

October 1, 2013
Program Year 2012



Workforce Investment Act Title I-B Activities in Wyoming—Program Year 2012



STATE OF WYOMING Department of Workforce Services Workforce Investment Act, Title I-B Annual Report

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 was created for the purpose of organizing, coordinating and streamlining various state and federal employment and training services in Wyoming.

Since its inception in July 2002, the Department has used a high growth and demand driven approach with

the many program services for which it has administrative responsibility.

This concept of common purposes and goals for varied programs has a significant impact on Wyoming's businesses, citizens and economy.

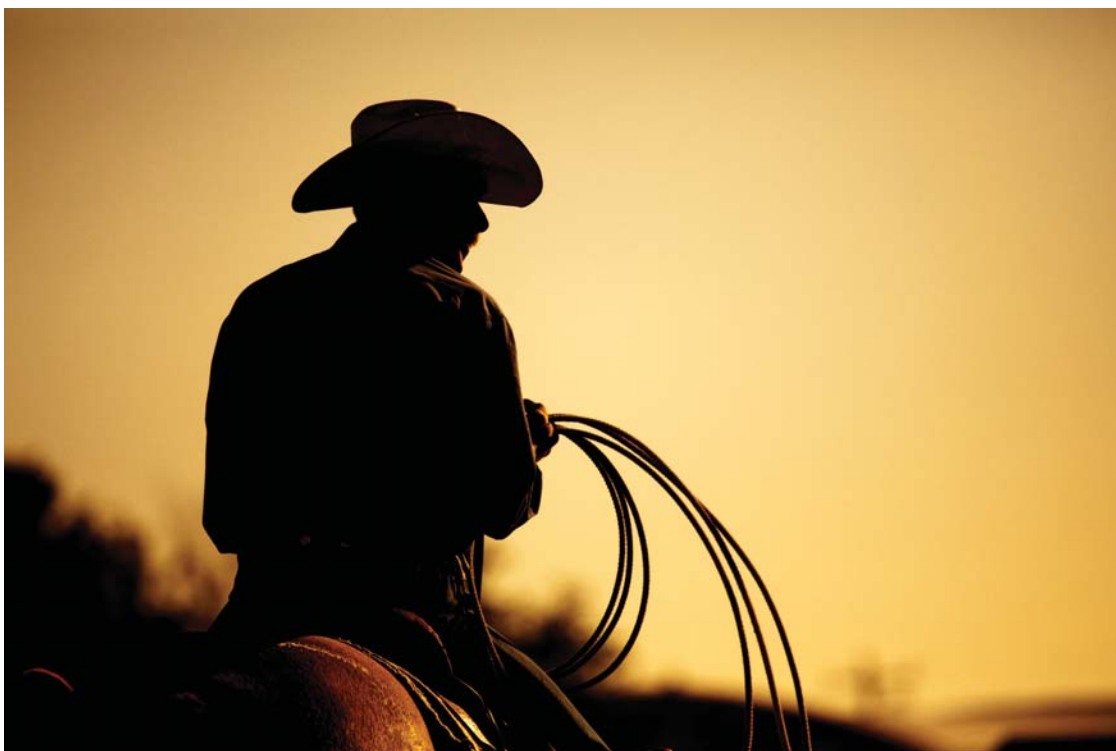
DWS' vision for Wyoming is a well prepared, economically self-sufficient workforce that empowers employees and employers to enjoy an improved quality of life.

DWS realizes no organization can function without

a firm grasp on the environment in which it operates, nor can an organization survive without the ability to foresee changes in the environment that will affect the organization and the services it provides.

DWS strives to maximize its current resources and continues to 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.



Powder River, Let 'Er Buck -- Former University of Wyoming football coach Joe Glenn (2003-2008) often repeated the familiar mantra "Powder River, Let 'er Buck," as an expression indicating resolve—"We're going to go out, and do this task successfully, whatever the obstacles." This saying can be seen all over the state, and truly embodies Wyoming's mentality.

Mission

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

Table of Contents

Message from the Director	2
Message from the Administrator	2
Program Results	3
Data Tables	27
Workforce Development Council Members	31

A Message from the Director--Joan Evans



Funding from the Workforce Investment Act (WIA) is the catalyst that helps the Department of Workforce Services develop a well prepared workforce that meets the needs of the state's industry partners, assists individuals in gaining the skills they need to secure an economically self-sufficient job and connects jobseekers with employers.

Throughout 2013, Wyoming has experienced slow economic recovery. Although the state continues to maintain a low unemployment rate, sluggish job growth has had an impact on available jobs and directly correlates to an increase in demand for services provided by the department. Serving more constituents with fewer resources has been a challenge; along with requirements to meet growing performance standards on both the state and federal levels.

Fortunately, strong partnerships have been an important factor in navigating through challenging times. Collaboration between the Department of Workforce Services and the Department of Education, the University of Wyoming, Wyoming's community college system, the Wyoming Workforce Development Council and the Wyoming Business Council,

among others, has been integral in finding innovative and creative solutions to the workforce needs of Wyoming businesses and job seekers.

One such collaborative effort with the Wyoming Department of Family Services is the agency's Dads Making a Difference program. The program, which utilizes WIA funding, is a training-to-work program for low income fathers who are experiencing multiple barriers to self-sufficiency. Dads Making a Difference is a recipient of the 2012 State Excellence Award for Leadership (SEAL), by the National Association of State Workforce Agencies (NASWA).

Another internal effort that merits mention is the agency's spearheading of a performance-based management strategy. This result-focused initiative centers on program accountability by establishing priorities and goals, assessing progress and follow-up with a dedicated performance improvement team. The department believes the data-driven decisions that will result from this tool will provide greater transparency in terms of program challenges and successes, improve services and will maximize efficiency and efficacy for the benefit of the people of Wyoming.

By efficiently and effectively using training and support dollars, keeping the pulse on available training, collaborating with employers, our partners and training entities, the Department is helping to build a stronger economy for our state and a brighter future for her people.



A Message from the Division Administrator--Tobi Wickham



Over the past year, the Office of Workforce Programs has served Workforce Investment Act participants in all programs, including, Adult, Dislocated Worker and Youth. Despite the slow economic recovery, along with budget reductions at the national and state level, 2012 was a successful performance year for Wyoming's WIA program. We exceeded the

90-percent plateau in eight of the nine common measures. The success of 2012 can be attributed to:

- Organized efforts involving both workforce center staff and program managers, to provide quality data. This included consistent verifying of data outcomes and accuracy.
- Ongoing education of staff with regard to the components of each measure.

- TABE testing that was implemented in the workforce centers, instead of requiring participants to travel to other locations, which made the testing more accessible and convenient.

This year the Office of Workforce Programs also focused on data driven decisions by utilizing monthly program dashboard reports. These monthly reports allowed our organization to coordinate services and more effectively serve customers. They also enabled management to focus on areas of concern, in order to raise performance.

The Office of Workforce Programs has experienced continued success in coordinating E&T programs with Unemployment Insurance Programs. It is felt that this coordination has contributed to helping UI claimants return to work sooner. As needed, WIA Dislocated Worker funding has been used to retrain these claimants.

I am pleased with the successes we experienced in PY 2012 and look forward to continued improvement in PY 2013.

Program Results

The Employment and Training Division is responsible for the Department's One-Stop system, which it operates through workforce centers. Whereas Wyoming is a statewide service delivery area, the workforce centers have primary responsibility for delivering WIA services to Wyoming's workforce and employers. The workforce centers are strategically located in 20 communities throughout the state: Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Jackson, Kemmerer, Lander, Laramie, Newcastle, Rawlins, Riverton, Rock Springs, Sheridan, Torrington, Wheatland, and Worland, with additional satellite offices in Afton and Powell. Thirteen of these centers offer multiple programs to workers and employers from the same location.

Because of this statewide service delivery status, the state's workforce investment board, the Wyoming Workforce Development Council (WWDC), also functions as the local workforce investment board. WWDC works closely with the E&T Division and DWS, to set and achieve workforce goals, including those for the WIA program. The WWDC meets quarterly and DWS and the E&T Division regularly participate in these meetings, where appropriate WIA strategies are determined.

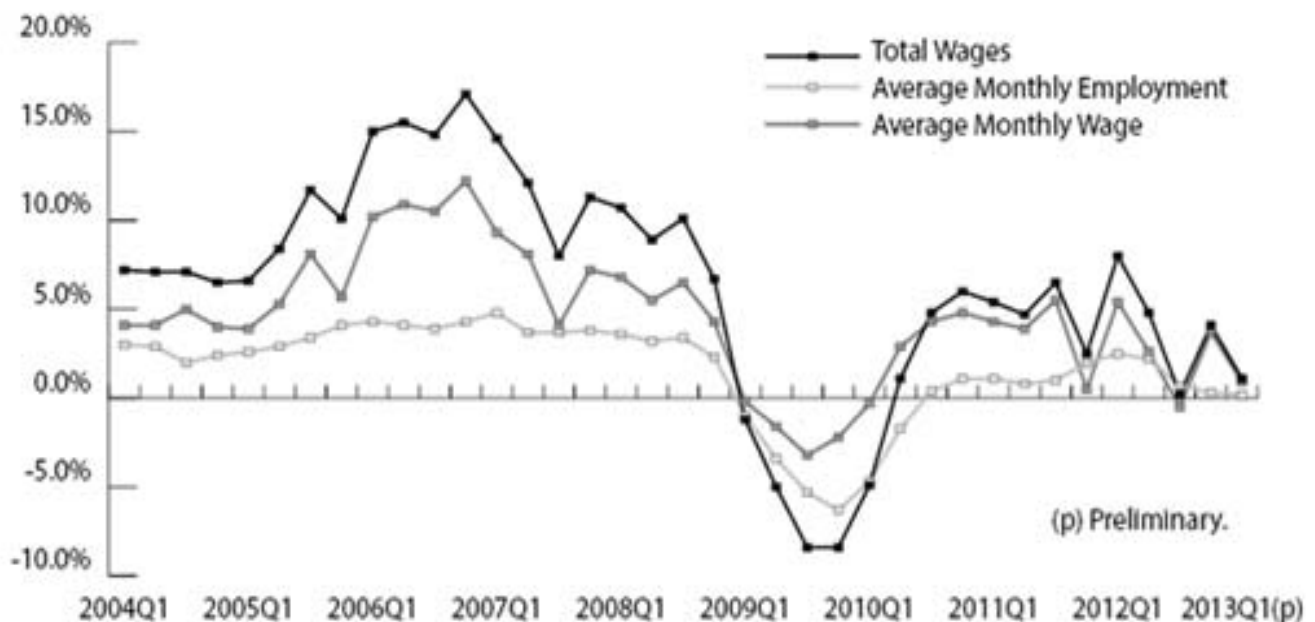
In Program Year (PY) 2012, the E&T Division operated on the basis of three standing teams, to accomplish the goals in its five-year Integrated Workforce Plan. These teams were the Employment and Training Team, E&T Programs Team, and the E&T Center Managers Team. These teams served

as oversight groups in the Division for the work that was accomplished. They insured collaborative efforts in developing and changing policies and procedures, and gathering and assimilating information, in order to provide 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 Programs Team, while most of the direct assistance to employers and workers was provided by the Division's One-Stop and other workforce centers, located throughout Wyoming. The centers are under the direction of the Center Managers Team. The Division also utilized the team concept when working on individual projects, identifying solutions to problems, etc. These teams report their progress to administrators and the applicable standing teams.

As planned, all workforce centers throughout Wyoming offered core, intensive and training services for Wyoming's Adult, Dislocated Worker, and Youth workforces, including Veterans, public assistance recipients, individuals with disabilities, older workers, migrant and seasonal farmworkers (MSFW), unemployed workers, and under-employed workers. This was done through the Wagner-Peyser (WP), Workforce Investment Act (WIA), Employment & Training for Self Sufficiency (ETSS), Trade Adjustment Assistance (TAA), DADS Making A Difference, Personal Opportunities With Employment Responsibilities (POWER), WY-Quality-

Figure 1

Over-the-Year Changes in Total Wages



Wyoming Department of Workforce Services, Research & Planning

Counts!, Migrant Seasonal Farmworkers (MSFW), Monitor Advocate, Foreign Labor Certification, Work Opportunity Tax Credit (WOTC), Federal Bonding, Senior Community Service Employment Program (SCSEP), and the Employment & Training Supplemental Nutrition Assistance Programs (SNAP) Programs. Each of the Division's programs served unique segments of the state's population, with the overarching goal of helping eligible individuals and families address employment and training needs, so they could achieve long-term self-sufficiency and increase earnings. Many of these programs were coordinated with other organizations – both within the workforce centers and the communities served.

Wyoming's Economic Environment

This section of the report narrative provides an overview of current economic conditions, as well as those of the recent past. An explanation of these conditions is useful in the discussion of Wyoming's Workforce Investment Act (WIA) Program and related developments, for Program Year (PY) 2012. For further information regarding Wyoming's economic environment and forecasts, the reader is directed to the website of the Wyoming Department of Workforce Services, Research & Planning Division at <http://doe.state.wy.us/lmi/LMIinfo.htm>, and the Economic Analysis Division of Wyoming's Department of Administration and Information, at <http://eadiv.state.wy.us/>.

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 economic conditions are affected, too, by national policy regarding energy.

While the recent recession was short, it was also severe. U.S. Department of Labor data indicate that the national economy is still not recovering as quickly as hoped by the Administration. Also, the following data show that the state's recovery has been gradual and somewhat weak.

Research and Planning reported that the number of mass layoffs in Wyoming fell from 10 in 2011 to nine in 2012 (see Table 1). Mass layoffs have decreased for the past three years after peaking at 13 in 2009. The number of extended mass layoffs rose slightly from six in 2011 to seven in 2012, but remained below the 2009 peak of 10. Mass layoff events occur when 50 or more initial unemployment claims are filed against a single employer within a five-week period. Private non-farm events where workers are laid off for at least 30 days are known as extended mass layoff events.

This downward trend in mass layoffs is consistent with Wyoming's falling unemployment rate, which peaked at 7.0% in 2010 and then steadily decreased until recently. The number of associated initial claims for unemployment insurance also continued its downward trend, falling from 1,089 in 2011 to 1,033 in 2012. However, when compared to their pre-recession levels, the number of initial unemployment claims remains higher than before the recession. This is true for mass layoffs as well.

Research and Planning also reported that Wyoming's seasonally adjusted unemployment rate continued its gradu-

Table 1

Wyoming Mass Layoff Statistics (MLS)

Year	Total Events	Initial UI Claims	Extended Mass Layoff Events
2001	4	304	ND
2002	4	308	ND
2003	4	272	ND
2004	6	480	4
2005	7	481	5
2006	5	329	4
2007	ND	ND	4
2008	8	525	6
2009	13	1,186	10
2010	12	1,287	7
2011	10	1,089	6
2012	9	1,033	7
ND - Not disclosable			

Table 1: Wyoming Mass Layoff Statistics (MLS) Events, Associated Initial Unemployment Insurance (UI) Claims, and Extended Mass Layoff Events, 2001-2012, WY Research & Planning, Trends, Vol. 50 No. 6 – June 2013

al decrease throughout most of PY 2012, paralleling the decreases that occurred in the U.S. seasonally adjusted rate, as portrayed by Figure 2.

In May 2013, the Wyoming insured unemployment rate reached a low point for the year at 4.6 percent, where it stalled for the remaining two months of the program year and the first month of the new program year (July 2013), based on preliminary data.

Personal income and earnings have been growing in the state compared to the previous year. According to the Economic Analysis Division, earnings for most industries experienced solid increases. Yet, Wyoming's economic recovery has been slowing down, particularly since the second quarter of Calendar Year 2012. Economic Analysis attributed this to weak coal and natural gas prices, although it was reported that natural gas prices rebounded considerably after April 2012. Coal prices have also shown some improvement. Shipments and spot prices for Powder River Basin coal are showing signs of stabilization (Economic Summary Report, 1Q13).

Compared to a year ago, total employment declined by 0.1 percent, or 270 jobs in the first quarter of 2013. With regard to individual industries, Mining and Logging saw a decrease of 2,240 jobs over the year. Other industries which saw employment decreases during this period were Manufacturing (60), Retail Trade (130), Transportation and

Figure 2

Seasonally Adjusted Unemployment Rate

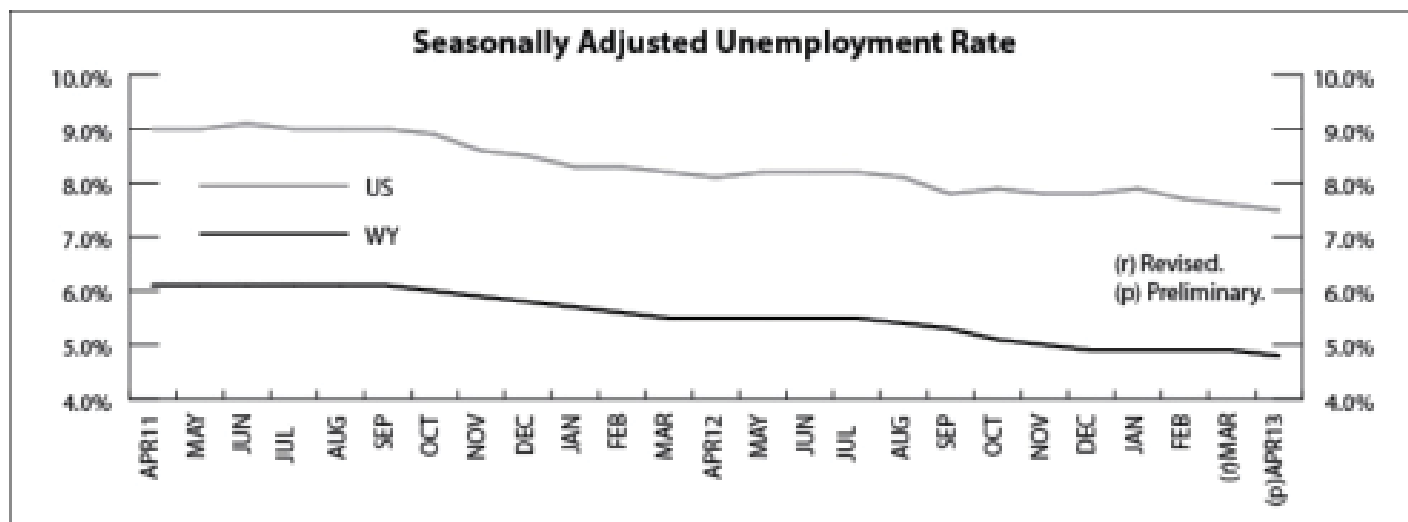


Figure 2: Insured Unemployment Rates, Wyoming vs. U.S., WY Research & Planning, Trends, Vol. 50 No. 6 – June 2013

Figure 3

Percent Change in Wyoming Employment by Industry

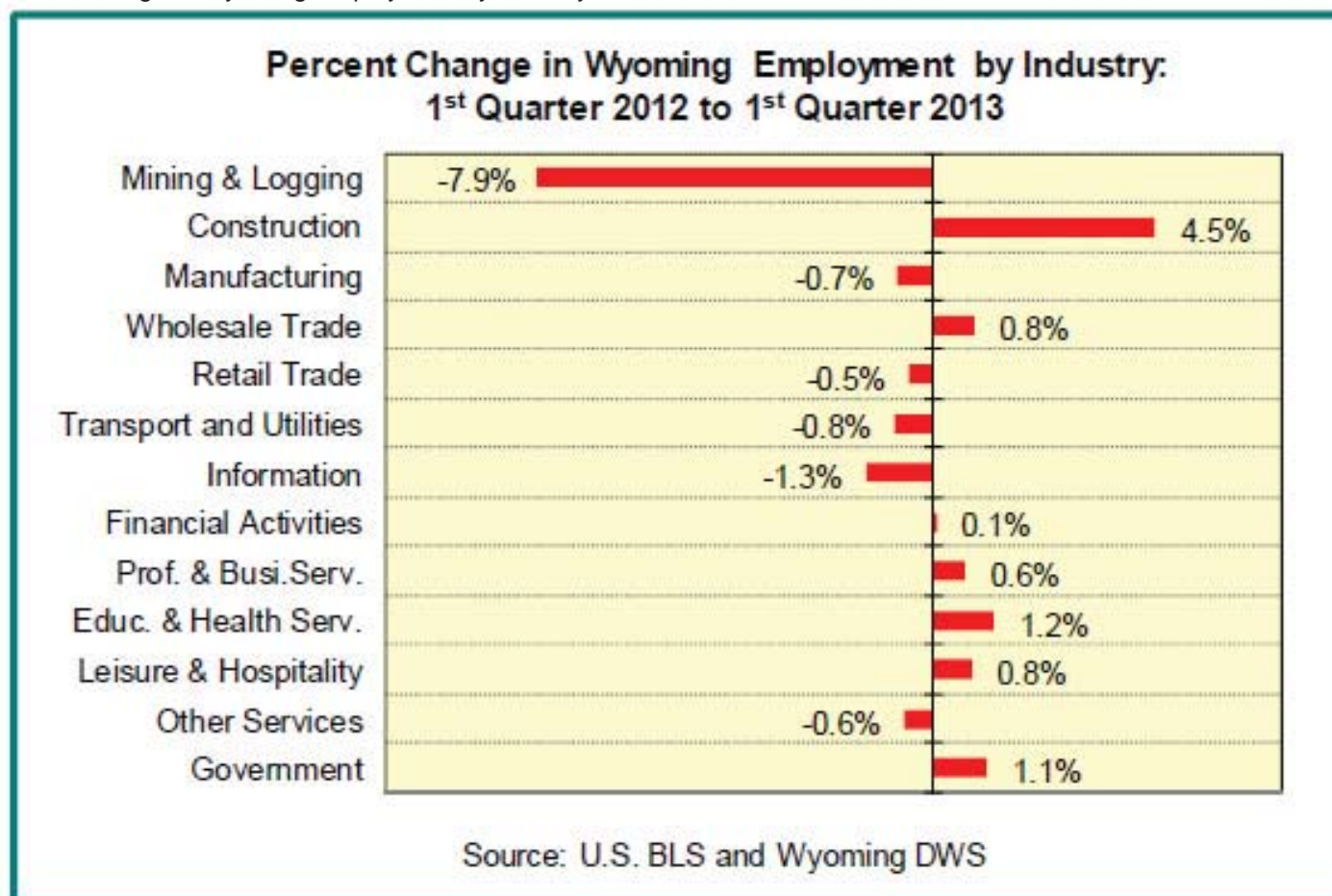


Figure 3: Percentage of Employment Change, Economic Analysis Division, WY Economic Summary Report, 1Q13

Utilities (110), Information (50), and a conglomerate of Other Services (60).

The fastest increases in the period, in terms of percentage of growth, were demonstrated by Construction (830 workers), followed by Education and Health Services (320 workers), Government – including local hospitals (800 workers), Wholesale Trade (70 workers), Leisure and Hospitality (240 workers), and Professional and Business Services (110 workers).

Based on April 2013 projections in Wyoming Labor Force Trends (June 2013), Research and Planning is projecting that short term opportunities for employment will be available in Construction and Wholesale Trade positions. Opportunities will probably also be available in Manufacturing, and Retail Trade, and to a lesser extent in Educational and Health Services and Other Services. Long-term growth, based on 2012 projections, is expected to be mostly available in the Natural Resources and Mining industry, and in Health Care and Social Assistance. Job replacement opportunities will also be available, because of the number of baby-boom generation workers, who are nearing retirement.

One key set of employment data is the correlation between resident and nonresident employment in Wyoming, and its effects on the state. Research and Planning studied this during the period of Calendar Years 2000 to 2012. Nonresident workers were defined as individuals without a Wyoming-issued driver's license or at least four quarters of work history in Wyoming. Overall, the level of nonresident employment during the period rose and fell based on prevailing economic conditions. For example, during the period of 2005 to 2008, a boom period, the number of employed nonresidents increased from 33,085 in 2005 to 51,930 in 2008, a 57.0 percent increase. During the recessionary period between the fourth quarter of 2008 and the same quarter in 2009, nonresident employment fell by 18.7 percent.

As Wyoming has recovered from the recession, total employment has increased by 0.8 percent. However, the Research and Planning study showed that total employment increased only because the number of non-residents in the state increased substantially during that time. "The number of nonresidents employed in Wyoming at any time increased from 41,052 in 2011 to 50,170 in 2012 (9,118, or 22.2 percent), while the total number of employed residents decreased from 318,672 in 2011 to 312,426 in 2012 (-6,246, or -2.0 percent). This decline in employed residents was even greater numerically and percentagewise than the decline during the state's economic downturn from 2008 to 2009, when the number of employed residents dropped from 331,541 to 325,947 (-5,594, or -1.7 percent)." (Trends, June 2013).

A correlation was found between the increasing number of nonresidents employed in the state, and a decline in resident Youth who were employed at the same time. During the recessionary period, younger workers were more likely to be affected by job losses than other age groups. A significant number of those who lost their jobs had yet to return to the workforce by 2012. "The number of employed resident youths in Wyoming decreased from 33,433 in 2000 to

20,991 in 2012 (-12,442, or 37.2 percent). During this time, however, Wyoming's teenage population remained relatively flat." (Trends, June 2013)

Reasons for the decreased Youth participation are still being studied. In addition to the competition that comes from nonresidents, some contributing factors appear to be the weakened labor market, fewer federally-funded summer jobs, competition for entry-level jobs with older workers, and changing social attitudes where Youth are expected to concentrate on education alone, apply for student loans, etc. However, the lack of work participation can be detrimental to Youth. As the Research and Planning study points out, Youth employment helps to instill important attitudes and skills, including work-readiness skills that are difficult to obtain any other way. Once gained by the Youth, these skills and attitudes become valuable not only to the individual workers, but to Wyoming's workforce and society overall.

On the other hand, nonresident workers are not as likely to invest in Wyoming communities. There is a tendency not to push down roots in the location of their work and to return to their home state when they lose their jobs. Non-resident workers also raise regional recruiting expenses and contribute to increases in Unemployment Insurance (UI) benefit payouts, charity health care costs, and housing shortages. While nonresident worker needs are important, the state recognizes the need to protect the interests of its own workforce, as evidenced by laws such as the Wyoming Preference Act of 1971 (W.S. § 16-6-201), which provides Wyoming residents first opportunity at construction jobs. It also underlines the importance of the Department of Workforce Services' efforts, particularly through WIA, to assist Wyoming workers. The Workforce Development Council, which has the mission to "Shape strategies and policies to develop, recruit and retain Wyoming's workforce", has the same commitment.

Making a Difference Through WIA

Through its PY 2012 WIA program, the E&T Division was able to serve 26,612 participants during its PY 2012 WIA program, of which 25,827 were Adults, 123 were Dislocated Workers, and 686 were Youths. Among the individual populations there was some carryover between groups. The total number served was an increase of more than 10 percent over the 23,916 participants served in PY 2011. The increase was primarily due to an increase in the number of Adults who received self-services only, which increased by more than 12 percent. Participation among Adults who received staff assisted services, including intensive services and training, decreased by over 8.0 percent. Dislocated Worker participation and Youth participation were down from the previous year, each by about 13 percent. Decreases in staff assisted services were caused primarily by corresponding decreases in available funding.

Workers were assisted in achieving state, national, and/or industry-recognized credentials to help prepare them for employment. This included assistance in achieving the Career Readiness Certificates (CRC), which is promoted by the Wyoming Department of Workforce Services. The CRC,

a nationally-recognized credential, certifies that the holder possesses the fundamental skills required to achieve success in the workplace and become a productive, valuable employee. All PY 2012 WIA participants were required to take the CRC examination. As of the end of the program year, 5,812 certificates had been awarded to Wyoming workers, which is an increase of over 1,300 since the end of PY 2011. For more information pertaining to the Wyoming CRC program, visit <http://wyomingworkforce.org/crc/>. More information pertaining to the Division's performance with certificates/credentials is provided in the section on performance outcomes.

With regard to Dislocated Workers, one of the E&T Division's goals is to respond quickly and effectively to worker dislocations. The primary tool that is 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 2012, Rapid Response was conducted by the local workforce centers, in coordination with the UI Division, and community services, to assist affected employees, as requested by employers.

A working group was formed within the E&T Programs Team to explore ways to better track, serve, and identify training needs of affected employees from layoffs and closures, for reemployment. During Rapid Response sessions, staff members were asked to have individuals register in Wyoming at Work, enter the Rapid Response code in the system, and write a case note in their file if they attended a Rapid Response workshop, or were a Dislocated Worker as a result of a layoff or closure. Case managers who met Rapid Response individuals after the workshops, for training inquiries, etc., were asked to use this process.

In all of the WIA programs, Wyoming's workforce specialists in local workforce centers, throughout the state, played an important role in helping clients find employment and training opportunities. Some of these efforts and accomplishments are spotlighted in this report. The workforce specialists will continue to make quality referrals to employment, as well as look for ways to enable workers to succeed in training and obtain important credentials, while still abiding by program limitations. Planning and partnering for services will be critical.

Partnering for Success

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, the E&T Division and DWS partner with many state and local organizations to accomplish this, most notably the Wyoming Workforce Development Council and Youth Council. These and some of the other partnerships in Wyoming are mentioned in the following pages of this report. Opportunities to serve employers and workers are growing, but funding has not grown proportionally. Therefore, the ongoing challenge is to obtain cooperation and funding from multiple sources, which have similar goals and objectives, to

A Success Story...

In order to improve transitioning felons' employment outcomes, the Cheyenne Workforce Center began a monthly outreach program in November 2012 and has continued this outreach since then. Mark McKay, one of the Cheyenne Workforce Specialists, initiated the program to build face recognition with the Cheyenne Transitional Center (CTC) clients, by going into their environment and presenting discussions on resumes, job applications, and WIA program assistance.

Since the introduction of the outreach program there has been an increase in the number of transitioning clients within the workforce center who have requested assistance with their job search. Of these, staff has assisted 10 clients in obtaining required tools, clothing, and/or training, for positions though WIA intensive or training assistance. Four of these WIA clients have reentered their original career fields, while the other six have joined the local construction or labor market. The average wage at their reentry into the workforce has been in the \$12.00 to \$14.00 per hour range. One individual is currently making \$19.00 per hour in the metal piping industry, and another has regained his electrical journeyman's license. One of the first clients from the outreach has completed his reentry transition phase, is continuing to live in the local area, and still works at the company that he hired on with. He has also received a raise and promotion.

These success stories have helped to build the ongoing relationship with the CTC and those attempting to reenter the workforce as well. It has also improved several companies' view of ex-felons.

enable more people and organizations to be served. Within statutory and regulatory limitations, as well as policy guidelines, both DWS and the E&T Division have used available means to leverage resources to accomplish their goals for Wyoming's workforce.

Another Wyoming goal is to help Youth stay in school. This challenge is being met cooperatively in WIA, 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. In addition, DWS is partnering the career readiness certificate (CRC) program with the Wyoming Department of Education to prepare students for work. Participating high schools are licensed to administer the Workkeys® assessments year-round. Through this partnership, the Department of Education disseminates information about the Certificates throughout the K-12 system. Students can be assessed at the community colleges and at many of the high schools and other training providers. Workforce Centers in Afton, Cody, Douglas, Newcastle, Sheridan and Worland also offer testing facilities.

A Success Story...

Jennifer Cruz of the Cheyenne Workforce Center began working with Heather Glaser in June 2012. She was referred by her case manager from the Division of Vocational Rehabilitation (DVR). Heather expressed her desire to start working and building on her skills and professional work history. However, she faced many barriers as she is wheelchair bound with Cerebral Palsy.

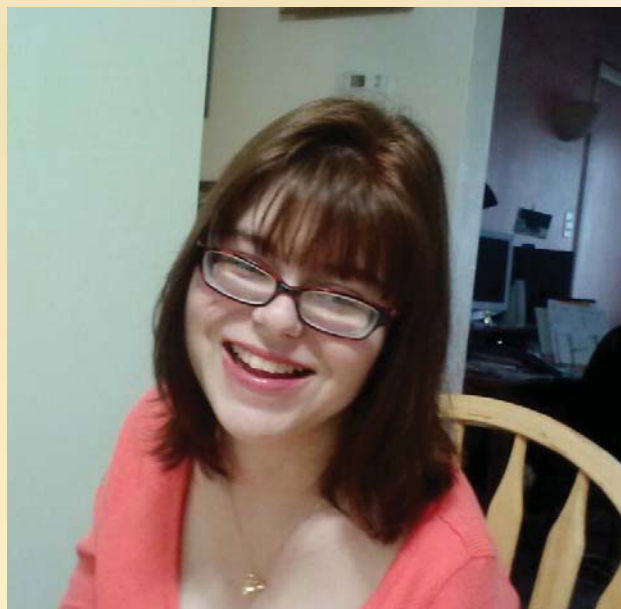
When Jennifer met Heather, Jennifer was excited because although it initially looked as though it could be very difficult to place her, she was still a breath of fresh air, as she came from a different background than the majority of youth that Jennifer worked with.

At the time, Heather was just beginning her senior year at East High School, and was not only on target to graduate on time, but was also academically at the top of her class. She came from a very loving and supportive home, and through Jennifer's meetings with her, she has developed a wonderful working relationship with her parents too. Although working professionals, they are devoted parents who make the time available when Heather is in need of assistance, but give her the freedom to be independent as she prepares for the real world after high school.

As Jennifer got to know Heather better, she learned that she does not allow her disability to limit her interaction with society. Heather is in an electric wheelchair; she is able to get to places on her own if, on a rare occasion, her parents aren't available. She has the best reasonable accommodations to make her day to day living activities, such as tying her shoes, doing her homework, or even unlocking the lock to her locker easier and doable. She is heavily involved with the Special Olympics organization, and participates in as many school functions as she is able to possibly get involved in, including several business classes that would help her in college.

Even though she had a very good home and school situation, Heather still struggled to find employment with her disability and was feeling a bit discouraged. Jennifer thoroughly explained the Workforce Investment Act (WIA) to Heather and her family, including the enrollment process, the importance of goal setting, longevity and commitment of the program, and follow up services. Part of this introduction was what a work experience was and the purpose of the workforce center's work experience program. Jennifer literally saw her light up and she was all over it. Once Jennifer determined her eligibility for the program, and got her enrolled, she assessed her interests compared to her abilities, mentally and physically.

Not long after this process, Heather was successfully



placed in a 400 hour work experience at Laramie County Community College (LCCC), in the library. Her main duties were to provide customer service to incoming guests, filing, and helping with electronic record keeping. At Jennifer's site evaluation, she witnessed Heather talking to the students and smiling as if she always belonged there. She was not only gaining work skills, but she was also getting to know the school she would eventually be going to. Her supervisor said that Heather was always on time, and never made a single complaint. She always completed her tasks, and was always asking for something more to do.

It took Heather no time at all to complete her job. By that time, she was close to graduation. Together they created a resume and also completed some applications for the summertime. A week after this, she contacted Jennifer to let her know that she would stop her job search, as she had some meetings out of town for Special Olympics, but wanted to share with her that she would officially be an LCCC student, as she had just gotten her approval letter from the school.

Heather graduated from high school in May 2013, and is currently a student at LCCC. She stated that she has always been a happy person, but was so incredibly impressed and grateful for the assistance she received and still receives from the Cheyenne Workforce Center and DVR. She was confident when she started school and although focusing on getting settled into the college routine, she has the confidence to seek employment with the skills she gained from her experience with the WIA program.

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.

For individuals who have dropped out of school, the agency works 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 is done at the colleges and may also be done at DWS One-Stop Centers. Participants are further prepared for employment by helping them obtain career readiness certificates, which prove to employers that the bearers of the certificate possesses fundamental skills required for achieving success in the workplace.

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, and Youth GEAR UP. Vocational Rehabilitation services are described 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 is 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 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 workforce center, 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 were required to report regularly to a DWS workforce specialist regarding their educational experience and needs, and their school progress was monitored.

DWS coordinated the fulfillment of basic skills goals for its adult and out-of-school youth clients with the Community College Commission's Adult Basic Education – General Education Development (ABE-GED) program. The ABE-GED program provided testing at some workforce centers. DWS or the ABE-GED Program also 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

An Employment and Training Division goal is to help remove barriers to successful employment, for Youth, Adults, and Dislocated Workers. In its five-year Integrated Workforce Plan, the Department of Workforce Services addresses strategies for the employment, re-employment, and training needs of individuals with barriers such as long-term unemployment; homemaker displacement, low-income, being a Veteran, ex-offender, or an older worker, limited English proficiency, basic skills deficiency, homelessness and, of course, barriers which apply particularly to Youth. Some clients experience multiple challenges to employment.

To overcome barriers, E&T relied on proven strategies and partnerships, along with intensive counseling and guidance services, to assess needs, empower participants, provide training and supportive services, and leverage expenses, so that program participants can be successfully placed in unsubsidized positions. Following, are some of the many approaches that were successfully employed in PY 2012 to remove or overcome barriers. These are also examples of partnerships in action.

The E&T Division has been partnering with the Department of Corrections (DOC) in the transition-from-prison-to-community program (TPC) for a number of years. Coordination occurs 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. Coordination includes providing special education services for the participants – the same services as those provided in the public school system, which include individual education plans (IEP).

A goal of the program is to help all enrolled individuals, without a high school diploma, obtain the Graduate Equivalency Degree (GED) and to prepare for employment. Participants could potentially have a job while they are incarcerated, providing skills that could help them transition out of prison. Other services include a career scope assessment (aptitude and attitude), preparation for the Career Readiness Certificate (CRC), job applications, resume assistance, interview schedules, a technology module, and computer classes through Eastern Wyoming College and Central Wyoming College. The computer classes are taught by DOC staff members who are adjunct instructors, and the participants can obtain college transcripts and credit. Participants may also be trained in college welding coursework, which enables them to receive a college certificate and American Welding Society recognition.

The program also organizes a community group to help participants transition from prison. The group includes representatives from the E&T Division, the state Department of Homeland Security, the Department of Family Services, the business sector and community organizations like faith-

based groups. The E&T Division worked jointly with the Department of Corrections to update the workbook "Starting Point: A Guide To Preparing The Job-Seeking Ex-Offender," and is continuing to work to set up cross-departmental training with DOC staff.

The Employment and Training for Self Sufficiency (ETSS) program is a good example of the methods used by E&T to overcome multiple employment barriers for low-income participants, and custodial fathers in particular. ETSS leverages resources by co-enrolling participants in other programs

A Success Story...

Amanda is a 28 year old single female. She has been employed at fast food restaurants, did dishwashing at a nursing home, and has worked part time at Warehouse Market grocery outlet. She was making minimal wages and came to see Penny Wondra, Sheridan Workforce Center Specialist, about the possibility of going to school to become a welder. She has been in and out of jail several times for DUI, drugs, alcohol, and check forgery. Amanda is a convicted felon, but has been clean for over 3 years. With the help of her support groups, family and friends, she has the desire to go to school and learn a trade in which she can support herself. Amanda's choice was to become a welder so she can support herself. Her enthusiasm for this nontraditional career was contagious and Penny was convinced this was something she really wanted to do.

Amanda started Sheridan College in the fall of 2012. She received her one-year Certificate of Completion following the spring semester 2013. Her grades were very good, she fit in with the rest of the class with no issues, and she has been the ideal participant who keeps in touch with her case manager on a regular basis.

Amanda was hired by Vacutech as a welder on June 10, 2013. She is working full time, 50+ hours per week and is making \$13.50 per hour, with benefits. She is still hoping to go back to college at a later date to receive her Associates in Applied Science in Welding Technology.



including Dads Making a Difference, WIA, the Registered Apprenticeship program, the Workforce Development Training Fund (WDTF), Job Assist, community college programs and PELL, and other federally funded grants and community programs. The program helps eligible parenting Adults to:

1. Qualify for employment advancement and wage progression in order to earn a self-sufficient income.
2. Prepare to enter high-demand or high growth occupations with self-sufficient wages.
3. Decrease gender wage disparity in Wyoming, particularly by providing females access to training in non-traditional occupations that pay self-sufficient wages.
4. Decrease the number of individuals who must work multiple jobs to survive.
5. 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.

ETSS recognized barriers to employment included ex-offenders, custodial and non-custodial single parents, and unemployed and underemployed individuals. An important program component was strong case management and the complete wrap-around services provided to participants. These services included but were not limited to, pre-employment training, computer literacy, parenting training, financial literacy, nutrition, healthy behaviors, substance abuse prevention and more.

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.

Dads Making a Difference, a 2012 recipient of the State Excellence Award for Leadership (SEAL), by the National Association of State Workforce Agencies (NASWA), continued to expand on the outstanding reputation that has been built among local business partners. Many local employers request the program graduates, specifically due to their specialized job skills, training and strong work ethic. This is a DWS training-to-work program for low income fathers who are experiencing multiple barriers to self-sufficiency, which partners with WIA.

Dads Making a Difference provided the services necessary for the participants to actively improve the quality of their own lives, as well as the lives of their children and families. Each participant was provided with nationally certified training in a high growth, high demand occupation, along with nationally recognized life skills curriculum including the Love and Logic parenting course, PAIRS healthy relationship classes, a financial literacy course, job seeking skills, employment retention, debt resolution and credit recovery classes, individual and group counseling by a licensed professional counselor, Getting Ahead in a Just Getting'-by-World resource development education, self-guided planning, and community service and leadership opportunities.

Throughout the Dads Making a Difference program, the

participant's barriers to success were assessed and addressed. As a result, all success planning was participant motivated and participant driven. Each participant was provided with intensive case management services and individual and systems advocacy.

The most innovative part of the Dads Making a Difference model was the group approach to success. The participants remained together as a group for most of the program. The group activities were designed to promote bonding, accountability, and support among the dads in the program. Dads Making a Difference participants often had many barriers to success, including extensive financial burdens. In order for full time participation in this program to be feasible for the dads, they were co-enrolled in the WIA program which could assist with emergency supportive service funds that may have been needed while the participant is in the program. For many of the program participants, this assistance helped address critical needs such as transportation costs, health issues, and stable housing. The program staff assisted the participants by providing job searching and follow-up services for an additional 12 months following completion of the program. In addition, participants were assisted in qualifying for a CRC which helped to prepare them for job placement. These services helped to ensure that the dads not only entered self-sufficient employment, but retained employment.

The program staff continues to receive inquiries and referrals from around the state but, despite the program's success, limited funding has led to the program's inability to grow into a statewide program. The Division is continuing to look for additional funding to make that happen. Since its inception in 2008, Dads Making a Difference has served approximately 115 custodial and non-custodial dads in Laramie County. Since July 2010, the program's completion rate has been 92%, with a job placement rate of 100% and an average starting wage of \$14.19 an hour.

Low income clients were served directly through WIA and other cooperative efforts. Among these areas of cooperation, and in accordance with the Wyoming Children and Families Initiative, the Division strove to serve low-income clients by partnering with the Wyoming Department of Family Services through Temporary Assistance to Needy Families (TANF) and Employment and Training Supplemental Nutrition and Assistance Programs. TANF customers were served by the Division through the Personal Opportunities with Employment Responsibilities (POWER) program. The POWER philosophy is that 100% of program participants will be working on a plan to achieve self-sufficiency and self-responsibility. Because of this, the POWER program provided intensive case management services through the development of Individual Responsibility Plans, to foster growth towards becoming responsible, productive and self-sufficient individuals in Wyoming. This was accomplished through a combination of employment, child support and other appropriate assets. Core services were provided to program participants through the Wagner-Peyser (WP) Program. WIA referrals were made when there was a need for training and the POWER clients demonstrated a desire and commitment

to enter a career field. The E&T Division is continuing to build and enhance these partnerships.

The Supplemental Nutrition and Assistance Program (SNAP), which is active in Natrona and Laramie Counties, is a program designed to promote self-sufficiency through employment for mandatory SNAP applicants and recipients. Services include: job readiness, job search, job retention, and job advancement training provided via workshops for up to two months a year. Individuals who received SNAP benefits during PY 2012 were automatically eligible for WIA also.

During PY 2012 the E&T Division continued to utilize programs such as the Discovery Nine and Healthy Families Succeed Programs, to help hard-to-place individuals. In Discovery Nine, an advertisement was sent to the workers, asking "If you are unemployed and struggling to find employment, would you like to join an advanced job club, to brainstorm and share ideas?" The focused attention helped increase the chances that individuals would enter employment and/or fulfill educational pursuits.

Healthy Families Succeed, which was composed of Job Assist and Health Assist, was developed in Wyoming as a collaborative effort between the Departments of Workforce Services, Corrections, Health, and Family Services. Health Assist was composed of master-level nurses and doctorate-level pharmacists, who reviewed and gave input on prescriptions. Nurses served in a consulting health care role by providing information and direction to clients. Job Assist helped customers who had used multiple state and federal services, but without much success. Clients included chronically unemployed persons who had substantial barriers to employment, which kept them from being employed long-term. In addition, their work conditions or personal conditions had changed, which created additional challenges for becoming employed. Customers also included the working poor who qualified as low income clients, but wanted to improve their lives through education, and individuals who had been released from prison.

In addition to serving clients directly, Job Assist openly referred customers to other programs, within the participating agencies, that could better assist the client. For example, chronically unemployed clients could receive assistance through WIA, Low Income Energy Assistance Program, Vocational Rehabilitation, and the TANF-POWER programs. Other corresponding programs included the Women Infant and Children nutrition subsistence program – for pregnant women and children under the age of five; the Unemployment Insurance (UI) program; registration in the Wyoming at Work labor management system, Probation and Parole, the subsidized school lunch program, Community Action; Interfaith; and Wyoming's community college system.

Older workers have been assisted through WIA and through the Senior Community Service Employment Program (SCSEP), as planned. Wyoming's SCSEP is housed within the Department of Workforce Services, which facilitates cooperation and smoother coordination of services. SCSEP funding may come from either the E&T Division or Division of Vocational Rehabilitation (DVR) of DWS, de-

pending on individual needs. There is not a set formula. Examples of job training that may be funded by the program are a commercial driving course and heavy equipment operation training.

WIA plays an important role in providing services to older workers. Of course, not all of these people need, or are seeking, employment services. However, it is important to assist those who desire help. In PY 2012, SCSEP had sufficient funding to serve 40 to 60 people. Program funding and services were coordinated with WIA funding and services, for the purpose of assisting more older workers.

To serve individuals with disabilities, the E&T Division's primary partner in PY 2012 was DVR, although other organizations also played important roles. DVR funding was provided by the U.S. Department of Education and was used only by DVR. Nevertheless, coordination between E&T and DVR occurred in meaningful, productive ways that increased efficiency and effectiveness. For example, when E&T workforce specialists worked with clients who needed greater assistance than what could be prudently provided by the workforce specialists, they referred the clients to DVR. When DVR was coordinating with WIA or another program, funding was divided between the participating programs, according to individual circumstances.

E&T and DVR work hard to maintain good working, particularly at the local level. Workforce specialists met regularly with DVR personnel, to discuss needs and network on work opportunities and job readiness.

E&T also coordinated with other partners, outside of the Department, to serve the needs of individuals with disabilities. Community organizations such as the Wyoming Children's Society and Councils for People with Disabilities were helpful in this work. Some customers were also served through the ABE-GED program. The Division also served Youth with disabilities in the secondary school system. Stu-

dents participated in an individualized curriculum designed to meet their unique needs, through the individual education program (IEP) process.

E&T continued to evaluate Youth with disabilities – and their potential for success on an individual basis, even though they may not meet the Literacy and Numeracy performance measure. If their skills and knowledge could still benefit from agency programs, making them capable of holding a job, E&T still served those students. A measure of success was achieved because the Youth could work and live in the community.

In addition to WIA, the E&T Division participated in a number of activities and programs to serve Veterans in PY 2012. The Wyoming at Work system, the Department's online job-matching system, has an emphasis on Veterans' Priority of Service (PoS), thereby providing opportunities so Veterans and their spouses know this priority exists. The system also helped with identification of this population of customers, so that all Divisions within DWS could work with their partners to increase outreach efforts to them.

Veterans and eligible persons received PoS by workforce center staff, for basic employment needs. Veterans PoS is to ensure equally qualified Veterans receive services and training before other equally qualified non-Veterans. When determined to have a barrier to employment, Veterans were referred to the Disabled Veteran Outreach Program (DVOP) specialists. The DVOP assessed barriers – including economic, educational, homelessness, and others – that prevented the Veterans from being job ready. They also determined eligibility and funding sources for appropriate educational or occupational skills programs.

The Local Veterans Employment Representatives (LVER) focused on providing employment and outreach to businesses on behalf of Veterans. Workforce center staff used all available resources to streamline services to employers

Table 2
Program Year 2012 Financial Statement

Program Year 2012 Financial Statement				
Period:				
Youth	4/1/2012 - 3/31/2013			
Adult and Dislocated Worker:	7/1/2012 - 6/30/2013			
<u>Fund Source</u>	<u>Funds Available</u>	<u>Expenditures</u>	<u>Unliquidated Obligations</u>	<u>Total Obligations*</u>
Local Adults	\$3,101,814.00	\$1,634,648.00	\$173,168.00	\$1,807,816.00
Local Youth Out of School	\$1,208,450.00	\$850,999.00	\$212,819.00	\$1,063,818.00
Local Youth In School	\$1,290,412.00	\$873,709.00	\$402,899.00	\$1,276,608.00
Local Dislocated Worker	\$814,925.00	\$394,233.00	\$18,190.00	\$412,423.00
Statewide Activities	\$808,591.00	\$346,124.00	\$39,939.00	\$386,063.00
Rapid Response	\$30,000.00	\$9,212.00	\$0.00	\$9,212.00
Total All Funds	\$7,254,192.00	\$4,108,925.00	\$847,015.00	\$4,955,940.00
*Local funds include local administration. Available includes funds carried over.				

Wyoming Department of Workforce Services

Figure 4

Selected WIA Program Costs

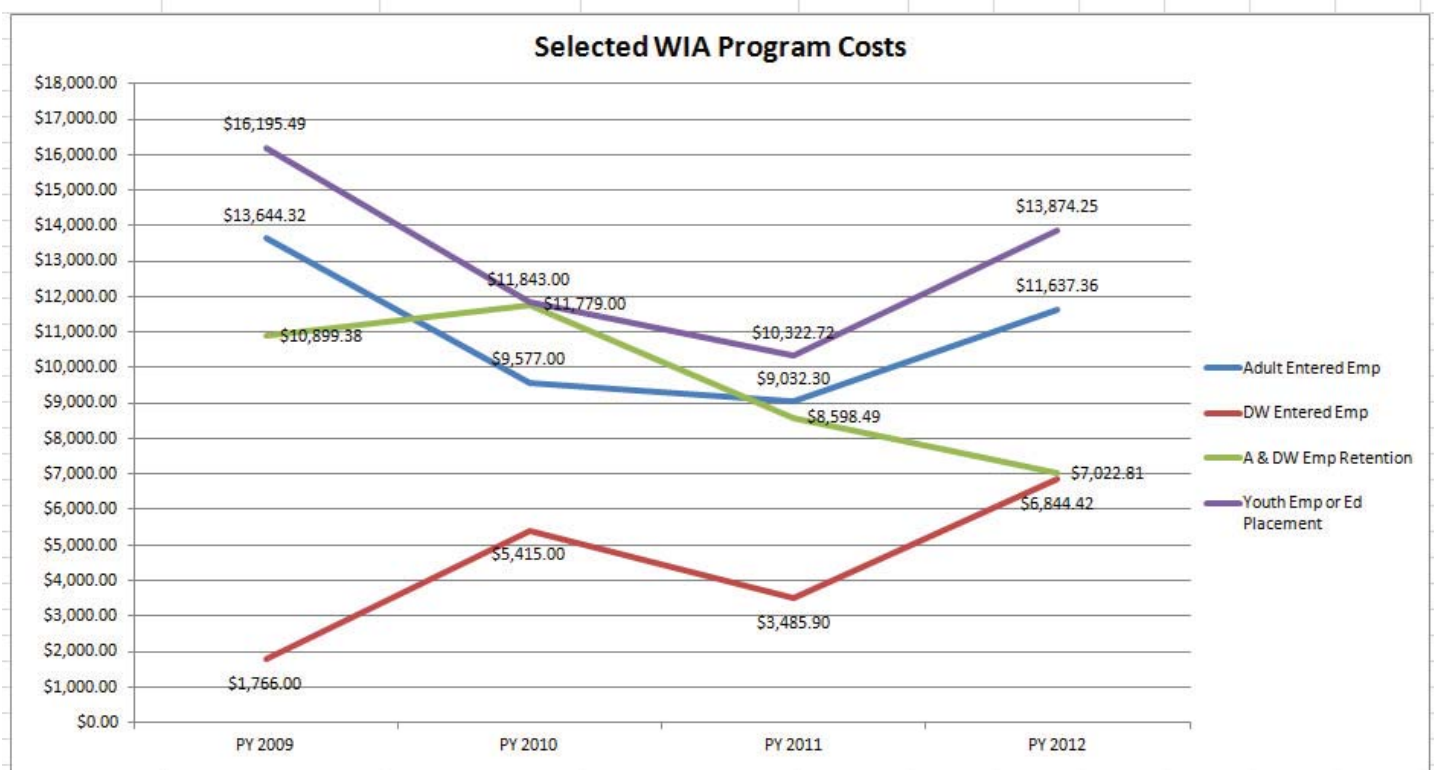


Figure 4: Selected WIA Program Costs, Department of Workforce Services

and refer eligible participants to position openings according to plan. Veterans were also afforded priority opportunities at the E&T Division's job fairs, which were held throughout the state during the program year. This occurred by giving them first opportunity to visit with employers at combined Veteran-non-Veteran job fairs, Veteran-only job fairs, and partnered job fairs with the U.S. Chamber's Hiring our Heroes Program.

Wyoming Veterans also benefitted from Employment and Training (ETA) Program initiatives, such as the Gold Card Program and the Veterans Retraining Assistance Program (VRAP), which ensured that targeted Veteran groups would receive priority for Training and Employment services and opportunities. The Gold Card, which is a joint initiative by ETA and the Veterans' Employment and Training Service (VETS), provides unemployed post-9/11 era veterans with intensive and follow-up services they need to succeed in today's job market. With regard to VRAP, Congress passed, and the President signed into law, the VOW to Hire Heroes Act of 2011. VRAP was included in this new law, which offers up to 12 months of training assistance to unemployed Veterans. All elements of the programs are continually streamlined to ensure most proficient and effective delivery of service to participants in order to maximize best-fit employment opportunities.

E&T continued its partnership with the Department of Corrections (DOC) to prepare ex-offenders for work and to place them in employment. This was done through Career Readiness Certificate preparation and testing, job application and

resume assistance, interview schedules, and referrals, as well as training and supportive services, where applicable and helpful.

With regard to Youth, the E&T Division relied on partner input, particularly from the WWDC and the U.S. Department of Labor, Employment and Training Administration (ETA), when determining which Youth groups to target for services and the types of services that would be provided. Ten Youth barriers were accepted. Inasmuch as one of the Division's planned goals was to encourage Youths to stay in school, the Division targeted chronic school absenteeism and truancy as its first barrier to overcome. Other Youth barriers that were accepted by the WWDC in PY 2012, were: (1) chronic school absenteeism and truancy; (2) Youth in single-parent family; (3) remoteness; (4) limited English language proficiency; (5) lacks employability skills (older Youth only, 19-21 years); (6) chronic mental, behavioral, and/or medical health condition; (7) basic skills deficiency; (8) school dropout; (9) homeless/runaway; (10) foster child; (11) pregnant or parenting; and (12) offender. Such targets are non-static. They are altered, from time to time, as conditions change within the state and the nation.

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 workforce centers 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 run a comprehensive Summer Youth Employment Program in PY 2012, due to lack of funding. Nevertheless, there was an increase in regular work experiences that were provided. In addition, 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. For example, continuing opportunities were given to out-of-school Youth to receive high school equivalency credentials. In addition, Council Youth grants were provided to enable Youths to be served throughout the state. Services needed to be related to transition, work-readiness, or continuing education. An example

of these grants is the Youth Build Grant. Development and planning of this grant, which began in PY 2012, is currently taking place between the Council and DWS, to give out-of-school youth the opportunity to attain the GED while learning construction skills through community involvement.

Another cooperative effort was Career Kick Start. This was started in the summer of 2012 by a consortium of Youth oriented entities, which focused on wage progression in the state. Organizations involved were the Youth Council, DWS, Department of Education, P-16 Council, and Wyoming Women's Foundation. One of their goals is to see Youth have a better grasp of labor market information; being aware of the information and how to access it, and to assess their value as workers.

The Youth Council released Request for Proposals totaling \$42,000, for the purpose of funding youth workforce projects. This included training, obtaining a diploma/GED and other certifications, work experience, leadership and work involvement, job shadowing. Award recipients ranged from school districts to the Wyoming Chapter of the American Legion Boys State, community colleges, Wyoming Workforce Development Council Energy Camp, and Serve Wyoming Professional Development and Training. This funding supports Youth, some of whom are WIA eligible. It also helps other Youth too.

To encourage Youth to stay in school, the Division partnered with the Wyoming Department of Education to promote career awareness and aspirations, through the state's

Figure 5

PY 2009/2011 Monitoring Results

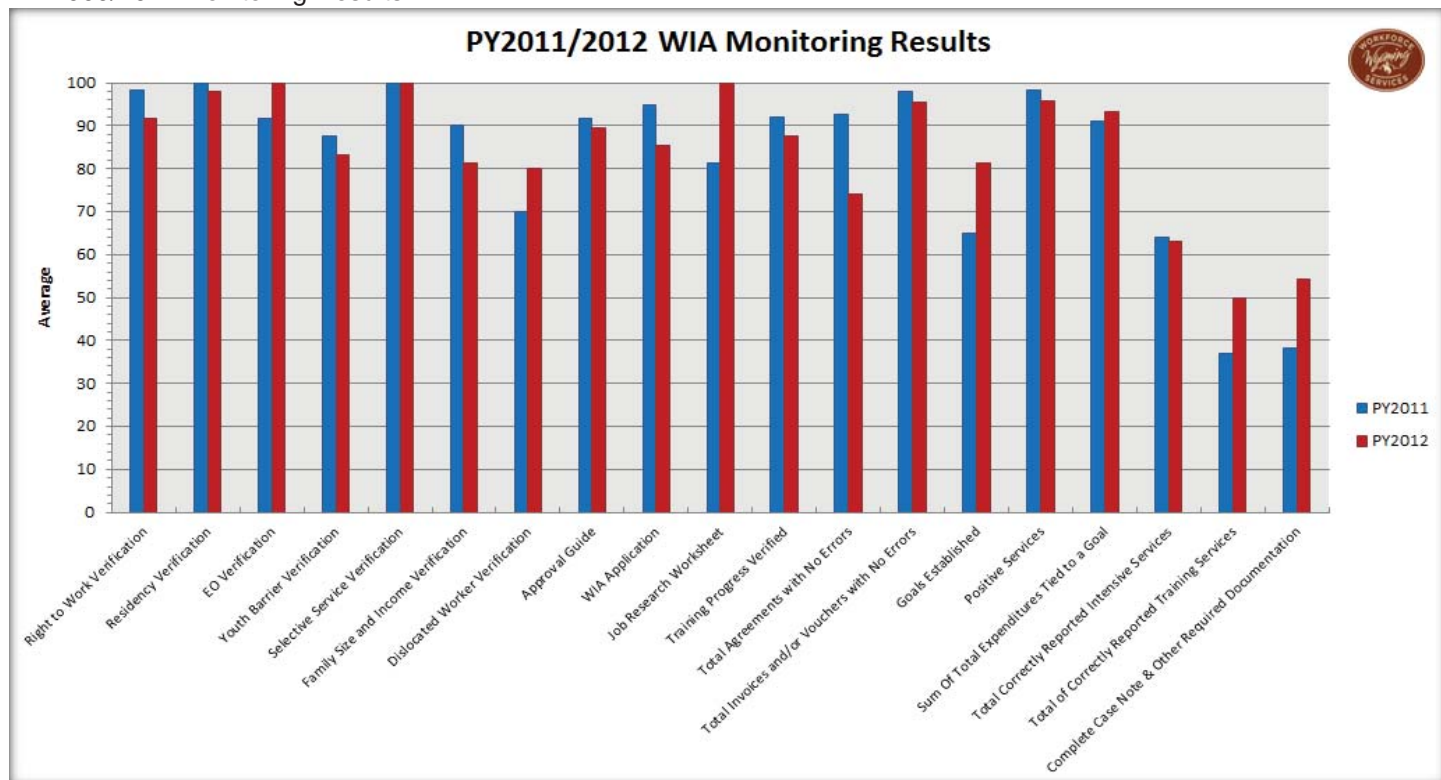


Figure 5: PY 2009/2011 Monitoring Results, Department of Workforce Services

workforce centers. Youth were able to visit the workforce centers and discover potential career opportunities. A number of initiatives also occurred locally to assist Youth. For example, the Laramie Workforce Center established Youth READY and Youth WORKS to help this segment of their community. READY, which stands for Work Readiness,

Career Exploration, Accountability, and Development of Skills for Youth, offered juniors and seniors in high school (and youth up to the age of 21, whether in-school or out-of-school) pre-vocational training as well as opportunities for development of leadership and life skills. READY was a series of 4-hour workshops that ran from 1:00pm-5:00pm, for a

Table 3

WIA 2011 Case Selection

WIA 2011 Case Selection

Select Samples for Review

P = 831 Universe

N = 59 Sample Size FALSE R = 0.9502 Random Number

29 31 28 0.1727 0.1727

$K = \frac{P}{N}$ $I = (R * K) + 0.5$

$K = \frac{831}{59} = 14.1$ $I = (0.9502 \times 14) + 0.5 = 13.80$

(Round to the nearest integer) (Truncate to the nearest integer)

Sample Interval K = 14 Starting Point $I = (13.308) + 0.5 = 13$

(Starting point must be greater than 1)

Selecting Pairs

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 386	
Case 2 Sample 27	Case 32 Sample 388	
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		

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	

Table 3: WIA 2011 Case Selction, Department of Workforce Services

A Success Story...

Vern Lund, owner of Rawlins Automotive, was interested in training opportunities through the Department of Workforce Services' WIA program. He was seeking a person who had an interest in automotive parts; a person with good customer service skills, a willingness to learn new skills, and someone interested in making his business a destination – not just a “passing through” employment.

Vern talked with Leigh Nation, Workforce Specialist at the Rawlins Workforce Center, about his ideas. Of particular interest was on-the-job training (OJT) through WIA. Both felt this could work for Vern's business. A plan was set in motion to advertise for a parts salesperson.

Bobbie, a local resident, responded to the advertisement for the parts salesperson, and applied for the position. Jessie, the Rawlins Automotive Parts supervisor, called to let Leigh know that, of all the applications received, Bobbie's was the best and she had had a good interview with Bobbie. She was interested in seeing if Bobbie would qualify for the W.I.A. program, for an OJT.

Bobbie and Leigh started the W.I.A. process. She was currently working at another establishment. However, she was only being scheduled part time there, due to a continued business slow down. Bobbie had been

applying for a variety of full time openings, but had not been successful in finding employment. Being a single person, she needed full time employment, rather than the part time position.

In conjunction with her WIA enrollment, Bobbie also participated in the Career Readiness Certificate (CRC) program. She earned the Silver CRC. In addition, she completed the job search worksheet, and showed good potential and attitude toward everything, including learning.

Bobbie was approved for both intensive and training services in WIA, and started her training position as Parts Salesperson at Rawlins Automotive on January 2, 2013, with an OJT contract. Through WIA support services, she was able to have an eye exam at Rawlins Eye Care and obtain her new corrected contact lenses during the OJT. She proved to be a great learner and employee: learning quickly, and fitting in with all the employees, as well as being a good assist to customers who came in, who weren't sure of what part they needed. The customers were able to get the correct information and part(s) from Bobbie. At her mid-way review, Vern gave her a wage increase: a direct reflection of his assessment of her good work, good attitude, efficiency, and being a good team member.

Bobbie successfully completed the OJT, at Rawlins Automotive. She continues to work there as a good and appreciated team member.

designated period. Participants were paid \$7.25 per hour to attend the workshops. In addition, those who satisfied attendance requirements received a \$50.00 gift card as a bonus.

WORKS stands for Work Opportunities, Readiness, and Key Skills. It is also a program developed by the workforce center to teach work readiness and life skills. Youth participated by appointment. They received pre-vocational training for 24 weeks, during which time a work experience was also set up for each participant, based on individual participant needs. Participants attended vocational leadership and life skills workshops which helped them incorporate interviewing skills, the ability to fill out job applications, resume building, and dressing for success, among other things. Participants were also paid a \$7.25/hour stipend for the hours they attended.

Cost Analysis

Table 2 provides the PY 2011 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 2011 and ended in PY 2012.

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 2012, a total of 25,926 combined participants were served, at an average cost of \$73.34. As expenditures have decreased in recent years, due to budget cuts, the cost per participant has followed suit. The 2012 participant cost is a decrease of over 16 percent, compared to PY 2011 and 38.5 percent compared to PY 2010, almost 47 percent compared to PY 2009.

With regard to Youth, the data does not include participants who served themselves. In PY 2012 a total of 686 combined participants were served by staff, at an average cost of \$2,556.15. This is an increase of nearly 16 percent over PY 2011 and 2009, which were roughly equal. However, it is still significantly lower than the average PY 2010 Youth expenditure of \$3,040.62. Staff worked hard to utilize funding effectively, while improving performance outcomes, particularly in the area of Literacy and Numeracy. This effort was validated by the PY 2012 outcomes in comparison to other years.

Cost per Entered Employment – The reader is directed to Figure 4 for trends pertaining to the average costs for per-

Figure 6

Adult Performance Outcomes

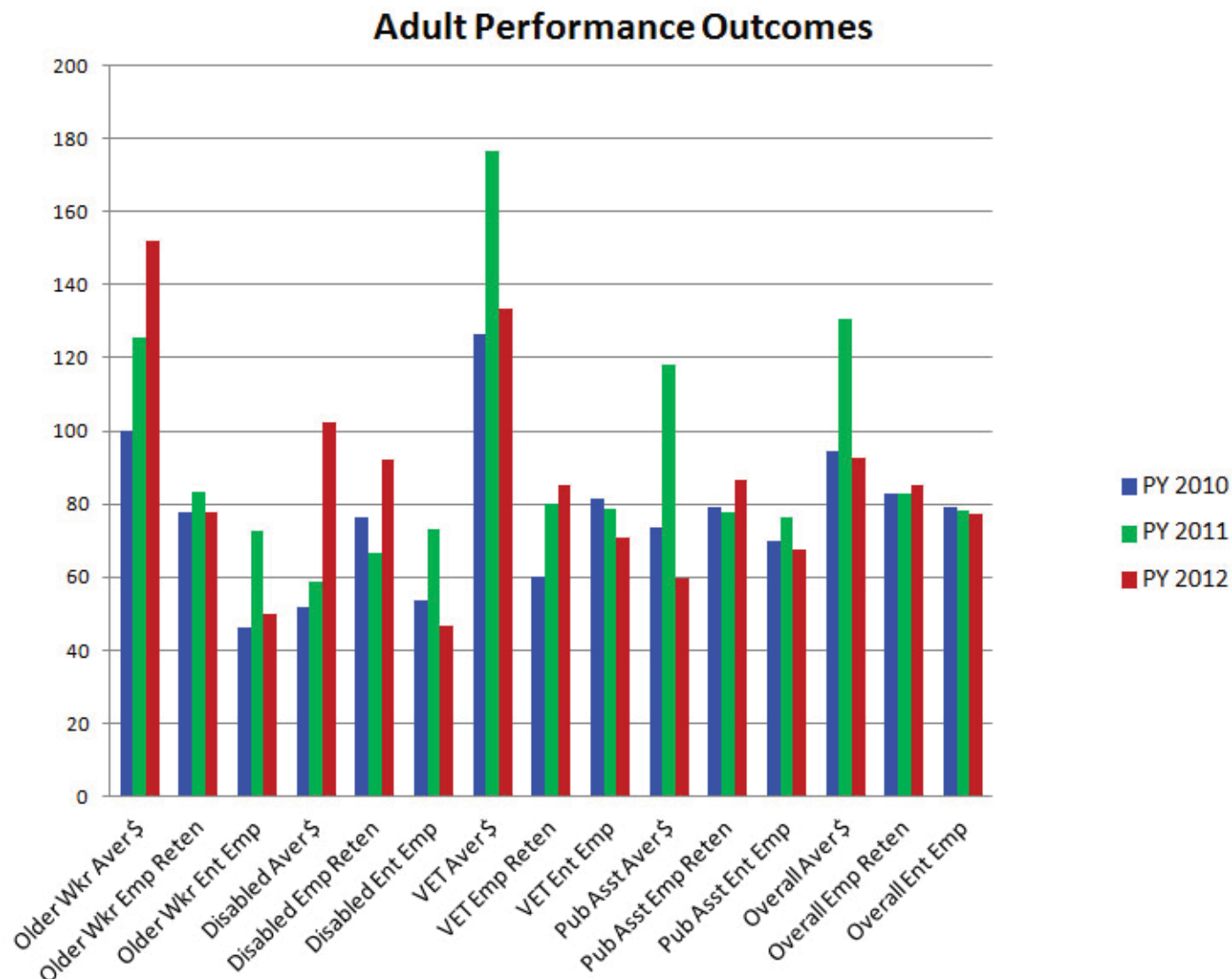


Figure 6: Adult Performance Outcomes, Department of Workforce Services

formance. With regard to the Entered Employment rate, a total of 145 Adults were employed in the first quarter following their exit from WIA, at an average cost of \$11,637.36 per participant. This was a 28.8 percent increase over PY 2011 expenditures, and a 21.5 percent increase compared to PY 2010. However, it was still over 17 percent below the PY 2009 average for Entered Employment. The average cost for Dislocated Worker exiters, who entered employment in the first quarter following exit, was \$6844.42, based on 67 workers who were employed in the first quarter, after exiting from WIA. This was nearly double the PY 2011 average cost, 26.4 percent higher than in PY 2010, and nearly four times as high as the average for PY 2009.

Cost Per Retained Employment – Of the Adults who were employed in the first quarter following their exit from WIA, a total of 222 retained employment during the second and third quarter after exit, for an average cost of \$7,579.36. The average cost for the 59 Dislocated Worker participants

who were retained in employment was \$4,928.69. 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, 2010, 2011, and 2012 a combined retention cost was obtained for PY 2012, which was \$7,022.81. From PY 2010 to PY 2012, the cost of employment retention steadily decreased, as shown by Figure 4. The PY 2010 cost was just over 8.0 percent higher than the PY 2009 average.

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, 149 participants became em-

ployed or enrolled, at an average cost of \$13,874.25. Compared to PY 2011, this was an increase of 34.4 percent, and 17 percent higher than PY 2010's average, but only 85.6 percent of the PY 2009 cost.

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, 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 2012 result is less than the result for PY 2010 and 2011 perfor-

mance. 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.

State Evaluation Activities

A Success Story...

Jamie first visited the Wheatland Workforce Center in February of 2011. She was age 23. Jamie had recently returned to the United States after spending most of her life in Honduras with her missionary parents. Her parents operate an orphanage there and Jamie can tell stories about the many adventures she had there. Jamie returned to Wheatland to care for her aging great grandmother, who had some serious health issues. She was taking GED courses and caring for her great grandmother 24/7, when she came to see Janna Griffin, at the center, and ask for assistance with payment for certified nursing assistant (CNA) classes. She could use the CNA license to enable her to earn a little money from great grandmothers' insurance company, for providing the care that she was already providing for free. An insurance provision allowed for payment for a licensed CNA for the woman's care.

Jamie was home schooled in Honduras and had grown up speaking Spanish. She was unsure of her English skills and had problems with reading and writing, sentence structure and mathematics. She said she had been told that she was dyslexic and had ADHA but that diagnosis had not been confirmed. She had no high school diploma and scored under the sixth grade level on her TABE test. However, Jamie had an infectious love for life and a positive attitude that made it impossible not to want to help her achieve her goals.

Utilizing Adult Workforce Investment Act funds, Jamie began CNA classes in Wheatland in April of 2011. She completed and passed the course in June of 2011. On June 13th, tragedy struck. Jamie's beloved great grandmother passed away. Jamie was devastated. She had not only lost her great grandmother but also her place to live. She moved in with some kind friends and applied to take the CNA certification test. She took that test in August of 2011. She passed the clinical portion of the test but failed

the written portion by a small margin. For some people that might have been the end of the story, but not for Jamie. To add to the stress, Jamie was required to return to Honduras in August to renew her residency there. She would not return until January of 2012.

As soon as Jamie returned to Wheatland, she obtained a position at a flower shop. She scheduled a re-take of her CNA exam for March and paid for that herself. Another set-back; Jamie had committed to go to Florida to work as a nanny for a year, as soon as she finished taking her test! On March 10, 2012, Jamie passed her CNA exam! She flew to Florida to begin her work as a nanny on March 14.

Janna kept in touch with Jamie for the year that she was in Florida and provided follow up WIA services. Jamie was caring for an infant with serious health issues, and a toddler. During this time she also had to get her Wyoming CNA license renewed. When her commitment was fulfilled, Jamie returned to Wheatland and applied for CNA work at Platte County Memorial Nursing Home. She bought her first car with money she had saved working as a nanny. She got the job at the nursing home and has worked there for five months now. She loves it there, and everyone there loves her.

Jamie makes friends in Wheatland wherever she goes. Her bubbly personality and caring heart attract people to her like a magnet. She is like an Energizer bunny, working 2-3 part time jobs, (waiting tables, cleaning houses and working at the thrift store) in addition to her full time CNA job. She has an apartment that she shares with a roommate and is always busy with family and friends. Without the help of WIA training funds, staff support, and the generosity of the people in the community, Janna believes that Jamie could not have found the happiness and success she now enjoys. She is an excellent example that, with hard work and a positive attitude, anything is possible.

In 2012 the Department of Workforce Services continued to develop a comprehensive training curriculum for the case managers and workforce center managers through the Quality Assurance Group. Courses are designed to meet the technical assistance needs of deficient elements found in monitoring and then delivered to the case managers found to have a need for such training. At this time the Group has a course centered on case notes and case documentation, which is a skills based course. In 2012 DWS also had three administrative staff trained and credentialed in the National Career Development Association's Career Development Facilitator Instructor (CDFI) certificate.

This has allowed DWS to offer, in house, the Career Development Facilitator (CDF) certificate to staff across the state. The curriculum is designed to enhance the skills currently possessed by staff and to address any gaps that require attention.

The Quality Assurance Group offered two 8 eight-week courses on the CDF and credentialed two WIA staff members with three more currently working on their certificate. So far DWS has awarded the CDF credential to a total of 46 throughout the state. The CDF course, along with the case note course are delivered via an online learning management system and video conferences are included in the CDF delivery.

This has allowed DWS to reach a greater number of individuals throughout the state with no travel cost. All courses are self-paced; however the CDF course does have peer interaction and deadlines for assignments, test, and quizzes. Looking forward to PY3013, the Quality Assurance Group will further develop and adapt the CDF course to meet the

Figure 7

Advantages Provided through Training

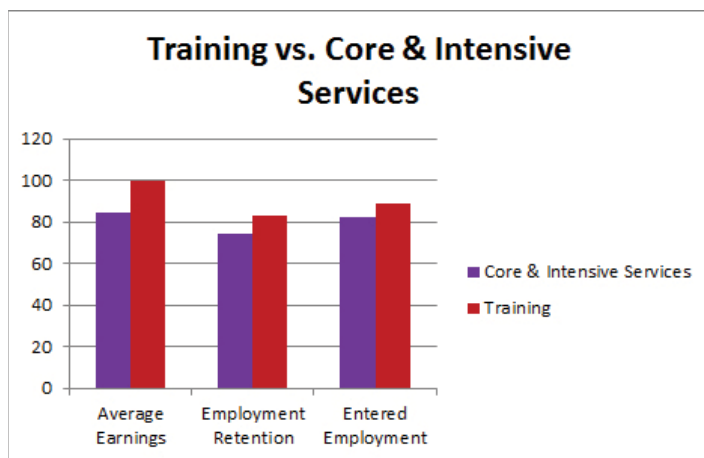


Figure 7: Advantages Provided through Training, Department of Workforce Services

A Success Story...

Kasey (pseudonym) is married and the mother of four children. Kasey met with Workforce Specialist Janet Ryser and others at the Cheyenne Workforce Center, as she had been accepted into the two-year nursing program. She needed assistance in obtaining her degree to be able to help provide for her family. Her last job ended June 1, 2007 as an office assistant, as the company closed down and she had been unable to find employment. She had exhausted all of her UI benefits and it was been determined that she was a dislocated worker and eligible for assistance.

It was also determined that Kasey was a good candidate for the nursing program and was approved for assistance. Kasey was a go-getter from the beginning. She completed all assessments and provided all required documentations immediately. She demonstrated a very upbeat attitude and was very proactive, while still having to take care of her family. She stated she would do whatever it took to make this be successful for her and the WIA program. She applied for all of her financial aid

and was denied Pell grant assistance due to family income, but was eligible for the Wyoming Investment in Nursing Program (WYIN), which she utilized to pay for child care, so she could assure completion of the stringent nursing program. She received no other assistance.

Kasey started her schooling for the spring semester in January 2011. She always maintained an average GPA of 3.7. Kasey graduated December 14, 2012. She phoned Janet and stated "Thanks for believing in me; for all of your support and financial assistance. Without this program I could not have succeeded and been able to help provide for my family." Kasey submitted a lot of applications with Cheyenne Regional Medical Center, VA hospital, Life Care, Cheyenne Health Care and Dr. Babson. She was hired June 23, 2013 at Dr. Babson's office, at 20-25 plus hours a week, as the situation demands. She started out at \$19.00 an hour which at that point was approximately \$550 every two weeks. She has still been learning all of the different office duties and is working 25-30 hours now. Also, she has been told that she is a great asset to the office.

A Success Story...

Cheryl Allen, age 55, started visiting with Roxy Bailey at the Gillette Workforce Center at the beginning of September 2012. Cheryl worked for Larry's Mining Inc as a haul truck driver on a mine site but lost her job when the business closed. Due to changes in the demand for coal, 2011 and 2012 saw a lot of layoffs of heavy equipment operators and haul truck drivers in the Powder River Basin. Jobs were scarce and there were a lot of experienced individuals competing for those jobs. Cheryl filed and was eligible for Unemployment Insurance, but she wanted to get back to work as soon as possible. She was not having any luck getting a job, but noticed that there still seemed to be a lot of job openings for truck drivers requiring a commercial drivers license (CDL-A).

In addition to the poor job market, another barrier Cheryl has is a felony conviction for distribution of drugs. She had been in prison from 2003 until December 2010 and is on probation until December of 2013. Prior to prison, most of her work history was as a bartender, and probation requirements prohibit her from returning to that type of work. Roxy worked with Cheryl to research labor market information which indicated that commercial truck driving was still a high growth high demand occupation in Wyoming and nationwide. She also had Cheryl take the Career Readiness Certificate test, and an interest profiler, and went over the results with her as they pertain to career choices. These results, coupled with her experi-

ence driving a haul truck and clean driving record, indicated that Cheryl would be a good fit for commercial driving jobs. They also researched how the felony would affect Cheryl's ability to get a Hazardous Materials Endorsement and found that she should be eligible to get the endorsement after she has been out of prison five years.

Funded by WIA Dislocated Worker monies, Cheryl started training at Mountain West Commercial Driving School in Gillette on Sept. 18, 2012. She completed her training and obtaining a CDL-A license on Oct. 18, 2012. Until Cheryl's probation is over, she is not allowed to travel out of state, and without a Hazardous Materials Endorsement, the number of companies she could apply with was limited. She was not able to find a job right away as a truck driver so she worked for a cleaning service during the winter, then in March of 2013, Cheryl got a job with a well service operating a Bobcat and driving a water truck. That company's work load slowed down due to weather and she got laid off again.

During that time, Roxy and the Gillette Workforce Center continued to provide supportive services to Cheryl. On June 14 she started a truck driving job with a company that contracts with a mine to haul ash away. The job requires a CDL-A. She is making \$14 an hour and she is getting a lot of over-time. The work is steady, year-around employment and she likes driving truck, so her planning, training, and efforts have paid off.

time constraints of WIA staff, so that a greater number of staff may become credentialed in the CDF.

Also in 2012, the new 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. To go along with the new sampling process a new report for center managers was added that helps them see trends in the data collected during monitoring. 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 at a glance what the results were for each file for the center in one page. With this new report DWS hopes to give center managers more information related to monitoring, to aid in address training and other systemic issues. This new report is in addition to standard reports given at the time of monitoring.

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 2011 and WP PY 2012 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.

In order to maximize the potential for quality data, Wyoming employs a user group for Wyoming at Work that is facilitated by staff from the administrative team. The work of this group is crucial to the success of the system and the services it provides. This group of staff representatives from local workforce centers continued to meet bi-weekly, by telephone during the year, to discuss issues with Wyoming at Work and share information on best practices. Periodically, the group included representatives from the host organization, Geographic Solutions, Inc. on the calls.

Another important ingredient in assuring quality data was the E&T Division's coordinated data cleanup efforts, which continued in PY 2012. On a quarterly basis, the reporting manager provided reports of all common measure and Adult and Dislocated Worker credential attainment to the local workforce centers, which are broken out to the level of individual staff members. Emphasis was placed on cases where improvements could still be timely made. This effort also in-

Figure 8

Adult Performance Outcomes

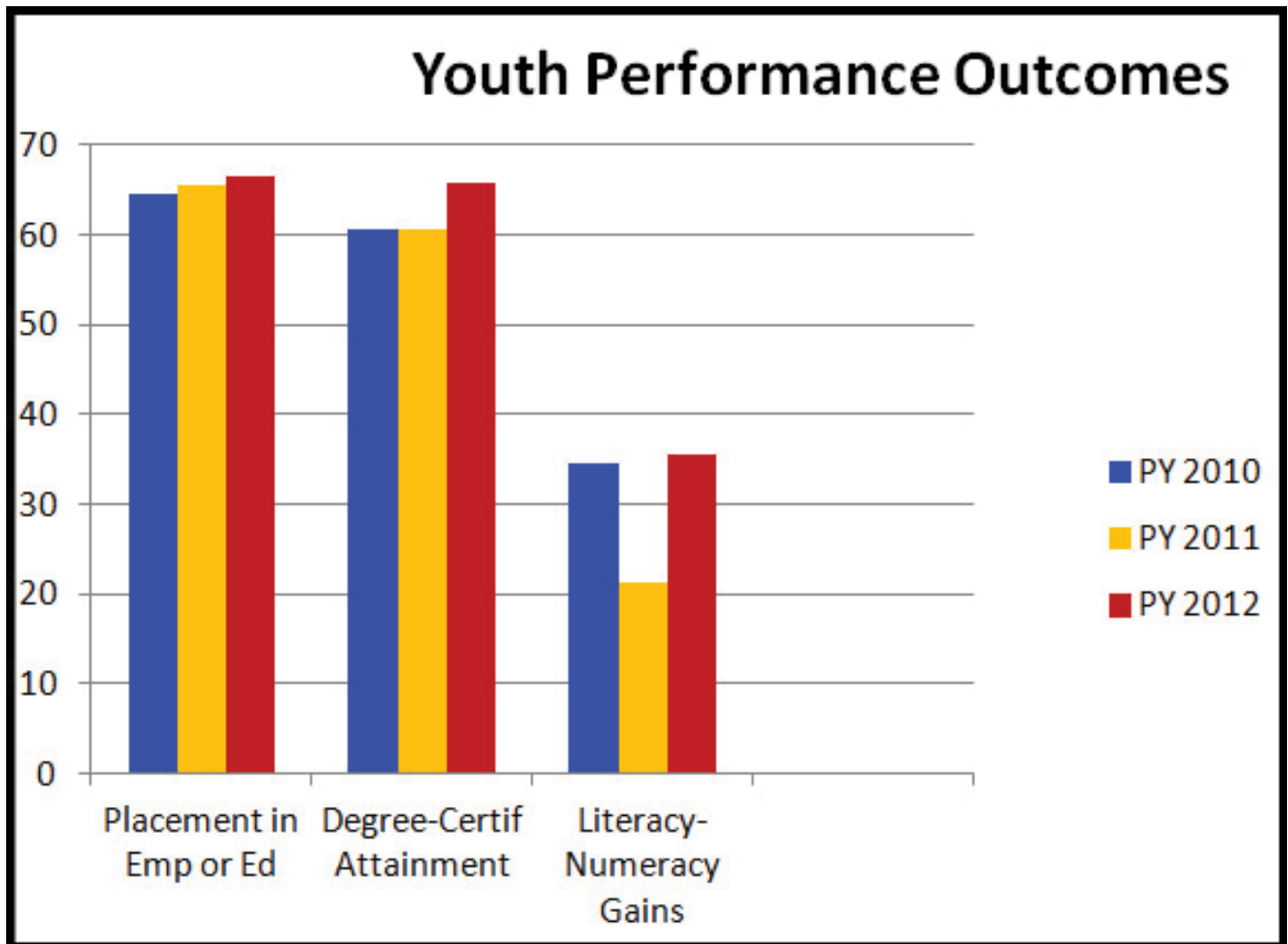


Figure 8: Youth Performance Outcomes, Department of Workforce Services

cluded staff education and focused assistance to workforce specialists who needed additional assistance in this area.

WIA case management training was offered quarterly, including Wyoming at Work system training. As usual, the location for this training rotated to make it easier for individual workforce specialists and workforce center managers to attend, although constricting budgets have made it more difficult to provide in-person training. Did the training occur on-site or by telephone?

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 2012, 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 – 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 economic uncertainties and constantly changing needs between participant populations.

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

A Success Story...

Enoch was referred to the Laramie Workforce Center by the Transition Academy, one of the center's Albany County School District #1 partners. The Transition Academy serves as a bridge between high school and the workforce for those students who have graduated from high school with a Certificate of Completion. Enoch has a few learning disabilities, and the Transition Academy's purpose was to help him prepare for living, working, and participating in leisure activities in the community. Enoch is also a member of a single parent family.

As part of his Transition Academy program, Enoch was working minimal hours as a janitor at the Civic Center when he came to the workforce center. He was also volunteering at Down to Earth Dry Cleaning, a company that specializes in new environmentally-friendly ("green") methods of dry cleaning. He was not satisfied with his job at the Civic Center, as he wanted more hours and was unable to get them.

One of the things Workforce Specialist, Amelia Kelso did, to help Enoch make himself a more attractive applicant to employers, was provide him with a backpack full of job hunting supplies. He used the contents of the backpack to track his job hunting activities, develop a professional-looking resume, and study up on life skills.

Enoch took part in the Laramie Youth READY program, in which participants are paid \$7.25 an hour to attend pre-vocational skills workshops (Monday through Thursday from 1:00-5:00 PM for two weeks during June 2012) and learn about job hunting and working. Workshop topics included (but were not limited to) goal setting, personality/skills assessment and how to choose a career, resume building, filling out applications, conducting a job search and developing job resource networks, interviewing and dealing with conflict in the workplace. Participants were provided with one interview outfit and



given an opportunity to practice their interviewing skills with actual employers from the community.

Down to Earth knew Enoch from his volunteer work which he had done with them through the Transition Academy, and they approached us about partnering with Workforce Services on a Work Experience for Enoch. As part of his Work Experience at Down to Earth, Enoch performed maintenance on the various laundry machines, rode along on deliveries, helped to maintain the building grounds and landscaping, and built various structures as needed for the building.

On his performance evaluation, Enoch gained skills in workplace appearance and understanding workplace culture, policy and safety. His supervisor noted that he had taken on more responsibilities and was doing an overall great job. She confided that he had grown into "fulfilling a need which they hadn't even realized they had."

When Enoch's Work Experience contract ended, Down to Earth decided to keep him on as a permanent employee. He has since graduated from the Transition Academy and is working 20 hours a week.

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. These are described in detail later in the report. In addition to these regular populations, Veterans, Individuals who are receiving Public Assistance, Disabled Individuals, Displaced

Homemakers, and Older Individuals are included in the performance outcomes for PY 2012 as special populations.

Wyoming does not currently rely on other performance outcomes, beyond the common measures, to determine the success of its WIA program, although it does receive and use customer feedback pertaining to the Wyoming at Work system and services which are provided in the local workforce centers. The agency did not use the American Customer Satisfaction Index (ACSI) to measure customer feedback in PY 2012, as it had during the years preceding its common measure waiver.

The common measures 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 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. Older Youth are included in these outcomes, along with Adults and Dislocated Workers.

As with previous years, the Division negotiated performance goals with ETA for each of the nine common measures. Some of the negotiated levels had been reduced – or increased – from PY 2011 to PY 2012, 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, those results are also por-

A Success Story...

Jenny (pseudonym) came in to the Laramie Workforce Center with a low self esteem that was hidden behind a very social and outgoing personality. She had some limited work experience but had not handled responsibility very well. She went through the Youth WORKS program in 2011; a seven-month program that addresses work readiness, life skills, leadership and more. However, she moved from going to school in town, to a school 45 miles away. This made it so that she could not complete the program.

Workforce Specialist Cana Ivie and the Center Manager, Annette Mello talked about her level of responsibility and knowing when to speak and what to say. This was a very difficult concept for her as she shared any part of her life – including very personal things – with anyone. She eventually moved back to a school that was in town, which enabled Cana and Annette to reassess where Jenny was at in her life and if she was ready to commit to completing a Youth READY program. This is the center's intensive summer program, which condenses the program into two weeks. Cana and Annette felt that she had re-motivated herself and was ready to commit to the program.

Jenny successfully completed the in-class portion of READY on 06/14/2012. She had completed a CNA training class through the school district and had taken the test to receive certification. The workforce center was able to place her in a work experience with a local retirement center, so that she would get the experience of the environment that a CNA works in. After the work experience was over she came into the office once a week to work on a career pathway.

Jenny graduated from high school and moved to Washington State. She is now enrolled in an eight-month medical assistant training program. She is continuing down the path of staying in medical careers. The workforce center worked with her for over two year and she still contacts them for assistance, when she needs it, and to share in her achievements, even though she lives in another state.

Table 4

Average Performance Outcome, Trained vs. Not Trained

	PY 2006	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011	PY 2012	7-Yr. Average
Entered Employment								
Core & Intensive Services	75.4	79.5	87.5	73.5	73.9	68.1	63.2	74.4
Training	83.6	86.2	83.7	81.4	82.8	80.8	83.6	83.2
Employment Retention								
Core & Intensive Services	76.2	86.9	92.1	82.5	78.6	75.5	84.6	82.3
Training	88.4	93.8	95.0	87.5	86.4	86.4	84.9	88.9
Average Earnings								
Core & Intensive Services	\$10,153.60	\$10,908.19	\$13,896.57	\$10,514.75	\$11,819.43	\$13,606.12	\$18,353.50	\$12,750.31
Training	\$14,857.93	\$13,632.04	\$14,849.31	\$14,322.97	\$13,698.38	\$18,009.75	\$15,602.82	\$14,996.17

Table 4: Average Performance Outcome, Trained vs. Not Trained, Department of Workforce Services

trayed in the accompanying tables and graphs, 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 2012 was a successful performance year for Wyoming's WIA program. Wyoming exceeded the 90-percent plateau in eight of the nine measures, and only missed that plateau in the ninth measure by 1.7 percent. Also, it exceeded the negotiated level in four of its measures. Following are discussions concerning these and other performance comparisons.

Adult Performance

One of Wyoming's goals for its Adult program was placement in employment, to nullify the effects of unemployment on individual participants, their families, and society. The E&T Division felt like it could reach the 80 percent negotiated level for that measure, but fell short by 2.5 percent. However, its performance was still above 90 percent of the negotiated level. The lower outcome is attributed primarily to the slowdown in Wyoming's economy which began in the second quarter of Calendar Year 2012. In comparison to PY 2011 and 2010, the entered employment rate fell by 0.9 percent and 1.6 percent respectively. The entered employment rates for the special populations also did not reach the 80 percent threshold in any area. The highest of these was Veterans which was 70.6 percent (12 of 17 people).

Employment retention, at 85.1 percent overall, also missed the negotiated mark, but only by a percentage point. Compared to PY 2011 and PY 2010 however, there was significant improvement. The PY 2012 performance exceeded PY 2011 by 2.1 percent, and by a full 2.0 percent over PY 2010. The special population outcomes also did well in PY 2012, with Public Assistance Recipients and Individuals with Disabilities exceeding the negotiated mark, while the Veterans outcome missed the mark by only a percentage point. Older Individuals' retention (14 of 18) was 8.2 percent below the negotiated level.

Average earnings for Adults reached a high point in PY 2011, at \$16,914. PY 2012's output, at \$15,473, was not quite as good, but still far exceeded the earnings level for PY 2010. The 2012 achievement was somewhat surprising, due to increases reported statewide for personal income and wages. The 2012 achievement is also attributed to the slowdown in Wyoming's economy.

In addition to the areas covered by the common measures, the E&T Division continued to help Adult participants obtain nationally and state recognized credentials that would

increase their potential to become hired in unsubsidized employment and to retain employment. These included high school diplomas, Graduate Equivalency Diplomas (GED), post-secondary degrees/certificates, recognized skill standards and licensures, and industry recognized standards. In recent years, credential measurement has not been included with the common measures that were reported to ETA. So there are no previous program year accomplishments to compare with the Division's 61.1 percent outcome in PY 2012. However, it will be used as a basis for continuous improvement in the future, as an important gauge of program success.

Table L shows that the E&T Division also experienced success at retaining Adults in employment for a full 12 months, following their program exit, and increasing their earnings during the 12 month measurement period. The rates pertain to exiters who were employed in the first quarter following the exit quarter. The 12-Month Employment Retention Rate, at 84.6 percent had started to regain performance that was lost in PY 2011, when the rate was 82.6. However, the PY 2012 Employment Retention rate was still 2.7 percent below the PY 2010 rate.

The 12-Month Earnings Increase Rate 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). After 12 months, PY 2012 participants earned an average of \$8,374 dollars more than they did prior to participation. In saying this, it is noted that some of the Adults who were employed in the first quarter following exit were not employed prior to participation. The PY 2012 outcome is considerably better (nearly 35 percent) than the PY 2011 average, and more than twice as good as the PY 2010 rate.

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 2012 average earning of \$7,067, while better than no earnings, still leaves plenty of room for improvement for this group of participants. However, it is an improvement of 1.6 percent over PY 2011 and more than 9.0 percent over PY 2010.

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 Employment 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 or females can be in Non-traditional Employment.

The PY 2012 Non-traditional employment outcome was

only 68 percent of the PY 2011 and 59 percent of the PY 2010 outcome. There is room for improvement in this area.

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

With regard to Dislocated Worker performance, Wyoming's outcomes were good but, in comparison to the last couple of years, left some room for improvement. It should be pointed out that two of the outcomes for PY 2011 and 2010, employment retention and average earnings, were excellent.

The PY 2012 Dislocated Worker entered employment rate was one of the four overall outcomes that exceeded the negotiated rate. Also, it was nearly 7.0 percent better than in PY 2011 and almost as high as the PY 2010 achievement at 88.7. The entered employment rate for the special populations of Veterans, Older Individuals, and Displaced Homemakers, the outcomes also were good. All of them achieved at least 80 percent, which was more than 90 percent of the negotiated level and equaled or improved upon the performance in PY 2011 and PY 2010. The outcome for Individuals with Disabilities, at 0 out of 1, was not significant. Note also, there were no Employment Retention or Average Earnings data for Displaced Homemakers. None were eligible for inclusion in these measures.

Employment retention for Dislocated Workers, at 84.3 percent, was 92.6 percent of the negotiated level, but off the marks set in PY 2011 and PY 2010 by 12 percent and 10 percent respectively. Employment retention for the special populations was, for the most part, insignificant due to the small denominators. The Veterans rate, at 87.5 percent (7 of 8), was commendable.

Average earnings outcomes for PY 2011 (\$20,468) and PY 2010 (\$19,524) were a tough act to follow. The PY 2012 average was 88 percent of the negotiated level, but only 86 percent of the PY 2011 accomplishment (\$20,468) and just over 90 percent of the PY 2010 rate (\$19,524). Average earnings for Veterans, at \$17,436, kept pace with the overall population of Dislocated Workers who were served. The earnings of Individuals with Disabilities were very good at \$22,599. However, in the case of both this and the Veterans' rate, the denominators were very small.

The Dislocated Worker employment and credential rate was a respectable 72.0 percent. As with the Adult participants, these credentials were required to be nationally or state recognized achievements.

With regard to the Table L 12-month outcomes for Dislocated Workers, Earnings Retention, at 89.2 was more than 5.0 percent below the PY 2011 outcome, but 6.2 percent higher than the PY 2010 performance. The 12-month Earnings Increase rate is an indicator of the percentage increase (or decrease) that was earned by Dislocated Worker participants in the third and fourth quarters following exit, compared to the same time periods prior to participation. The PY 2012 outcome shows that earnings increased by nearly 14

percent following WIA participation. This was significantly higher than the PY 2010 period when earnings were only 94.6 percent of the pre-participation earnings, but pales to the PY 2011 accomplishment, when post-participation earnings were 45 percent higher than pre-participation earnings.

The Wages At Entry Into Employment rate for Dislocated Workers takes into account that some workers were dislocated from employment sometime prior to the date of their participation and had not obtained work thereafter. As with Adults, 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 2012 average earning of \$7,939 is somewhat better than the wage for similarly affected Adults, but is a percentage point less than the PY 2011 rate and 10 percent less than in PY 2010. There is plenty of room for improvement for this group of participants.

The Non-traditional Employment outcome for Dislocated Workers is an improvement over both PY 2011 (by 6.0 percent) and PY 2010 (by 300 percent). It is also more than twice as good as the Adults outcome for Non-traditional Employment.

Youth Performance

A goal in the Youth program was to provide quality educational transition and/or employment for participants who were served. The performance rate for this measure was negotiated at 66 percent, which the Division felt it could achieve. As it turned out, the negotiated level was surpassed by half of a percentage point. This was a full percentage point better than the PY 2011 outcome and nearly 2.0 percent better than the PY 2010 accomplishment.

Attainment of a degree or recognized certificate is a very important factor for Youth. It is a necessary ingredient for them to be able to continue in post-secondary education and secure unsubsidized employment. The Division was able to negotiate a realistic goal in this area of 63 percent, which it exceeded by nearly 3.0 percent. Also, this accomplishment exceeded PY 2011's accomplishment by 5.0 percent and PY 2010's output by nearly the same percentage.

In its Youth program, the E&T Division worked hard to increase its Literacy and Numeracy rate. PY 2011 was not a good year for this measure. From PY 2011 to PY 2012, performance was improved by increasing awareness, among staff, regarding the components of the measure and the importance of keeping records – and then assuring that staff followed through on all critical aspects of this complicated measure. Also, there was better utilization of the Test for Adult Basic Education (TABE) assessment tool, and an increase in the level and quality of partnerships that could contribute to Literacy and Numeracy. The extra effort paid off in PY 2012, with an achievement that was the highest outcome attained since this measure was adopted by ETA. The 35.6 percent performance was 14.0 percent higher than in PY 2011 and it exceeded the former high point that was set in PY 2010, by a full percentage point.

Improved Opportunities for Employment & Training

The ever-changing business environment requires the alignment of the workforce with the evolving needs of industry. Therefore, one of the Employment and Training Division's goals is to add skills to the workforce through training. The division is dedicated to meeting the current needs facing Wyoming's economy as well as future workforce demands.

The Division has constantly worked to identify and implement innovative strategies that identify those needed skills. Also, it has worked diligently to create and maintain strong state and community partnerships that provide opportunities for skill development. Training services that were offered by the Division 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. 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 2012, the E&T Division and the Wyoming Workforce Development Council continued to operate an efficient and effective process for Approving Training Providers and Approved Training Programs, to be utilized by WIA Adult and Dislocated Worker participants, as well as Youth. TAA participants 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. Currently, there are nearly 100 active approved training providers participating. As part of this program, the Division also developed a web-based Provider Services System, which facilitates easy access to the Approved Training Providers list for users, as well as providing a host of current information about local and state education/training opportunities.

The 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.

The Division's emphasis on training continues to be supported by data such as the WIA performance results portrayed in Table 4. The results show that program participants who complete training tend to have a significantly better chance for employment entry, employment retention, and average earnings.

These results are not compared against results that may be available for individuals who did not receive training or other 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 Entered Employment rates indicate for Adults and Dislocated Workers, The E&T Division is accomplishing the task of placing participants in employment fairly successfully, 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 entry for the participants.

Table L indicates that only 62 percent of Adults and 59 percent of Dislocated Workers entered the employment for which they completed training during PY 2012. This result could also shed light on a reason that the Entered Employment and Employment Retention rates are not higher than they are for these customer populations. 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 improving these training-related percentages.

Description of WIA Performance Measures

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 in italics 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 (includ-

ing 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.

Tables A-C

Table A - Workforce Investment Act Customer Satisfaction Results

Data not reported as a result of Common Measures Waiver

Table B - Adult Program Results

Reported Information	Negotiated Performance	Actual Performance	
Entered Employment Rate	80.2	77.5	145
			187
Employment Retention Rate	86.0	85.1	222
			261
Average Earnings	16,700	15,472.5	3,079,031
			199
Employment & Credential Rate	0.0	61.1	127
			208

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	67.4	29	70.6	12	46.7	7	50	8
		43		17		15		16
Employment Retention Rate	86.8	46	85.0	17	92.3	12	77.8	14
		53		20		13		18
Average Earnings	9,941.7	417,553	22,310.4	356,966	17,115.5	188,270	25,390.3	304,684
		42		16		11		12
Employment & Credential Rate	41.5	17	46.7	7	30.8	4	46.2	6
		41		15		13		13

Tables D-G

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals who Received Training Services		Individuals who Only Received Core and Intensive Services	
Entered Employment Rate	81.0	124	61.8	21
		153		34
Employment Retention Rate	85.0	193	85.3	29
		227		34
Average Earnings Rate	15,007.1	2,566,217	18,314.8	512,814
		171		28

Table E - Dislocated Worker Program Results At-A-Glance

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	88.2	67
			76
Employment Retention Rate	91.0	84.3	59
			70
Average Earnings	20,000	17,674.7	972,106
			55
Employment & Credential Rate	0.0	72.0	54
			75

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced	
Entered Employment Rate	85.7	6	0.0	0	80.0	12	100.0	1
		7		1		15		1
Employment Retention Rate	87.5	7	66.7	2	75.0	6	0.0	0
		8		3		8		0
Average Earnings Rate	17,435.6	122,049	22,599.0	45,198	12,909.5	77,457	0.0	0
		7		2		6		0
Employment & Credential Rate	66.7	4	0.0	0	53.8	7	100.0	1
		6		1		13		1

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals who Received Training Services		Individuals who Only Received Core and Intensive Services	
Entered Employment Rate	88.9	64	75.0	3
		72		4
Employment Retention Rate	84.6	55	80.0	4
		65		5
Average Earnings Rate	17,600.2	897,608	18,624.5	74,498
		51		4

Tables H.1 - M

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	66.0	66.5	149
			224
Attainment of Degree or Certificate	63.0	65.8	171
			260
Literacy and Numeracy Gains	27.0	35.2	32
			91

Table H.2 - Older Youth (19 - 21) Program Results
Data not reported as a result of Common Measures Waiver

Table I - Outcomes for Older Youth Special Populations
Data not reported as a result of Common Measures Waiver

Table J - Younger Youth (14 - 18) Results
Data not reported as a result of Common Measures Waiver

Table K - Outcomes for Younger Youth Special Populations
Data not reported as a result of Common Measures Waiver

Table L - Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning 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	84.6	230	8,374.2	2,026,546	4.8	7	7,067.4	925,826	62.1	77
		272		242		145		131		124
Dislocated Workers	89.2	66	113.8	1,079,912	9.0	6	7,939.6	508,137	59.4	38
		74		948,742		67		64		64

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	25,926	22,376
Total Adult self-service only	25,384	22,058
WIA Adult	25,827	22,321
WIA Dislocated Worker	123	79
Total Youth (14 - 21)	686	269
Out-of-School Youth	266	121
In-School Youth	420	148

Table N-O

Table N - Cost of Program Activities

Program Activities		Total Federal Spending
Local Adults		\$ 1,411,855.00
Local Dislocated Workers		\$ 489,498.00
Local Youth		\$ 1,753,521.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$ 19,866.00
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$ 153,605.00
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Council Budget	\$ 102,999.00
	Discretionary	\$ 16,185.00
Total of All Federal Spending Listed Above		\$ 3,947,529.00

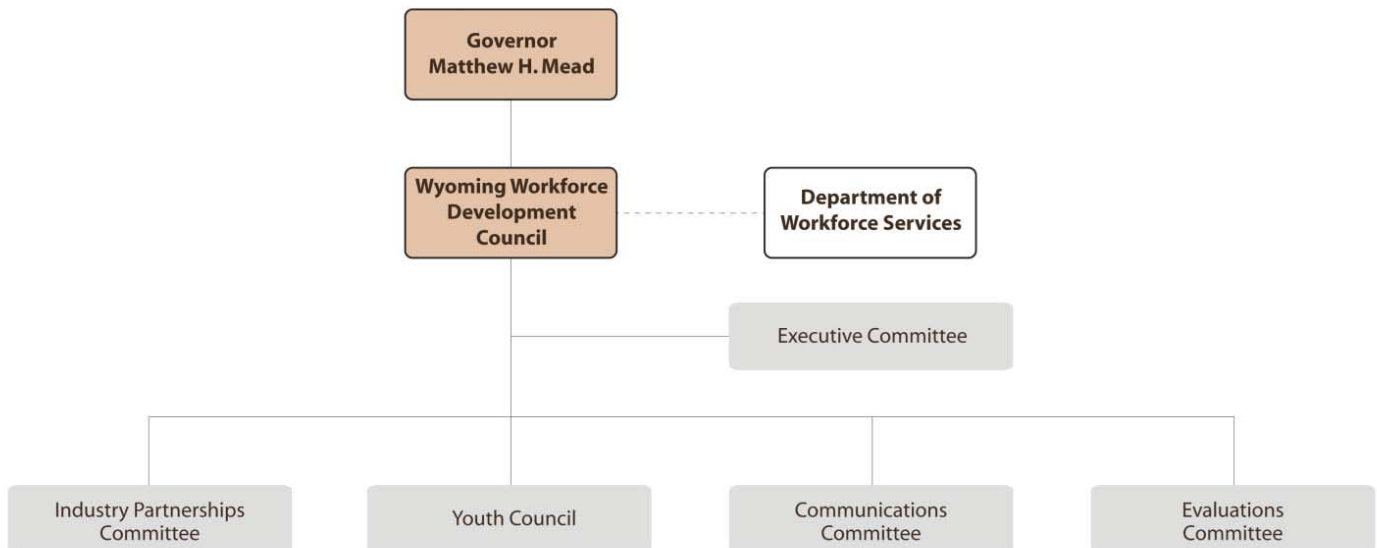
Table O

Local Area Name: State of Wyoming, Department of Workforce Services	Total Participants Served	Adults	25,827
		Dislocated Workers	123
		Total Youth	686
ETS Assigned #: 56005	Total Exiters	Adults	22,321
		Dislocated Workers	79
		Total Youth	269
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	80.2	77.5
	Dislocated Workers	83.0	88.2
Retention Rate	Adults	86.0	85.1
	Dislocated Workers	91.0	84.3
Average Earnings	Adults	16,700.00	15,472.00
	Dislocated Workers	20,000.00	17,674.70
Placement in Employment or Education	Youth (14 - 21)	66.0	66.5
Attainment of Degree or Certificate	Youth (14 - 21)	63.0	65.8
Literacy or Numeracy Gains	Youth (14 - 21)	27.0	35.2
Description of Other State Indicators of Performance (WIA 136 (d) (1)) (Insert additional rows if there are more than two Other State Indicators of Performance)			
Overall Status of Performance	Not Met	Met	Exceeded
		X	

Wyoming Workforce Development Council



Organizational Structure



Alan “Rocky” Anderson
1400 Elkhorn Valley Drive
Casper, WY 82609
(307) 234-8311
(307) 259-7113 cell
rocjate@tribcsp.com
Term Expires: 8/15/2013

Curtis Biggs
3059 Coffeen Ave.
Sheridan, WY 82801
(307) 674-6446 ext. 3518
(307) 256-6702 cell
cbiggs@sheridan.edu
Term Expires: 8/15/2012
Alternate: Jaime Lewis

Dr. Mary E. Burman
Fay W. Whitney School of Nursing, Uni-
versity of Wyoming
1000 E. University Ave., Dept. 3065
Laramie, WY 82071
(307) 766-6569
mburman@uwo.edu
Term Expires: 8/15/2012

Phil Christopherson
213 W. Main, Suite C
Riverton, WY 82501
(307) 856-0952
philc@wyoming.com
Term Expires: 8/15/2013

Jon R. Conrad, Chair
PO Box 466
Mountain View, WY 82939
(307) 872-2456
(307) 871-3195 cell
jon.conrad@fmc.com
Term Expires: 8/15/2013

Steve Corsi
Director, Department of Family Services
2300 Capitol Avenue, Third Floor
Cheyenne, WY 82002
(307) 777-7747
steve.corsi@wyo.gov
Term Expires: 8/15/2013
Alternate: Heather Babbitt

Christie DeGrendele
PO Box 1667
Rock Springs, WY 82902
(307) 352-6635
(307) 870-7025 cell
christie@ywcawetwater.org
Term Expires: 8/15/2012

John Eastman
PO Box 8099
Jackson, WY 83002
(307) 733-0406
(307) 690-0406 cell
john@teton.com
Term Expires: 8/15/2013

Jim D. Engel, Vice Chair
PO Box 3709
Gillette, WY 82717
(307) 682-0658
(307) 689-3131 cell
jengel@vcn.com
Term Expires: 8/15/2013

Wyoming Workforce Development Council

Alan "Rocky" Anderson
1400 Elkhorn Valley Drive
Casper, WY 82609
(307) 234-8311
(307) 259-7113 cell
rocjate@tribcsp.com
Term Expires: 8/15/2013

Curtis Biggs
3059 Coffeen Ave.
Sheridan, WY 82801
(307) 674-6446 ext. 3518
(307) 256-6702 cell
cbiggs@sheridan.edu
Term Expires: 8/15/2012
Alternate: Jaime Lewis

Dr. Mary E. Burman
Fay W. Whitney School of Nursing, Uni-
versity of Wyoming
1000 E. University Ave., Dept. 3065
Laramie, WY 82071
(307) 766-6569
mburman@uwyo.edu
Term Expires: 8/15/2012

Phil Christopherson
213 W. Main, Suite C
Riverton, WY 82501
(307) 856-0952
philc@wyoming.com
Term Expires: 8/15/2013

Jon R. Conrad, Chair
PO Box 466
Mountain View, WY 82939
(307) 872-2456
(307) 871-3195 cell
jon.conrad@fmc.com
Term Expires: 8/15/2013

Steve Corsi
Director, Department of Family Services
2300 Capitol Avenue, Third Floor
Cheyenne, WY 82002
(307) 777-7747
steve.corsi@wyo.gov
Term Expires: 8/15/2013
Alternate: Heather Babbitt

Christie DeGrendele
PO Box 1667
Rock Springs, WY 82902
(307) 352-6635

(307) 870-7025 cell
christie@ywcawetwater.org
Term Expires: 8/15/2012

John Eastman
PO Box 8099
Jackson, WY 83002
(307) 733-0406
(307) 690-0406 cell
john@teton.com
Term Expires: 8/15/2013

Jim D. Engel, Vice Chair
PO Box 3709
Gillette, WY 82717
(307) 682-0658
(307) 689-3131 cell
jengel@vcn.com
Term Expires: 8/15/2013

Joan K. Evans
Director, Department of Workforce Ser-
vices
122 W. 25th St., Herschler Bldg. 2E
Cheyenne WY 82002
(307) 777-8728
(307) 631-0473 cell
jevans1@wyo.gov
Term Expires: 8/15/2013
Alternate: Lisa Osvold

Dr. Ray Fleming Dinneen
1001 W. 31st St.
Cheyenne, WY 82001
(307) 778-4126
(307) 214-0025 cell
ray@climbwyoming.org
Term Expires: 8/15/2013

Senator John Hastert
1050 Boulder Drive
Green River, WY 82935
(307) 871-1001
jhastert2@wyoming.com
Term Expires: 3/1/2013

Mark Herrmann
1013 E. Boxelder
Gillette, WY 82717
(307) 685-4474
(307) 257-9500 cell
mherrmann@peabodyenergy.com
Term Expires: 8/15/2012

Cindy Hill

Superintendent of Public
Instruction, Department of
Education
2300 Capitol Ave.
Hathaway Building, 2nd Floor
Cheyenne, WY 82002
(307) 777-7675
supt@educ.state.wy.us
Term Expires: 8/15/2013
Alternate: Teri Wigert

Bob Jensen
CEO, Wyoming Business
Council
214 West 15th St.
Cheyenne, WY 82001
(307) 777-2826
(307) 421-1911 cell
bob.jensen@wybusiness.org
Term Expires: 8/15/2013
Alternate: Mark Willis
Ronald J. Kensey
2071 N. Main St.
Sheridan, WY 82801
(307) 674-6498
(307) 751-1125 cell
kennon@kennoncovers.com
Term Expires: 8/15/2013
Alternate: Joe Wright

Kevin Kershishnik
860 College View Drive
Riverton, WY 82501
(307) 857-9340
(307) 851-9592 cell
kevin.kershishnik@perte-
chresources.com
Term Expires: 8/15/2013

Dr. Karla Leach
2500 College Drive
Rock Springs, WY 82901
(307) 382-1600
kleach@wwcc.wy.edu
Term Expires: 8/15/2013

Christina Lipetzky
1401 West 5th Street
Sheridan, WY 82801
(307) 672-1000
Cmramirez06@gmail.com
Term Expires: 8/15/2013

Wyoming Workforce Development Council

David H. McDonald
45 Beaver Creek Road
Riverton, WY 82501
(307) 857-2277
(405) 312-9038 cell
David.mcdonald@dvn.com
Term Expires: 8/15/2012

Representative Robert McKim
10964 Highway 238
Afton, WY 83110
(307)885-3733
dynopup@hotmail.com
Term Expires: 8/15/2013

Derek Mitchum
1252 Commerce Drive
Laramie, WY 82070
(307) 745-7474
(307) 760-4588 cell
dmitchum@trihydro.com
Term Expires: 8/15/2012

Deidre A. Newman
PO Box 1243
Torrington, WY 82240
(307) 532-3187
(307) 575-1745 cell
newman@netcommander.com
Term Expires: 8/15/2012

Dan Perdue
2005 Warren
Cheyenne, WY 82003
(307)632-9344
dan@wyohospitals.com
Term Expires: 08/15/2013

Don Pindell
114 Bluff View Road
Wheatland, WY 82201
(307)634-5838
(307)331-0914 cell
dlpindell@hotmail.com
Term Expires: 08/15/2013

Bret Pizzato
930 D St.
Rock Springs, WY 82901
(307) 872-2286
(307) 871-4827 cell
bret.pizzato@fmc.com
Term Expires: 8/15/2013

Dr. Jim Rose
Executive Director,
Community College
Commission
2020 Carey Ave., 8th Floor
Cheyenne, WY 82002
(307) 777-7144
(307) 631-8935 cell
jrose@commission.wcc.edu
Term Expires: 8/15/2013
Alternate: Amy Brockel

Greg Schaefer
PO Box 406
Wright, WY 82732
(307) 689-7917
gschaefer@archcoal.com
Term Expires: 8/15/2012
Alternate: Rita Rushing
Leonard R. Scoleri
PO Box 219
Guernsey, WY 82214
(307) 836-2344
(307) 331-0362 cell
leonard@oregontrailbank.com
Term Expires: 8/15/2013

Alan Shotts
1225 10th St.
Cody, WY 82414
(307) 587-4251
(307) 272-5878 cell
ashotts@park6.k12.wy.us
Term Expires: 8/15/2012

Randy Teeuwen
370 17th Street, Suite 766
Denver, CO 80209
(720) 876-5468
(307) 851-8519 cell
Randy.teeuwen@encana.com
Term Expires: 8/15/2013

Mike Thomas
P.O. Box 50850
Casper, WY 82605
(307)265-8900
mthomas@uranerz.com
Term Expires: 8/15/2013

Senator Michael Von Flatern
1318 Columbine Drive
Gillette, WY 82718
(307) 686-2946
mvonflatern@wyoming.com
Term Expires: 3/1/2013

Keith G. Zabka
708 Longhorn Road
Cheyenne, WY 82009
(307) 632-0438
(307) 631-3750 cell
kzabka@msiwyo.com
Term Expires: 8/15/2012
Alternate: Tim Gentleman

Representative Dan Zwonitzer
521 Cottonwood Drive
Cheyenne, WY 82001
(307) 214-7826
dzwonitzer@wyoming.com
Term Expires: 3/1/2013

Wyoming Workforce Development Council

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;
- Assisting industries in recognizing 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;
- Coordinating with other organizations to develop 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
- Furthering efforts to best reach youth by utilizing career opportunities and information and promoting the use of 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 for research support and data collection.

The Evaluation Committee is responsible for:

- Developing, monitoring and making recommendations regarding use of the WIA 5percent funds;
- 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.

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 (TANF-POWER) program, Employment and Training for Self Sufficiency program, Vocational Rehabilitation services, Disability Determination Services, Veterans Employment Services, Senior Community Service Employment Program, Trade Adjustment Assistance program under the Trade Act, Food Stamp Employment and Training, Foreign Labor Certification, Migrant and Seasonal Farmworkers program, Work Opportunity Tax and Welfare-to-Work Tax Credits, Wyoming Workforce Development Training Fund, Business Enterprise Program, Career Readiness , Apprenticeship Utilization Program, Wyoming Quality Counts, Federal Bonding, and others.

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.

**Wyoming Department of Workforce Services
122 W. 25th St., Herschler 2-East
Cheyenne, WY 82002**

**Phone: 877-WORK-WYO
(307) 777-8650
Fax: (307) 777-5857**

www.wyomingworkforce.org