- Identifying innovative practices; and
- Reviewing current and new Council bylaws and policies.

# Wyoming Workforce Alliance

The Wyoming Business Council, Wyoming Community College Commission and the Wyoming Department of Workforce Services formed a partnership, the Wyoming Workforce Alliance (WWA) to address workforce development issues at a state level. This partnership has grown to include the University of Wyoming and the Wyoming Department of Education (K-12).

The WWA seeks to increase access to short-term training, develop the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market, and respond to employer's needs for qualified employees to successfully operate their businesses.

Each agency hopes to improve their services by operating a state-wide workforce training system that will provide access to short-term training, developing the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market, and responding to employer's need for qualified employees to successfully operate their businesses.

This partnership is key to the mission of each agency in four major ways: the partnership continues to help facilitate economic growth throughout Wyoming; the partnership provides coordination among system colleges; the partnership promotes the fact that the Community College System is essential to Wyoming's civic and economic health; and, the partnership collaborates on the delivery of comprehensive and effective services that build a workforce capable of meeting the changing demands of Wyoming's diverse businesses, citizens and economy.

Key accomplishments of this group include: the development of 16 specific Career Cluster information books and a career planning guide for dissemination statewide; all strategic plans have been shared; and, specific areas of support in meeting each entities' goals have been implemented.

## Programs Provided By the Department of Workforce Services

The Wyoming Department of Workforce Services is responsible for administering the following programs:

- Wagner-Peyser Act, Workforce Investment Act Title I-B,
- Temporary Assistance to Needy Families – Personal Opportunities With Employment Responsibilities,
- Employment and Training for Self Sufficiency,
- DADS Making A Difference,
- Vocational Rehabilitation Services,
- Disability Determination Services,
- Veterans Employment Services,
- Senior Community Service Employment Program,
- Trade Adjustment Assistance under the Trade Act,
- Food Stamp Employment and Training,
- Migrant and Seasonal Farmworkers,
- Foreign Labor Certification,
- Work Opportunity Tax and Welfare-to-Work Tax Credits,
- Federal Bonding, Wyoming Quality Counts,
- Wyoming Workforce Development Training Fund,
- Business Enterprise Program, Career Readiness ,
- Apprenticeship Utilization Program, and
- Other.

## Equal Employment Opportunity Employer

The Wyoming Department of Workforce Services is an equal opportunity employer with equal opportunity programs. Auxiliary aids and services are available upon request to individuals with disabilities.



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