

October 1, 2009  
Program Year 2008



# Workforce Investment Act Title I-B Activities in Wyoming-- Program Year 2008



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

The Department of Workforce Services was created with 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 of Workforce Services has consolidated and aligned numerous state and federal programs to devise a more streamlined approach to service delivery.

The Department of Workforce Services is working toward its goal of implementing

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.

Wyoming realizes no organization can function without a firm grasp on the environment in which it operates; nor can an organization survive without the abil-

ity to foresee changes in the environment that will affect the organization and the services it provides. With an emphasis on data and information driven decision-making, the Department of Workforce Services 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.



**HOWDY Y'ALL** -- In the past few years, Wyoming has welcomed hundreds of out-of-state workers.

### Mission

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

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## A Message from the Director--Joan Evans



The Wyoming Department of Workforce Services is pleased to share its Program Year 2008 WIA Annual Report. As we look back over this past year, we have had many accomplishments and taken on many challenges.

Our Employment Services Division administers the WIA Title I-B programs.

One of the Division's successes this past year has been the implementation of Wyoming's Career Readiness Certificate. This credential allows our WIA participants to demonstrate their

work-ready skills using a nationally recognized credential.

In addition, we have improved in 14 WIA Performance Measures over Program Year 2007 with significant increases in Adult Average Earnings, Dislocated Worker Employment and Credential Rates and the Youth Attainment of Degree or Certificate Rate.

While we are celebrating this success and others, we are keeping our focus on the state's challenges. Wyoming has followed the nation into a recession. In past years, we had more jobs than people. We are now experiencing the flip side with our unemployment rising (albeit Wyoming's rate remains one of the lowest in the country) and fewer positions being listed by Wyoming's employers.

In addition, because of the economy, state agencies were asked to reduce operating budgets by 10 percent in our General Fund dollars and a hiring restriction was implemented. At this same time, agencies began receiving additional

American Recovery and Reinvestment dollars.

I am proud that the Department has been able to successfully implement the American Recovery and Reinvestment dollars while operating with no additional staff. These dollars allowed our Department to serve more clients, and more of these successes are outlined in this report.

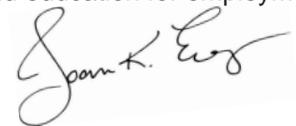
Our Department, alongside our partners, works diligently to serve Wyoming's businesses and job seekers. Our partners help accomplish the many business goals, and it is important to us that they be recognized. Our strategic partners include:

- *The Governor's Office*--Governor Dave Freudenthal has a clear vision for Wyoming's statewide workforce investment system. His vision is to grow, strengthen and diversify Wyoming's economy and industry base.

- *The Wyoming Workforce Development Council*--Wyoming looks to the Workforce Development Council as a single point of origin for workforce policy, coordination and leveraging of resources and skills. The mission of the WWDC is to shape strategies and policies to develop, recruit and retain Wyoming's workforce.

- *The Wyoming Business Council*--The Wyoming Business Council takes the lead in defining the direction that partner agencies, in Wyoming, will take to create and maintain a diversified and growing economy. The Business Council has the majority of state and federal programs focused on economic development.

- *Strategic Partners* - The Employment Services Division continued to partner with other agencies, non-profits and training programs offered within the Community College system to provide services to WIA participants to strategically improve the training and education for employment process.



## A Message from the Division Administrator--Jim McIntosh



The Employment Services Division continues to refine its organization. Last year, we reported a major re-organization with the consolidation of the Regional Manager and Supervisory levels, and throughout this past year, we've tweaked this re-organization to operate at its highest potential.

Since becoming the Administrator of the Employment Services Division in April, 2008, I have been very excited to see all of the positive changes that have

occurred. Our performance levels are increasing and the local leadership of our Workforce Centers have been able to

create a broader reach throughout their communities. We have seen increased collaboration among the Employment Services staff and both internal and external partners and these connections only work to improve our clients' experiences.

We have developed low-cost, but effective, staff training opportunities that include web-based training tools that allow staff to stay abreast of mission-critical program updates. These updates allow us to deliver services in a period of budget shortfalls and economic unrest. We welcomed our federal partners for a monitoring visit and established data validation reviews to ensure that Wyoming's WIA program is operating in the most effective manner that benefits Wyoming citizenry. We always welcome these reviews and use them as learning experiences and opportunities to test the soundness of state policies and operations.

We look forward to a successful Program Year 2009.

# Program Results

## Wyoming's Economic Environment

Wyoming's over-the-year job growth rate for 2008 was modest, and began to experience a decline in the growth rate in 2009. This was largely the result of the national recession and decreases in energy prices in particular. Yearly job growth was 2.1 percent for January 2009, 0.7 percent for February, and 0.0 percent for March 2009. This represents the slowest pace since October 2004.

At the same time Wyoming's seasonally adjusted unemployment rate increased from 3.7 percent in January to 3.9 percent in February 2009 and to 4.5 percent in March 2009, but remained significantly lower than the U.S. unemployment rate of 8.1 percent.

From January to February, employment increased by only 100 jobs (0.0 percent). The normal seasonal pattern is for employment to rise by approximately 1,400 jobs in February.

Wyoming's seasonally adjusted unemployment rate increased from 5.9 percent in June to 6.5 percent in July, its highest level since March 1989. The U.S. unemployment

rate decreased from 9.5 percent in June to 9.4 percent in July, but remained much higher than its July 2008 level of 5.8 percent.

An estimated 17,624 individuals were unemployed in Wyoming in July 2009, compared to 8,518 in July 2008.

Over the year Wyoming lost 8,900 jobs, or 2.9 percent. Job gains were seen in a few sectors, including wholesale trade (200 jobs, or 2.2 percent), educational & health services (700 jobs, or 2.9 percent), and government (including public schools, colleges, & hospitals; 1,500 jobs, or 2.3 percent).

Employment remained below year-ago levels in natural resources & mining (including oil & gas; -4,200 jobs, or -14.1 percent), construction (-4,400 jobs, or -14.4 percent), retail trade (-600 jobs, or -1.8 percent), professional & business services (-800 jobs, or -4.1 percent) and leisure & hospitality (-800 jobs, or -2.0 percent).

From June to July 2009 employment decreased by 2,800 jobs, or 0.9 percent. This level of decrease is consistent with normal over the month seasonal patterns. Seasonal job

## A WIA Youth Success Story...

At the time Buffalo High School moved out of their old high school and into the new one, Jonathan was completing his freshman year, not communicating well and not interacting well with peers or adults. However, he spent that day carrying boxes and moving furniture and found himself talking to all those doing the same thing. The head custodian watched this student's work effort and abilities and made the statement that he would like to have someone work that hard for him.

Taking that cue, the Transition Coordinator met with Linda Barker of the Sheridan Workforce Center in January 2007 to see what type of funding might be available to allow Jonathan to have an opportunity to learn about the world of work. Jonathan came from a difficult family situation with very limited social skills, no self-confidence and no work history. Because he did not have independent transportation or familial support, any work site would require creative thinking.

With the help of program year 2007 WIA Youth Training money, Jonathan decided to try out a job working as a custodian after school and this continued into the summer between his sophomore and junior year in high school. The head custodian found instant empathy with Jonathan having come from a very similar background and he quickly became Jonathan's mentor, a role that lasted through graduation.

They both found that Jonathan had an innate work ethic, performing tasks to satisfaction with very little supervi-

sion or instruction needed after the initial training and not thinking any task too menial. Finding he was trusted and valued poured self-esteem into a young man who needed it desperately. His demeanor while working reflected this new-found confidence.

Jonathan was able to work for the school district in various capacities his last two years of high school because of the funding from WIA and the cooperative, collaborative efforts of the high school transition personnel, custodians and bus barn personnel.

Jonathan was interested in mechanics and had the opportunity through WIA to work at the high school bus barn during his Junior year, utilizing program year 2008 WIA Youth funds. Again with transportation being an issue this gave Jonathan a chance he would not otherwise have.

This young man developed much more than work skills, much more than the "soft" skills; he developed a feeling of self-worth, found long-lasting friendships in his work peers, found the ability to deal with the other aspects in his life and overcome obstacles he thought were insurmountable when he started this employment. Without realizing it, Jonathan opened the door for other students to work at the high school in this capacity.

It took almost two years to transfer this to his academic world, but those around him could visibly watch his growth.

Today Jonathan has his high school diploma and is entering a career in the military.

gains in construction (300 jobs, or 1.2 percent), retail trade (500 jobs, or 1.6 percent), professional & business services (300 jobs, or 1.6 percent), educational & health services (200 jobs, or 0.8 percent) and leisure & hospitality (2,000 jobs, or 5.3 percent) were more than offset by job losses in government (including public schools, colleges, & hospitals; -6,400 jobs, or -8.8 percent). Government job losses were primarily the result of public schools closing for the summer.

An important economic indicator is total payroll, because of its association with consumption, retail sales and sales tax revenue. During the past 20 years, the fortunes of Wyoming's wage earners have not kept pace with national trends. While the total earnings of all U.S. workers rose substantially from 1969 through 2008, Wyoming's real earnings per job in 2007 were much lower than the national average. The U.S. Bureau of Economic Analysis provides this data; 2007 is the most current year available.

According to the 2007 Bureau of Economic Analysis data, high paying jobs continued to be scarce in Wyoming, while lesser-paying jobs saw increases. The mix of low-paying and high-paying jobs led to modest average earnings per job for Wyoming's working population.

In 2007, real average earnings per job in Wyoming were \$43,407, while the U.S. average was \$49,938, as seen in Figure 1 below.

However, Wyoming's real earnings per job in 2007 reached its highest amount in 36 years. Further, wages in Wyoming are rising more quickly than the nation and the difference between Wyoming and the U.S. average earnings per job has fallen from a high of more than \$11,570 in 2000 to about \$6,530 in 2007. In addition, the population in Wyoming tends to have a strong work ethic. The labor force participation rate, that portion of the population aged 16 to 65 who are working or seeking work, was considerably higher than national norms.

The 2008 labor force participation rate for Wyoming, at 71.4 percent, was 5.4 percentage points higher than that of the nation. Further, the number of Wyoming citizens working more than one job was 8.0 percent in 2007, 2.8 percentage points higher than the national average.

Total real personal income rose from about \$5.4 billion in 1969 to more than \$26.4 billion in 2008, an average growth rate of 4.2 percent per year. This growth was due to unearned income sources, such as dividends, interest and

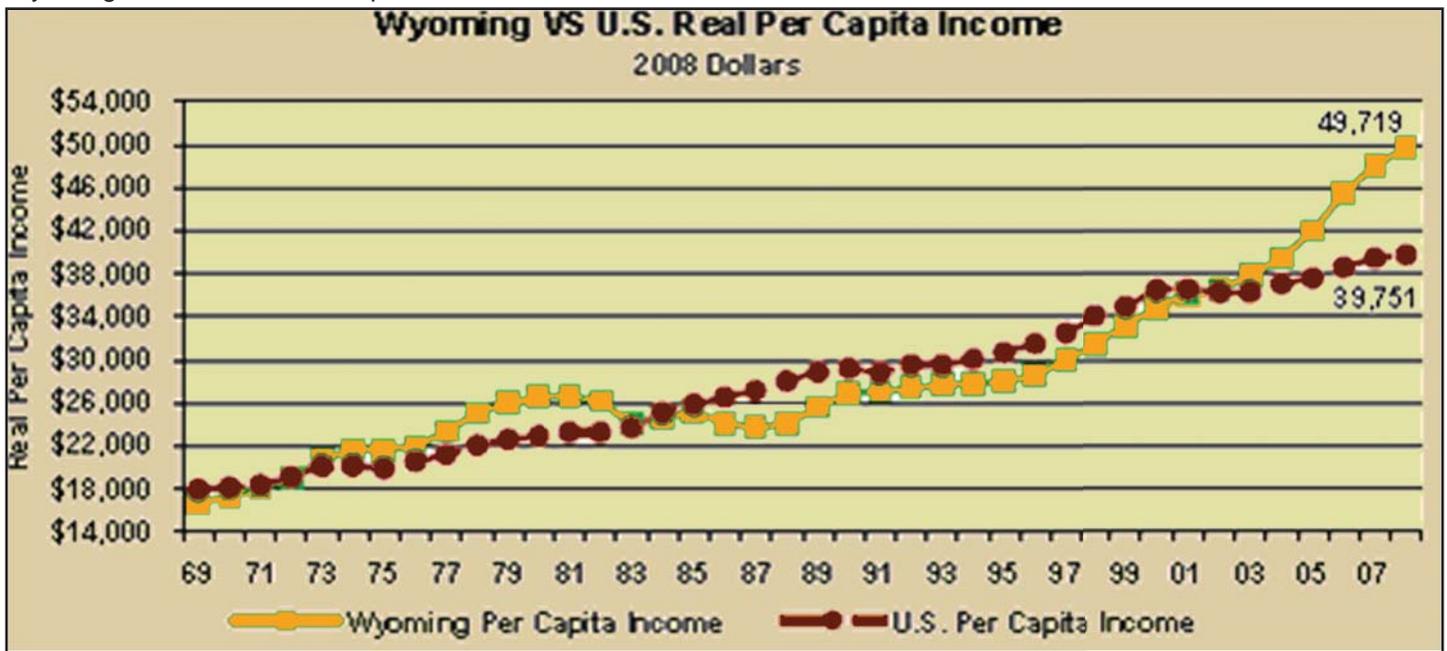
**Figure 1**  
Real Earnings Per Job by Industry

NAICS Categories	Real Earning per Job	
	U.S.	Wyoming
Farm Earnings	19,674	-184
Forestry, Fishing, Related Activities and Other	28,685	16,979
Mining	124,928	100,688
Utilities	160,499	98,872
Construction	47,834	46,207
Manufacturing	75,023	63,093
Wholesale Trade	72,160	61,451
Retail Trade	29,089	25,101
Transportation and Warehousing	50,639	59,841
Information	91,275	43,052
Finance and Insurance	83,993	42,852
Real Estate and Rental and Leasing	24,324	23,849
Professional and Technical Services	75,151	48,557
Management of Companies and Enterprises	108,852	87,049
Administrative and Waste Services	30,543	23,073
Educational Services	32,083	17,254
Health Care and Social Assistance	47,115	40,022
Arts, Entertainment and Recreation	25,200	22,850
Accommodation and Food Services	20,847	19,853
Other Services, except Public Administration	25,545	23,030
Government and Government Enterprises	61,213	53,422
Total	49,938	43,407

Wyoming VS USA, 2007 BEA Data

**Figure 2**

Wyoming VS U.S. Real Per Capita Income



Source: Wyoming Department of Employment, Research & Planning (accessed September 2009)

rents, and transfer payments, with dividends, interest and rents and transfer payments both increasing five-fold.

Together, these non-wage forms of income comprised nearly 40.0 percent of all personal income received in Wyoming. However, preliminary data for 2009 between the fourth quarter of 2008 and the first quarter 2009, were far below the national average.

When total personal income is divided by population, per capita income is the result. Wyoming's per capita income has been growing more quickly than the nation for nearly seven years and exceeded the national average for the last five years.

In 2008, estimates indicate that Wyoming had a per capita income of \$49,719 and the U.S. was \$39,751. The entire historic data series from 1969 through 2007 is presented in Figure 2 above. While this trend is positive the incidence of relatively low wage rates and high property income, such as dividends, interest, and rent, imply that income distribution is skewed to concentrations of lower income wage earners and higher income citizens, with those in the lower income levels likely facing some housing cost issues.

### Wyoming's Unemployment Rate

The current recession in the U. S. has been among the broadest on record, and although its impact on Wyoming was not as immediate as in other areas of the country, the impact has been significant.

The initial effect of the recession on Wyoming was somewhat tempered by the high natural gas prices, which resulted in the state finishing 2008 with employment growth of 3.4 percent, the highest in the nation. However, despite this, the deep recession that hit the U. S. has now also reached Wyoming's economy.

Since the state's economy is supported by mining, con-

struction and the government sector, the abrupt drop in natural gas prices, along with the corresponding drop in employment within mining and construction activities are the primary factors that resulted in rapid job shrinkage across Wyoming.

Compared to the first quarter of 2008, employment in the State increased by 2,420 jobs or just 0.8 percent. It was the slowest growth since 2003, but still the fastest in the nation. The unemployment rate climbed quickly to 4.0 percent in the quarter, while it jumped to 8.1 percent in the U.S. for the same period.

The changes in Wyoming's employment have been across all industries. The educational and health services sector demonstrated the fastest increase with 3.9 percent (930 jobs), while government added 2,470 jobs, or 3.6 percent over the year.

Though they declined from the fourth quarter of 2008, the mining and wholesale trade industries still grew 2.6 percent, respectively, from the first quarter of 2008. With energy related industries no longer able to provide the support they once did, momentum in other industries is also slowing. Construction is struggling with the annual job loss of 1,630 or 6.3 percent in the quarter.

Wyoming's primary industry, energy, is contracting at a rapid rate, and overall unemployment is still rising. In addition, continued lower energy prices have deterred exploration and development within the mining industry. Permit applications in all areas of mining, as well as for all types of construction, have dropped significantly. Finally, the state-wide initial unemployment insurance claims in the first quarter of 2009 were the highest in decades, and were 2.3 times as much as the figure recorded in the first quarter of 2008, with a fivefold increase in mining industry.

Continuing claims also rose as sharply, suggesting laid-

off workers were having difficulty securing new jobs. The job market appears unlikely to firm in the coming months.

Figures 3 and 4 show the percent change and the numeric change in Wyoming's employment by industry.

### High Growth – High Demand Industries

Industry figures show employment by industry sector in second quarter 2008. Local government, including public schools, colleges and hospitals, had the largest employment, followed by leisure & hospitality and retail trade.

Please see Figure 5 for further detail.

### A Period of Opportunity

Because of the recession, Wyoming State Government instituted a hiring restriction during the latter part of Program Year 2008. A process was implemented to receive exception

requests to the hiring restriction. The Governor did support several requests for fill field vacancies. In addition, the Department of Workforce Services continued to be affected by federal budget cuts.

In spite of these obstacles, the Division successfully maintained uninterrupted services through its existing Workforce Centers and satellite offices, to assure that it could serve Wyoming's population.

The Division continued to implement low-cost and no-cost improvements to program policies and instruction for staff, using video conferencing, telephone conferencing, and other technological tools, to decrease the cost of in-service training and reduce travel.

In this time of economic crisis, the Division, through WIA and its other programs, has a great opportunity to make a difference in the lives of workers, and for Wyoming busi-

**Figure 3**

Percent Change in Wyoming Employment by Industry:  
1st Quarter 2008 to 1st Quarter 2009

Natural Res & Mining		2.6 %
Construction	-6.3 %	
Manufacturing	-1.7 %	
Wholesale Trade		2.6 %
Retail Trade	-0.2 %	
Tranportation & Utilities		0.7 %
Information		0.0 %
Financial Activities		0.6 %
Prof. & Business Svc.	-1.5 %	
Educ & Health Svc.		3.9 %
Leisure & Hospitality		0.3 %
Other Services	-0.6 %	
Government		3.6 %

U.S. Bureau of Labor Statistics

**Figure 4**

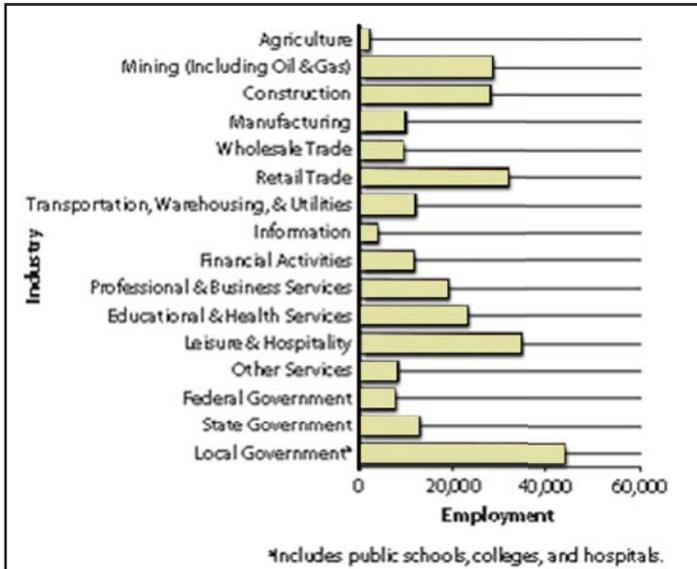
Numerical Change in Employment by Industry:  
1st Quarter 2008 to 1st Quarter 2009

Natural Res & Mining		730
Construction	-1,830	
Manufacturing	-170	
Wholesale Trade		230
Retail Trade	-70	
Tranportation & Utilities		100
Information		0
Financial Activities		70
Prof. & Business Svc.	-270	
Educ & Health Svc.		930
Leisure & Hospitality		100
Other Services	-70	
Government		2,470

U.S. Bureau of Labor Statistics

## Figure 5

Wyoming Employment by Industry,  
2nd Quarter 2008



U.S. Bureau of Labor Statistics

nesses, as it fulfills the Department of Workforce Services' mission of bridging human and economic development for Wyoming's future.

Without the Division's help, many workers may not be able to obtain employment now, or in the immediate future. Companies which initiated group layoffs during this downturn may not be zealous about hiring people back, especially since productivity is currently so high.

A Fortune Magazine article (August 25, 2009) reported: "Non-farm productivity grew at a 6.4 percent annual rate in the second quarter of Calendar Year 2009, the largest gain since the third quarter of 2003. The greater productivity is a direct result of people working harder for fewer hours... As companies need to increase capacity as the economy recovers, they're more likely to roll back their furlough policies and add hours to current workers' schedules than hire new bodies."

The Fortune article also presented evidence that recessions which are caused by banking crises, have a tendency to be prolonged. "Research by the economists Carmen Reinhart and Kenneth Rogoff, who have studied historic examples from other countries, showed that, on average, following a banking crisis, unemployment keeps rising for almost five years -- and the jobless rate goes up about 7 percentage points." During Program Year 2008, the Division worked together with the Department's communications staff to increase the number of workers and businesses using the services provided by the Division. The news media has been utilized heavily for this purpose. Also, the Division has partnered with other organizations to increase awareness of services that are provided by the Division, and to maintain a high level of services to clients.

### Partnering for Success

The Department of Workforce Services is dedicated to

developing a demand-driven workforce that is responsive to Wyoming's businesses, citizens and economy. The Department has a mission to bridge human and economic development for Wyoming's future.

During Program Year 2008 the Employment Services Division continued to partner with other agencies and programs, to provide services to WIA participants to strategically improve the training and education for employment process. Among these are Wyoming's public schools, community colleges, the Community College Commission and the University of Wyoming. An example of improved partnering is the college Adult Basic Education and General Equivalency Diploma (ABE/GED) program, which serves out-of-school youth, helping them obtain the GED, in addition to soft skills, life skills, and work readiness skills.

The Division's partners in this initiative are Laramie County Community College, Western Wyoming Community College, Uinta County Board of Cooperative Educational Services and Northern Wyoming Community College. This partnership has adopted an improved classroom structure and curriculum, to enable youth to complete the GED, which is significantly more than the referral system used in the past. In addition, this partnership has been able to wrap the 10 WIA youth elements into this program, as well, to help Youth participants develop career pathways.

The Division has also continued to partner with the Dads Making a Difference Program, CLIMB Wyoming and the Sheridan/Johnson County Opportunity Project for Education (also known as the SCOPE project).

## A WIA Summer Youth Success Story...

Jessica is 22 years old and has a two-year-old child. She is living on her own with a friend and her family. She is currently working on her associates degree in business through the University of Phoenix. Jessica is working for the Chamber of Commerce in Rock Springs and commutes each day from Eden which is about 45 miles away.

Jessica is working this summer as an information specialist and is using ARRA funding. She has been extremely busy helping with such events as the Flaming Gorge Days, Red Desert Roundup Rodeo and Parade, International Days, Western Wyoming Art Show, the Farmer's Market and the Fair, not to mention several ribbon cuttings for new businesses around town.

Some of the many things she has learned this summer have been some history about the Flaming Gorge as well as travel information about good places to stop and things to see. She has learned all about Sweetwater County tourism as well as how to give good customer service.

SCOPE's mission is to create an employment atmosphere that will empower youth, who have left high school, to become self-sufficient by providing employment training, life skill instruction, and GED preparation.

CLIMB trains and places low-income single mothers in higher paying jobs. CLIMB partnerships have been expanded from Cheyenne and Jackson to Laramie, Rock Springs and Casper.

DADS works to help income eligible custodial and non-custodial dads obtain job training and education. The program is funded through Temporary Assistance for Needy Families (TANF) associated with the Employment and Training for Self-Sufficiency program.

The Employment Services Division also partners with the Wyoming Department of Corrections to find qualified applicants for correctional officer positions. This includes interviewing and testing applicants, and processing job orders for the Department of Corrections.

In addition to these particular partnerships that have been mentioned, Wyoming's workforce centers maintain individual partnerships with a variety of organizations in Wyoming's communities. These evolving partnerships effectively work to accomplish the state's goals.

One of the state's goals, set by Governor Dave Freuden-

thal, is to grow, strengthen and diversify Wyoming's economy and industry base. The Governor has committed to the Department of Workforce Services, the Department of Employment, the Department of Education, the University of Wyoming, Wyoming's community college system and the Wyoming Business Council to collaborate in creating new jobs that pay a livable wage for Wyoming's citizens; and to produce a skilled and productive workforce for Wyoming's businesses to succeed in a competitive global economy.

### Career Planning

To help produce a skilled and productive workforce, Wyoming spearheaded the Wyoming Career Readiness Certificate initiative, in July 2008. The initiative is a joint partnership between the Governor's Office, Wyoming Community Colleges, Wyoming Department of Education, Wyoming Department of Corrections and the Wyoming Department of Workforce Services.

The Career Readiness Certificate program is a statewide program designed to foster economic and workforce development in Wyoming. It provides a nationally-recognized credential which denotes that the holder possesses the fundamental skills required to achieve success in the workplace, and become a productive, valuable employee.

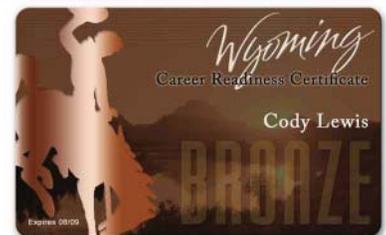
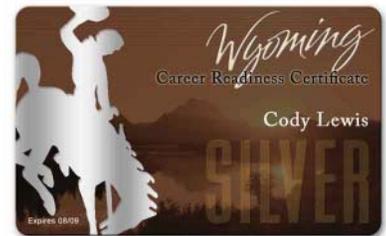
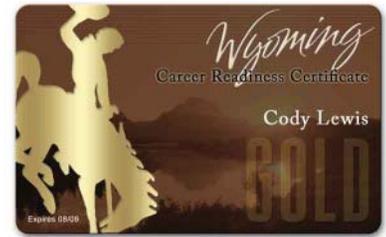
Adult WIA participants are required to take the Career Readiness Certificate assessment.

There are three levels of certification: gold, silver and bronze. The level of certificate earned depends on the recipient's scores on the WorkKeys exam, a product of ACT, Inc. WorkKeys is a cognitive assessment which measures a person's skill levels in key areas which have been found to be critical for workplace success: Reading for Information, Locating Information and Applied Mathematics. These three tests make up the core CRC assessment.

Testing sites have been set up throughout Wyoming. As of the end of Program Year 2008, over 800 Wyoming Career Readiness Certificates had been issued. More information relating to the Wyoming Career Readiness Certificate program can be found at <http://wyomingworkforce.org/crc/>.

### State Evaluation Activities

As indicated in Wyoming's state plan, Employment Services Division program specialists and administrators review



## A WIA Youth Success Story...

Jeptha is 21 and married with two children. He came to us unemployed. Jeptha had the opportunity for an On-the-Job Training with Buckaroo Motors.



He wanted the WIA program to help him with the On-the-Job Training and some tools to get started. He wanted to learn a trade that would pay a livable wage for his family.

Cecil at Buckaroo Motors was kind enough to take Jeptha under his wing and train him in the diesel mechanic trade.

The On-the-Job Training for Jeptha went great. He was paid \$8.50 an hour while he was in our program. Buckaroo Motors has kept him on as a mechanic and he is making \$13.50 an hour.

This is a great example of how the WIA Program can benefit both local businesses and individuals in need.

outcome and operational data to monitor program performance, outcomes and efficiencies. Data is reviewed at a statewide, workforce center, and individual customer level.

For American Recovery and Reinvestment Act funds the same monitoring process is used, except that monitoring occurs on a weekly basis. Documentation of both local and state-level reviews is maintained in the case files. State-level review documentation is also maintained in an electronic format which can be retrieved on demand.

The Division has worked to maintain an ongoing atmosphere of quality improvement by using the monitoring results as data for training staff, updating policies and procedures, and instituting corrective action.

Annually, the number of files requested from each workforce center, for the ongoing state-level review, equal approximately 30 percent of the office's total caseload for the program year. Cases to be reviewed are randomly selected. In conducting each review, the monitor covers 24 separate questions or topics, which are detailed in the state's WIA Monitoring Reference Guide. See Figure 6.

### Cost Analysis

Figure 7 below provides the Program Year 2008 WIA Financial Statement.

Cost per Entered Employment - A total of 153 Adult, Dislocated Worker and Older Youth program exiters were reported as entering employment during the first quarter following the exit quarter, for the reporting period of PY 2008. This equals an average cost of \$16,463 for each placement.

The breakout by program is as follows: Average Adult placements equaled \$19,923, average Dislocated Worker placements were \$974.00 and average Older Youth placements cost \$7,526.

Cost per Placement in Employment or Education - As one

### Figure 6

Employment Services Division WIA Monitoring Components

1. Right-to-Work Verification
2. Residency Verification
3. Equal Opportunity Documentation
4. Youth Barrier Verification
5. Selective Service Documentation
6. Family Size - Income Verification
7. Dislocated Worker Status Verification
8. Eligibility Determination Documentation
9. Application Documentation
10. Job Research Documentation
11. Service Agreement Verification
12. Voucher/Invoice Verification
13. Goal Establishment/ISS/IEP & Objective Assessment
14. Core Service Verification
15. Intensive/Youth Service Verification
16. Training Service Verification
17. Positive Services - Goal Correlation
18. Expenditures - Goal Correlation
19. Complete Case Documentation
20. Training Progress Verification
21. Adult Follow-Up Verification
22. Youth Follow-Up Verification
23. Youth Pre-Test Verification
24. Youth Post-Test Verification

Wyoming Department of Workforce Services

### Figure 7

PY 2008 WIA Financial Statement

PY 2008 Financial Statement				
Period:				
Youth	4/1/2008 - 3/31/2009			
Adult and Dislocated Worker:	7/1/2008 - 6/30/2009			
Fund Source	Funds Available	Expenditures	Unliquidated Obligations	Total Obligations*
Local Adults	\$2,862,973.00	\$2,271,212.00	\$446,234.00	\$2,717,446.00
Local Youth Out of School	\$697,310.00	\$443,284.00	\$472,999.00	\$916,283.00
Local Youth In School	\$1,630,708.00	\$737,861.00	\$280,209.00	\$1,018,070.00
Local Dislocated Worker	\$53,184.73	\$6,816.00	\$0.00	\$6,816.00
Statewide Activities	\$1,107,325.00	\$569,880.00	\$0.00	\$569,880.00
Rapid Response	\$15,000.00	\$1,217.00	\$0.00	\$1,217.00
<b>Total All Funds</b>	<b>\$6,366,500.73</b>	<b>\$4,030,270.00</b>	<b>\$1,199,442.00</b>	<b>\$5,229,712.00</b>

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

Wyoming Department of Workforce Services

of its Youth performance measures, the Employment Services 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 PY 2008, 104 participants became enrolled, for an average cost of \$11,357 per participant.

### **Performance Results**

The Division has done a number of things to maintain – and even improve performance. A single policy and procedures manual is provided to all workforce specialists, which facilitates easy and correct usage. The Division, working in tandem with Geographic Solutions, relies on periodic updates in its data system, Wyoming at Work. After these updates have been implemented and tested, they can be relied on to encourage accuracy and completeness of data entry, as well as ease of retrieval.

The Division relies on a mix of services within WIA, and including other programs, to achieve positive outcomes for its customers. The primary components are the workforce center staff and Wyoming At Work, an online job matching system, which brings together job seekers and potential employers, and allows staff members to keep track of casework. This tool allows staff to interact with job seekers and employers to make successful matches. Using Wyoming At Work, employers can post job vacancies and job seekers can post resumes. The Workforce Center staff recruit, screen, train and place workers based on employer needs.

All core services that are provided to WIA participants come through the Wagner-Peyser program. If individuals require intensive services to meet their needs, the services are provided through WIA or programs provided by partner organizations, such as the Division of Vocational Rehabilitation and the community colleges. Training also may be provided through WIA or other programs, such as Trade Adjustment Assistance, in order to meet customer needs.

As indicated in Wyoming's State Plan, the Division reviews statewide performance regularly. If a measure is identified as needing improvement, state office staff and local workforce center staff coordinate to identify the cause(s) of the problem, plan and implement corrective action. Where necessary, Division-wide data cleanup processes are implemented to assure that the corrective action occurs. The Division also has a trainer who is devoted to assessing the needs of the local areas and training all staff on any pressing issues. PY 2008 staff training included new-hire training in all programs, individualized training for case managers, and weekly telephone conferences to discuss policies and procedures.

Program Year 2008 staff training also included the Summer Youth Program of the American Recovery and Reinvestment Act of 2009. The Act, also known as the Recovery Act, is having a significant impact on Wyoming. As Wyoming and the nation face the most difficult economic circumstances in decades, this federal law is an effort to jumpstart the econ-

## **A WIA Adult Program Success Story...**

At the Lander Workforce Center we began working Mike when he came in to register with us. At that time Mike was oriented about our services including the Wyoming at Work system, virtual recruiter, job matching, our resume builder and other resources on Wyoming at Work, daily publishing of job lists for the local area and other resources available at our local office.

Mike had been incarcerated for some time and was having trouble finding employment. We spoke with Mike about a job opening we had listed with us for a local employer.

The employer was having difficulty finding someone who would be able to work full-time and also be on call and who had the necessary soft skills. At the time, the area was experiencing a labor shortage of skilled labor and the employer needed someone he could send out on service calls at any hour, day or night. He needed someone reliable, able to respond quickly and able to think on his own.

After again meeting with Mike, we suggested he contact this employer as the job was in a field in which Mike had an interest.

Mike called and then met with the employer and the employer expressed an interest in training Mike if he could find some funding to assist with training.

Mike was referred to the W.I.A. program and determined eligible, but after intensive services, Mike was still unable to find suitable employment. Mike was then approved for training services. Mike also needed supportive services including clothing and tools to enable him to take part in training activities.

Mike was placed in an On-the-Job Training component and learned a trade and has kept the job. The employer now has an employee that he can count on and reports that he has retained customers and grown new customers due to Mike's skills and attitude.

As the economy has changed and the profit margin of smaller companies has dwindled, it has become even more critical that employers have personnel able to perform at a highly efficient level. The employer relates that Mike is one of the best, and possibly his best worker. Mike has been able to become self-sufficient and has recently been able to have his children reside with him.

omy and to save or create millions of jobs so the nation can not only survive – but thrive in the 21st century.

In PY 2008, the Employment Services Division was ac-

countable for 17 core WIA measures, plus three additional common measures. The Division negotiated performance levels with the Employment and Training Administration for the core measures, but was not required to negotiate for the other three measures, although it worked just as hard to obtain quality outcomes for these three measures. (See the performance tables included in this report for the final outcomes compared to the negotiated levels of performance.)

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 the Employment and Training Administration, and the need to submit a corrective action plan. If the state was successful in achieving at least 90 percent of each negotiated goal, it would be eligible for available monetary incentives.

Wyoming achieved the negotiated level in 13 of the 17 core measures. It met the 90 percent threshold in two additional categories (Adult Entered Employment Rate and Older Youth Employment Retention Rate), and the 80 percent threshold in the final two categories (Dislocated Worker Six Month Average Earnings and Older Youth Six Months Earnings Change).

As mentioned earlier in this report, the fortunes of Wyoming's wage earners have not kept pace with national trends. Wyoming's real earnings per job have been much lower than the national average. This, along with the recession, has undoubtedly contributed to the poorer average-earnings outcomes for Dislocated Workers and Older Youth. Small participant populations may have also contributed.

### Adult Performance

In 2005, Wyoming was granted a waiver by the Employment and Training Administration that would allow the state to transfer up to 100 percent of WIA funds between Adult and Dislocated Worker Programs, each program year, to meet the needs of the state. Before the waiver was granted in 2005, Wyoming was limited to fund transfers of 20 percent or less.

The waiver enables the Employment Services Division to have greater flexibility in designing and delivering WIA programs and services, especially during periods of economic change. During years when Wyoming's economy is robust, as was the case until the current recession, the state experienced very few group layoffs. Also, even fewer Trade Act petitions affected Wyoming workers – another sign of a healthy economy. As a result, the state served small numbers of Dislocated Worker participants with WIA funding (i.e., 82 in PY 2005, 31 in PY 2006, and 12 in PY 2007).

By contrast during that same period, the state provided staff services to 560 Adult participants in PY 2005, 532 in PY 2006, and 425 in PY 2007. Also, thousands of other adults assisted themselves through the use of the state's management information system, Wyoming at Work and other One-Stop services. Being able to effectively serve these Adults was greatly facilitated by the fund transfer waiver. The state expects to be benefitted again by this funding flexibility as the effects of the current recession settle in and more workers are laid off.

In PY 2008, a total of 37,148 Adult participants were served by Wyoming, of which 640 received staff assisted services. A total of 14,818 WIA Adult participants were served through the ARRA program by the end of June 2009. The state achieved impressive WIA performance outcomes for the staff-assisted WIA group. (NOTE: Performance outcomes are not reported for self-served participants.)

The Entered Employment Rate for the first quarter after the exit quarter was 84.4 percent, which is more than 90 percent of the negotiated level. The Employment Retention Rate (93.5 percent), Average Earnings Rate (\$14,506) and Credential Rate (73.2 percent) each surpassed the negotiated levels of performance for those outcomes. All four of the outcomes exceeded those for PY 2007, which were 83.3 percent (Entered Employment), 91.9 percent (Employment Retention), \$12,907 (Average Earnings) and 69.4 percent (Credentials).

## A WIA Adult Success Story...

Consuelo Hernandez started working with Casper Workforce Center in July 2007. She is a single parent and was receiving food stamps at the time of WIA application. She was working part time at Wyoming Medical Center as a Certified Nursing Assistant earning \$10.50 per hour, and had been attending Casper College to complete her pre-requisite classes needed to be admitted into the Nursing Program. She was accepted into the Nursing Program and started in the fall of 2007.



Consuelo checked in on a regular basis, never had to be called for grades or attendance, always on time for our scheduled meetings. If a problem did arise, she was the first one to call, set an appointment and come in. She was the one that if the case manager needed anything from the group of nursing students, she was the one to contact. She organized the turning in of the information for state licensing and the NCLEX review. She also reminded the other nursing students to turn in grades at the end of each semester.

She graduated with honors in May of 2009 with an Associates of Science in Nursing. She is presently employed at Poplar Living Center as a Registered Nurse making \$22 per hour with full benefits.

## A WIA Adult Success Story...

Margaret is a 27 year old mother of two. She has been into the Newcastle Workforce Center many times over the last several years. Before she was married and had children, she was very interested in applying for WIA funding to help her with post-secondary training in Welding. Margaret has always been interested in non-traditional training and work; she likes to work outdoors and work with her hands.

Margaret had very little work experience before being married, and only two short-term jobs since her children were born. Her family lives on a ranch in Weston County where her husband works as a ranch hand, and they are provided with a small house on the ranch. Margaret has been willing to do most any type of manual labor work, but now with two small children and her brief work history, she has not been able to find suitable employment. Margaret was very interested in gaining a commercial drivers license (CDL) to improve her job prospects locally. When the Newcastle Workforce Center offered local CDL training in partnership with Eastern Wyoming College and McMurry Training Center, Margaret wanted to apply. The four-week course was to be offered at the Weston County Fairgrounds, and Newcastle Workforce Center utilized WIA funding for those participants who were eligible.

There was a good deal of interest in this local training

from Weston County residents, for the five training slots. Margaret successfully completed the truck driver training, although she did need some extra time to work on her backing, and McMurry assisted her at their Casper facility until she was confident, competent and obtained her license.

Given the local economy, it has taken Margaret longer than hoped to secure employment locally with her new CDL. However, she was hired by the school district and has just finished two weeks of training and obtained a bus endorsement for the local school district to drive school bus. Margaret has been hoping to be hired by the school district all summer, since she has two small children at home, and the hours will be compatible with their day-care and school schedules; her daughter will be in 1st grade this year, and her son is 4 years old.

She found out that as long as a child is 4 years old, he is able to ride the bus with a parent while she drives her school bus route. This allows the child care cost for Margaret's son to be reduced, and allows her a steady income in a career field she is interested in. Margaret can look forward to a long and successful career with the school district, and a successful outcome for the Newcastle Workforce Center partnership and expenditure of WIA training funds that assisted her in gaining occupational skills and entry into the workforce locally.

### Dislocated Workers

The WIA program served 32 Dislocated Workers during PY 2008. Also, as of June 30, 2009, a total of 27 WIA Dislocated Workers had been served through ARRA. Average Earnings, at \$12,811, were down, compared to the \$14,589 participants earned in PY 2007.

Otherwise, Dislocated Worker program performance exceeded Wyoming's PY 2007 performance. PY 2008 Entered Employment and Employment Retention were 100 percent compared to 92.3 percent and 96.4 percent in PY 2007. The Credential rate (85.7 percent) was 26.9 percent higher than the previous year.

### Youth Performance

Wyoming believes youth are the key to its future. The state is committed to providing career opportunities to its youth, which will allow them to remain in Wyoming in a career they enjoy, while providing a wage which allows their family to grow and prosper. With the additional Recovery Act resources, this vision can be expanded to include a more specific Summer Youth program.

In addition to the Summer Youth Program Recovery Act funds will be used to provide eligible youth with the full range of WIA services as appropriate. Also, provision has been

made for youth to easily transition into WIA from ARRA and particularly into the WIA Adult program, for greater access to training and career opportunities that lead to self-sustaining employment.

Wyoming served 458 WIA youth during PY 2008, of which 317 were Younger Youth (age 14–18) and 141 were Older Youth (age 19–21). Within these groups were 231 Out-of-School Youth and 227 In-school Youth. By the end of June 2009, the state also was serving 416 Youth with ARRA funds. Included in this group were 392 participants who had been placed in summer employment. With regard to Older Youth performance outcomes, the Employment Retention rate, at 84.2 percent, decreased by 1.0 percent from PY 2007, and the Six Months Earning Change rate (average earnings), at \$5298, was \$981 below what it was in PY 2007. However, the Entered Employment rate (91.4 percent) was up by 2.5 percent over the PY 2007 rate.

The PY 2008 outcomes for Older Out-of-School Youth were similar to those for all Older Youth, with the exception of the Entered Employment rate which, at 93.8 percent, exceeded the general Older Youth rate by more than five percent, and the PY 2007 rate by six percent; an excellent improvement!

Younger Youth outcomes were somewhat better in PY

2008. The Skill Attainment rate, at 70.1 percent, was just 0.9 percent under the rate for the preceding year, while the Diploma or Equivalent Attainment rate and the Youth Retention rate, at 69.7 percent and 83.2 percent respectively, both surpassed the PY 2007 rates (67.9 percent and 78.6 percent).

Out-of-School Younger Youth fared better in PY 2008 than they did in PY 2007, in all three of the Younger Youth measures. Skill Attainment was 62.8 percent compared to 58.3 percent in PY 2007, Youth Diploma or Equivalent was 59.5 compared to 54.2 percent the previous year, and Youth Retention was 83.8 percent compared to 76.0 percent in PY 2007.

However, Skill Attainment and Diploma or Equivalent outcomes still lagged behind compared to the general Younger Youth outcomes for PY 2008.

With regard to the three Youth common measure outcomes, Placement in Employment or Education, at 75.9 was nearly six percentage points higher than it was in PY 2007, and the Attainment of Degree or Certificate rate increased by a whopping 15.2 percent to 63.0 percent, thanks to the efforts of workforce specialists and state program staff.

The Literacy and Numeracy rate fell by 2.8 percent from PY 2007 to PY 2008. The components of the Literacy and Numeracy measure are quite technical and it was expected that performance improvements in this area would be modest, at least initially, while workforce specialists became used to the measure. However, the continuing low performance in this area warrants some in-depth analysis and follow-up action to insure better results hereafter.

## A WIA Youth Success Story...

Joe Dankelman attended Northwest Community College with WIA funding from 2007-2009. He graduated with honors (GPA 3.78) May 16, 2009 with an AAS Degree in Welding Technology. He was named Student of the Year at Northwest Community College in 2008-09

During the summer of 2009, he used his welding skills to help build the new swimming pool for the City of Powell. He is a single parent with one son, Kyle. He is also a former Department of Vocational Rehabilitation client. Although he had many obstacles to overcome, he persevered and had a successful outcome with the help of Wyoming Workforce Investment Act funding and Vocational Rehabilitation funding. He has now chosen to pursue additional education and is enrolled at Northwest College to obtain an AAS Degree in Business Administration/Drafting. Joe is a wonderful example of how WIA funding changed the life of one individual and his family.

### Overcoming Barriers to Employment

Through WIA and partner programs, the Employment Services Division has worked to overcome barriers that keep

## A WIA Adult Success Story...

My story of success actually starts back in 2003. Newly divorced and suddenly a single parent, I realized how important a formal education was. At age 39, I found myself in a college classroom full of people who (chronologically) could be my own children. The regret of not continuing my education after high school was setting in.

My goal was to become a registered nurse. I had no idea how much time and work it was going to turn out to be. While working full time as a school secretary and raising my daughter, I took two classes per semester for my prerequisites. Finally in 2007, I was accepted into the LPN program through Northwest College. The program ran from January - December straight through. This meant I had to quit my full time job. I didn't know how I was going to pay tuition, books and monthly bills.

After asking other nontraditional students how they are able to make ends meet, most took out loans. However, one student mentioned the Cody Workforce Center and the WIA program. I called a specialist and completed the proper paperwork. Many prayers were answered the day I found out that I qualified for the program.

After completing the LPN program, I received my LPN

certificate. However, my heart's desire was to get an actual degree - my first college degree. In 2008, I was accepted into the second year of the RN program and at age 45, graduated with my RN degree in May, 2009.

The WIA program enabled me to not only earn my LPN certificate, but also my RN degree. I couldn't see a way I could have completed my formal education without the WIA program. My caseworkers were great to work with and the program is an exceptional help to local people trying to better their lives. Resources such as WIA also keep workers in Wyoming. I'm very grateful for the WIA program and my hope is that it will help others in the future. It's not just for individuals and their families, but for the community and economy as well.



individuals from becoming employed, or advancing in unsubsidized employment. These barriers include remoteness, offenses against the law, low income, disabilities, low self esteem, age, homelessness, being a high school dropout, pregnancy or parenting, abuse, and other conditions that hinder people from succeeding in the workplace.

The Division also makes it a priority to serve Veterans through available resources. Veterans, as well as individuals who are receiving public assistance, disabled individuals, displaced homemakers, out-of-school youth, and older workers are identified in the performance outcomes for special populations in this report. Individuals with other barriers to employment are not separately reported, but are included in the overall performance outcomes for Adults, Dislocated Workers, and Youth.

The Division continues to view intensive counseling and guidance services as essential to the successful placement of program participants with significant employment barriers. These counseling and guidance services, coupled with partner assistance, empower participants and help to remove, or overcome, their barriers to employment. PY 2008 performance outcomes for special populations are encouraging, but show some room for improvement. Generally they lag behind the corresponding outcomes for the overall popula-

tions. The data are based on small reported populations, which can make a significant difference in the outcomes. Also, the inclusion of participants in one or more of these special populations is often based on self-identification.

### **Public Assistance**

Public assistance outcomes are not measured for the Dislocated Worker Program. However, the Entered Employment Rate for Adult and Older Youth recipients was 81.6 percent. Employment Retention and Average Earnings after six months were 89.3 percent and \$9,662 respectively. The Credential rate was 65.1 percent. In PY 2007 the combined rates for public assistance recipients were 77.9 percent (Entered Employment), 88.9 percent (Employment Retention), \$9,868 (Average Earnings), and 85.7 percent (Credentials).

In PY 2006 the outcomes were 64.3 percent for Entered Employment, 73.3 percent for Employment Retention, an Average Earnings rate of \$10,807, and 36.4 percent for Credentials.

### **Disabled Participants**

Disabled participants fared better than public assistance participants in their six-month employment retention, but not as well in earnings and entry into employment, although

## **A WIA Adult Success Story...**

On July 10, 2008 a young lady made an appointment with me, Jan Eatmon at the Cheyenne Workforce Center, seeking assistance to attend her second year of the Radiology Program at Laramie County Community College. Jennifer Smith is a single mother who was trying to better herself and her son. She had already completed all her prerequisites and one year of the Radiology Program. She was carrying a 4.0 grade point average when she came to see me. Jennifer had been struggling and needed some assistance. The director of the Radiology Program referred her to our department.

Jennifer's prior skills would not lead her to self-sufficiency. She had worked at the Old West Wax Museum in Thermopolis as a cashier, but that was a part time position and she only earned \$6.50 an hour. She also worked at one of Cheyenne's local car dealerships performing account receivables. She received \$10 an hour for that position, but was told that without an accounting degree she would not be able to be promoted to any higher paying positions.

Jennifer was not able to get any assistance through the college because she was under 24 when she came to see me, and even though she no longer lived at home, all information for Pell Grants and student loans was based on her parent's income.

Jennifer provided me with all her documents necessary for eligibility. Jennifer is an amazing young lady and very

determined to succeed so she can provide a good living for herself and her son. It was determined by the review committee that Jennifer should receive assistance through the Workforce Investment Act.

Jennifer continued doing well in her classes although she did get a B in Radiographic Imaging/Technique. That was the only B Jennifer received. All the rest were A's. Jennifer graduated from Laramie County Community College in May, 2009. The Radiology Program requires that they still have to attend summer classes/clinicals following graduation. Jennifer very successfully completed her program. Jennifer is now employed at Cheyenne Regional Medical Center as a Radiology Technician. She is just part time, but is hopeful this will turn into a permanent full time position. She is earning \$22 an hour. When she works the evening shift she gets an additional 6 percent and when she works the night shift (graveyard) she earns an additional 12 percent. If she gets called in to the hospital outside of her regularly scheduled time she earns an additional \$3.00 an hour.

Jennifer says that her career has proven to be very challenging and she continues to learn but she feels this is a career that can last for a lifetime. It is a career that she can be proud of and be able to provide for herself and her son without any additional government assistance. Jennifer is very grateful for all the assistance we were able to provide for her. She says she couldn't have made it without us!

earnings were improved compared to PY 2007. Credentials were also mixed by comparison. The combined PY 2008 outcomes for Adult, Dislocated Worker, and Older Youth disabled participants were 71.4 percent (Entered Employment), 92.3 percent (Employment Retention), \$7,877 (Average Earnings), and 60.0 percent (Credentials). In PY 2007 these rates were 100 percent Entered Employment, 94.1 percent Employment Retention, \$7,467 Average Earnings, and Credentials at 37.5 percent. In PY 2006, the outcomes were 80.0 percent Entered Employment, 90.9 Employment Retention, \$9,426 in Average Earnings, and a Credential rate of 65.4 percent.

### Older Individuals

This group is made up of Adults and Dislocated Workers. The PY 2008 Entered Employment rate for the group is 80.0 percent, which is 10 points below what it was in PY 2007, but better than the outcome was in PY 2006. The Employment Retention rate, at 80.0 percent, is not as good as it was in PY 2007 (91.6 percent), but much better than in PY 2006 (71.4 percent). Average Earnings for older individuals were \$6,868, compared to \$12,842 in PY 2007 and \$16,406 in PY 2006, which mirrors the downward trend for the economy. The Credential rate for this group, at 75.0 percent, is im-

proved over what it was in PY 2007 (50.0 percent) and PY 2006 (66.7 percent).

### Displaced Homemakers

This rate is calculated only for Dislocated Workers. The Entered Employment rate was 100 percent, compared to 100 percent in PY 2007 and 80 percent in PY 2006. The Employment Retention rate was also 100 percent, compared to 100 percent in PY 2007 and 81.8 percent in PY 2006. Average Earnings for this category were \$10,639 compared to \$11,180 in PY 2007 and \$19,677 in PY 2006. The Credential rate was 100 percent, compared to 100 percent in PY 2007 and 85.7 percent in PY 2006. All of these outcomes are based on very small populations of program exiters.

### Veterans

These outcomes were calculated for Adults and Dislocated Workers only, as there were no cases reported for Older Youths. Veterans may have experienced a variety of circumstances and conditions which become barriers to employment. Even if such barriers do not exist though, they still deserve special attention because of the military service they have provided. The Division has adopted a priority of service policy for veterans, in keeping with federal law

## A WIA Veterans Success Story...

When divorce papers fell into my lap a number of years ago, I was shattered. Our whole lives had been centered on raising our little daughter and giving her the warmth, love and stability that every child needs. I did not want give into the divorcing couple's cycle of anger, despair and recrimination; I wanted a much better outcome for my daughter despite the circumstances. I was at a complete loss how to go about it and knew this was a critical step in life. Just winging it was not going to work.

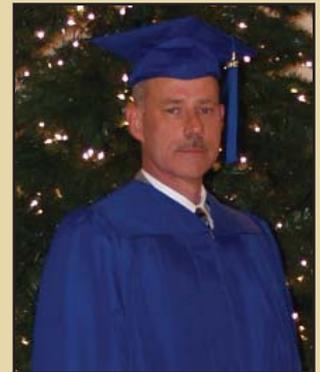
As a Veteran, I was struggling with injuries and somehow transforming my military experience in weapons systems troubleshooting and systems overhaul into something that could be marketable in the civilian workplace. I found the assistance I was looking for through the Dads Making a Difference program. The training I received built on my service experiences and broadened my own narrow viewpoint of them in ways that I had not been able to see before. I began to see doors and possibilities instead of a road of hopelessness and poverty.

The life skills training helped me immeasurably to identify and correct the shortfalls I knew down deep would hold me back, or worse, recycle anew into new ways of doing the same old mistakes. The counseling and parenting training opportunities produced real results in being able to influence my daughter positively and reaffirm an outlook of life as filled with possibilities for good things. We had fun again and laughed at silly things together,

unstrained. Very importantly, I was able to develop a cooperative tone with her mother that allowed us to work together, sometimes in just little ways, for the best for our daughter. That I believe can be the hardest – to get those skills to let water under the bridge be just that.

No good Cowboy can ride alone through life. There are times when you have to help out, and times when you need help. This program gives the help to those that need it, those fathers who want to turn one of the hardest of circumstances into one that can buck the grim statistics and strive for a life that would be positive. It is not about making a better life just for themselves, but one that is far better for their children and the community as well.

I saw the young men around me find the abilities in themselves they never were sure they had. They worked hard for the knowledge and skills so they could realize a better outcome for their own and their children's lives, and with it came a sense of purpose and a conviction that a positive life could actually be a thing achieved. I am extremely grateful, to learn the things I genuinely needed, and as well, to see it take root in the other Dads.



and guidelines. However, performance results are not yet indicative of the special treatment this group of customers is receiving.

The PY 2008 Entered Employment rate was 81.8 percent compared to 84.2 percent in PY 2007 and 83.3 percent in PY 2006. Employment Retention was 100 percent compared to 100 percent in PY 2007 and 78.9 percent in PY 2006. Another very gratifying outcome is the continued improvement of Average Earnings, which is contrary to the trend for other worker categories and for the economy generally. PY 2008 Average Earnings were \$16,978 compared to \$16,631 in PY 2007 and \$13,577 in PY 2006.

The Veterans Credential rate has room for improvement. The PY 2008 rate was 44.4 percent compared to 75.0 percent in PY 2007 and 84.6 percent in PY 2006. These abrupt shifts in performance, like those in some of Wyoming's other outcomes, can be partially attributed to the small population of individuals who were served each year. For example, a total of only nine Veterans were included in the PY 2008 rate calculation, of which four received a reportable Credential. If even three more individuals had been included in the numerator, the result would have exceeded the 75.0 percent outcome for PY 2007. Arguably, however, the small number of participants should also make it easier for workforce specialists to concentrate on client needs. Therefore, the need exists to determine how other factors are contributing to a lack of success in obtaining Veterans Credentials.

During PY 2008 the Division worked to maintain, and improve partnerships – and even establish new partnerships – that would enable to more effectively serve individuals with barriers to employment. For example, a pilot workshop is being presented in Laramie County by the Agency and Laramie County Community College. This workshop will focus on four key components: writing an effective resume, critical interview skills, workplace professionalism, and computer basics briefing for beginning keyboarding and computer users. Partnerships have become increasingly important in the midst of the harsh economic climate that currently exists in Wyoming.

### Opportunities for Employment through Training

Research results from the College Board, published in 2004 as *Education Pays* which were recently supplemented by more current data from the Board, show that education really does make a positive difference in society. Both individuals who enroll and succeed in college, and society as a whole enjoy high rates of return to investments in quality higher education. In addition, the magnitude of these benefits makes the continuing gaps in educational opportunity particularly costly. (For more information see [www.collegeboard.com/prod\\_downloads/press/cost05/education\\_pays\\_05.pdf](http://www.collegeboard.com/prod_downloads/press/cost05/education_pays_05.pdf)). The Department of Workforce Services and the Employment Services Division are dedicated to helping clients obtain needed education and training. One of the Department of Workforce Services' strategic goals is to continually add skills to the workforce, to meet the needs of Wyoming's economy. The economy continues to be more of

## A WIA ARRA Summer Youth Success Story...

Chelsea was a participant in the WIA ARRA Summer Youth Employment Program working at the Wheatland Chamber of Commerce. Below is a sample of her work she did for the Chamber.



### A Day at the Chamber...

Whether it's frantically calling businesses to warn them about circulating counterfeit money or giving directions to lost and confused tourists, my experience at the Chamber of Commerce has been anything but dull! My favorite aspect about being here this summer is that something different is accomplished every day.

I've gotten to know and understand the 'behind-the-scenes' work that is done

to make events like Krazy Daze, the pancake breakfast for fair, and Oktoberfest happen; these events take months of planning to make them run smoothly. I now appreciate the little things done by members in our community that I didn't even notice before.

In my short time here, I have helped with the Chamber newsletter, put together welcome bags, read the activity calendar for travelers over the radio, folded brochures, assisted with the Krazy Daze drawing, labeled and organized pictures for the Chamber Members board, answered the phone, helped serve at the Jaycee's concession stand during fair, and so much more!

Cheryl, Connie and Jim have made me feel valuable, and I have really enjoyed working with each of them. Jim always has an interesting story to tell, and since he's lived here in Wheatland for his entire life, he knows almost everybody, and can give the best directions to nearly anywhere anyone may wish to go.

Connie is kind and thoughtful, and her southern accent is charming and sweet. Her history as a teacher often comes out when she's instructing me on how to do something, and she has plenty of anecdotes about her teaching days.

Cheryl, as the new director, is always busy; she's constantly taking phone calls and making plans, but she'll always take the time to answer any questions I may have, and she has such a pleasant temperament.

It has been an immense pleasure to learn about aspects of the community that I have previously been blind to. I have been surprised by my experience, and I have enjoyed it very much!

a knowledge-based economy where all positions are requiring higher levels of technological expertise. As Wyoming's population and industry make-up continually evolve, so does the need to upgrade worker skills. Agency-wide training services are provided to eligible individuals based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. The Agency remains dedicated to meeting worker needs alongside its partners, through innovative strategies.

Typically, as workers or employers identify a skill need, the Division facilitates access to training activities. Training Services that are offered by the Division include activities such as subsidized on-the-job training, classroom training, and customized training. Supportive services are also provided to assure successful participation in those activities, ultimately intended to improve success in employment.

Wyoming's performance results in this annual WIA report are not compared to results that may be available for individuals who did not receive training or other services offered by the Division. However, data are available which enable a comparison between the outcomes for Adults and Dislocat-

ed Workers who received training, and those who received only core and intensive services.

In analyzing the data it is important to consider some important caveats. First, individuals who received only core and intensive services typically had less need for assistance in finding employment than those who received training. Those who received training probably had more employment barriers, or greater needs for skill development. Second, the recessionary conditions in PY 2008 probably made it more difficult for individuals with barriers to become employed. Third, not all individuals who started training successfully completed. Either they dropped out of training or failed to pass their coursework. Fourth, approximately 40 percent of the participants who completed training became employed in work that was outside of the classification for which they were trained. More research could be done to ascertain why individuals did not complete their training and why they took jobs that were outside of the category for which they were trained. Also, it would be desirable to find out the long-term effects that occur when individuals accept employment that differs from that for which they were trained.

The combined PY 2008 Entered Employment Rate for Adults and Dislocated Workers who received training was 83.7 percent, compared to 87.5 percent for those who received only core and intensive services. As mentioned previously, barriers to employment and other conditions could have affected these outcomes. These figures are opposite of what they were in PY 2007 and 2006, when the Entered Employment Rates for those who received training were 86.2 percent and 83.7 percent respectively, while the rates for those who received only core and intensive services were 79.5 percent and 75.4 percent.

The value of training becomes more apparent when looking at Employment Retention and Average Earnings after six months, for Adults and Dislocated Workers who were served. In PY 2008, the Retention Rate for those trained was 95.0 percent compared to 92.1 percent for those who received only core and intensive services. These results compare favorably to PY 2007 and 2006 when individuals

who received training were retained at rates of 93.8 percent and 88.4 percent, while those who received only core and intensive services were 86.9 and 76.2 percent of the time. Average Earnings for those trained in PY 2008 were \$14,849, compared to \$13,897 for those who received only core and intensive services. In PY 2007 and 2006, Average Earnings for trained individuals were \$13,632 and \$12,460, compared to \$10,908 and \$10,154 for those who received only core and intensive services. The Average Earnings figures are particularly interesting because of the recession in PY 2008.

As indicated in its state plan, Wyoming is continuing to increase the number and variety of approved training providers, as well as diversify and increase the types of supportive services available to eligible participants in training. Also, Wyoming has continued in its ongoing work with the community colleges and other training providers to develop and implement new curriculum and training programs as dictated by changes in the economic market, rates of unemployed individuals, and other state and local conditions. For example, the Division has developed a Web-based workshop scheduling tool which will enable it to coordinate more effectively with partners on training and other planned events of mutual interest. As events are scheduled by the Division or the partnering organization, they will become readily available to other units that have access to the Web site. This scheduling tool will also allow the organizations to register participants for the events on-line, view the names of all participants planning to attend and receive real-time reports on attendance.

The Department of Workforce Services, Employment Services Division and the Wyoming Workforce Development Council have collaboratively updated Wyoming's Approved Training Provider Policy. The revised policy streamlines the process for provisional approval and provides automatic approval to post-secondary educational institutions or apprenticeship programs registered with the U.S. Department of Labor, Office of Apprenticeship. With the revisions come new forms. Further work is being undertaken to provide the



**WYOMING WINTER** -- Wyoming's serenity is one feature used often to entice workers to the state.

public with easier access to Wyoming's Approved Training Provider list. The Wyoming at Work system now contains a Workforce Appraisal tool on its home page. The purpose of this tool was developed as a pre-service tool, to assist users in making the best decisions about services available to them in the system. The appraisal also helps workforce specialists to determine programs and services that may best fit the unique needs of each customer.

The Department of Workforce Services is also seeking to add an effective web-based assessment tool for job seeking customers.

With the increase in participant dollars from the American Recovery and Reinvestment Act (ARRA), there is a larger population of Adults and Dislocated Workers that can be trained or re-trained to find sustainable employment opportunities, particularly in the areas of green jobs, medical, and other industry sectors. As of June 30, 2009, a total of 15 WIA Adults and 15 WIA Dislocated Workers were enrolled in training through ARRA. These numbers are expected to grow as the program continues.

### **Workforce Investment Board - The Wyoming Workforce Development Council**

The Wyoming Workforce Development Council (WWDC) was established by Governor's Executive Order 1998-1. It was reconstituted under the Workforce Investment Act of 1998, and further reconstituted under Governor's Executive Order 2009-1. The WWDC is the state and local workforce investment board under the Workforce Investment Act. In accordance with the Executive Order and the Workforce Investment Act, the WWDC shall:

- Perform the duties required of the state and local workforce investment board by the Workforce Investment Act of 1998;
- Oversee the creation of a strategic plan for the

development of Wyoming's workforce with a vision towards ensuring that Wyoming is a state with a strong and growing economy populated by educated, economically self-sufficient people who enjoy a high quality of life;

- Guide the development of a comprehensive and coordinated workforce development system for the state and monitor its operation;
- Review and make recommendations that will align the workforce system, including education and economic development goals for the purpose of creating systems that are integrated and provide Wyoming a competitive advantage in the global economy;
- Identify the workforce investment needs of Wyoming business and industry, together with citizens of the state, so that each might respond to and meet the needs of the others and thus together build a robust, diversified economy;
- Review and evaluate workforce development programs within the state, formulate recommendations to increase their efficiency and effectiveness, eliminate duplication, and align with economic goals. Recommendations shall be communicated to the Governor, Legislature, state and federal government agencies and appropriate individuals and entities with in the private sector;
- Increase academic capability and technical skills with in the state workforce and foster lifelong learning among Wyoming's citizens;
- Strengthen collaboration among institutions which provide education and training services, government agencies which coordinate employment and other human resource investment activities, and businesses and industries to create a seamless system to nurture healthy economic development;



**STANDING TALL** -- The Grand Tetons offer Wyoming's Workforce an abundance of opportunities to enjoy the outdoors.

- Establish policies and procedures for the conduct of Council business; and
- Prepare and approve a budget for itself.

**Council Vision**

The Wyoming Workforce Development Council's vision of Wyoming is a state with a strong and growing economy populated by educated, economically self-sufficient people who enjoy a high quality of life.

**Council Mission**

The Wyoming Workforce Development Council's mission is to shape strategies and policies to develop, recruit and retain Wyoming's workforce.

**Council Goals**

1. The Council will be the recognized authority on workforce issues in Wyoming.
2. The Council will drive workforce training and education initiatives within the State.
3. The Council will be comprised of committed team members who ensure good governance and who advocate the mission, goals and objectives of the Council.
4. Provide oversight for financial and compliance accountability to the Council and public.
5. Establish and maintain effective communication and administration channels that ensure the mission and goals of the Council

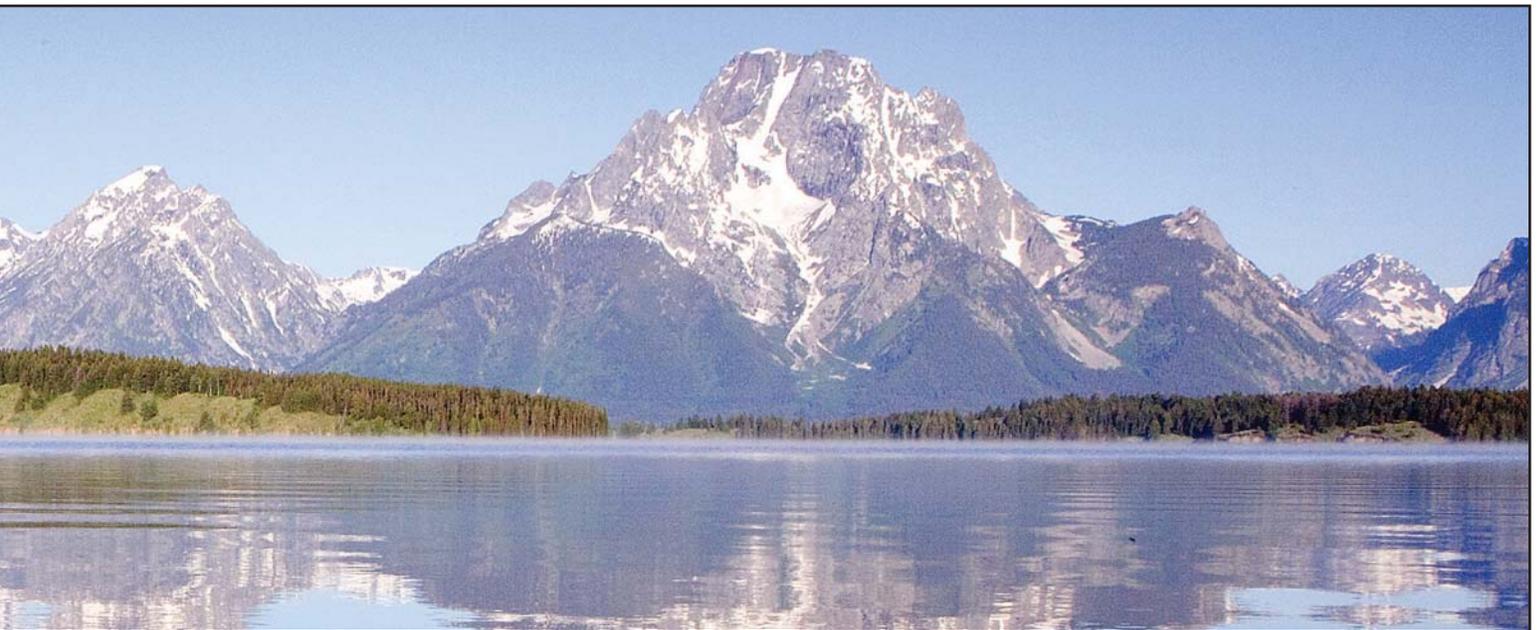
The Council operates with three committees to serve its needs. These are the Executive Committee, the Sector Solutions Committee, and the Talent Pipeline Committee. The Executive Committee is responsible for assigning issues to committees for consideration, reviewing and responding to partnership and commitment requests, reviewing requests and determining conference sponsorships, and tracking and responding, as appropriate, to federal and state legislative

activities that impact the Council, the state, and its industries and workforce.

The Sector Solutions Committee is responsible for convening partners for sector initiatives while supporting the sharing of information, ideas and challenges within industries in Wyoming. It does this by identifying training needs of industries, especially skill gaps critical to competitiveness and innovation, helping educational and training institutions align curriculum and programs to industry demand, helping industries identify and work together to address common organizational and human resource challenges, and strengthening connections among businesses in industries to improve competitiveness and job quality, such as market research or centers for technology and innovation.

The Talent Pipeline Committee works to develop, recruit and retain the talented workforce Wyoming's industry sectors need to prosper and grow. It does this by helping industries work together to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing high-performance work organization, and adopting new technologies. It also works to develop and strengthen career ladders within, and across industries, enabling entry-level workers to improve skills and advance to higher-wage jobs, help industries to attract potential employees from a diverse job seeker base, including individuals with barriers to employment, such as those who are economically disadvantaged, youth, older workers, ex-offenders, and others.

This committee also seeks to align education and training systems to ensure all workers are a part of our future success, through increased education and skill attainment; supporting the career readiness certificate initiative, and working on the development of certified work-ready community criteria. To see a complete list of Council Members, please see page 25.



## Tables A-D

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level–American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Survey	Response Rate
Participants	82.0	82.2	233	404	404	57.7
Employers	79.0	79.9	784	4,140	1,200	65.3

Table B - Adult Program Results

Reported Information	Negotiated Performance	Actual Performance	
Entered Employment Rate	88.0	84.4	114
			135
Employment Retention Rate	89.0	93.5	257
			275
Average Earnings	12,932	14,506.2	3,321,922
			229
Employment and Credential Rate	72.0	73.2	93
			127

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	75.0	21	80.0	8	66.7	2	75.0	3
		28		10		3		4
Employment Retention Rate	93.2	55	100.0	27	83.3	5	75.0	3
		59		27		6		4
Average Earnings Rate	11,226.5	561,326	16,814.7	403,552	7,547.3	22,642	9,468.5	18,937
		50		24		3		2
Employment and Credential Rate	71.0	22	50.0	4	75.0	3	66.7	2
		31		8		4		3

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	82.3	87.5	65
			79
Employment Retention Rate	94.7	92.0	142
			150
Average Earnings Rate	14,979.9	13,945.9	1,857,502
			124
			1,464,420
			105

# Tables E-H.1

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	100.0	7
			7
Employment Retention Rate	91.0	100.0	12
			12
Average Earnings	14,700	12,811.1	140,922
			11
Employment and Credential Rate	73.0	85.7	6
			7

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced	
Entered Employment Rate	100.0	1	0.0	0	100.0	1	100.0	1
		1		0		1		1
Employment Retention Rate	100.0	1	0.0	0	100.0	1	100.0	3
		1		0		1		3
Average Earnings Rate	20,901.0	20,901	0.0	0	1,668.0	1,668	10,639.3	31,918
		1		0		1		3
Employment and Credential Rate	0.0	0	0.0	0	100.0	1	100.0	1
		1		0		1		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	100.0	7	0.0	0
		7		0
Employment Retention Rate	100.0	11	100.0	1
		11		1
Average Earnings Rate	13,230.6	132,306	8,616.0	8,616
		10		1

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0.0	75.9	104
			137
Attainment of Degree or Certificate	0.0	63.0	87
			138
Literacy and Numeracy Gains	0.0	25.0	7
			28

## Tables H.2-K

Table H.2 - Older Youth (19 - 21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	91.4	32
			35
Employment Retention Rate	87.0	84.2	48
			57
Average Earnings Rate	6,200	5,298.4	254,324
			48
Credential Rate	46.0	46.9	23
			49

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	100.0	10	0.0	0	75.0	3	93.8	30
		10		0		4		32
Employment Retention Rate	75.0	12	0.0	0	100.0	7	83.0	44
		16		0		7		53
Six Month Earnings Increase Rate	3,642.4	47,351	0.0	0	8,074.0	40,370	5,240.3	230,574
		13		0		5		44
Credential Rate	50.0	6	0.0	0	50.0	3	45.5	20
		12		0		6		44

Table J - Younger Youth (14 - 18) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	55.0	70.1	122
			174
Youth Diploma or Equivalent Rate	50.0	69.7	46
			66
Retention Rate	76.0	83.2	79
			95

Table K - Outcomes for Younger Youth Special Populations

Report Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	65.4	17	78.6	55	62.8	49
		26		70		78
Youth Diploma or Equivalent Rate	66.7	4	78.6	22	59.5	22
		6		28		37
Retention Rate	77.8	14	84.8	28	83.8	31
		18		33		37

# Tables L-N

Table L - Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Worker)		Placements for Participants in Non-traditional Employment		Wages at Entry into Employment for Individuals who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	91.9	238	9,137.7	2,074,259	5.3	6	6,401.4	684,946	61.5	40
		259		227		114		107		65
Dislocated Worker	82.4	14	389.1	184,797	14.3	1	6,439.3	45,075	42.9	3
		17		47,493		7		7		7
Older Youth	83.0	44	5,161.2	227,093	6.3	2	4,245.9	114,638		
		53		44		32		27		

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	37,174	26,447
Total Adult self-service only	36,508	26,219
WIA Adult	37,148	26,444
WIA Dislocated Worker	32	5
Total Youth (14 - 21)	458	182
Younger Youth (14 - 18)	317	135
Older Youth (19 - 21)	141	47
Out-of-School Youth	231	108
In-School Youth	227	74

Table N - Cost of Program Activities

Program Activities	Total Federal Spending	
Local Adults	\$2,271,212.00	
Local Dislocated Workers	6,816.00	
Local Youth	1,181,145.00	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	1,217.00	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	318,643.00	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Council Budget	179,979.00
	Discretionary	71,258.00
Total of All Federal Spending Listed Above	\$4,030,270.00	

# Table O

Table O - Local Performance (Include this Chart for Each Local Area in the State)

Local Area Name:  State of Wyoming, Department of Workforce Services	Total Participants Served	Adults	37,148	
		Dislocated Workers	32	
		Older Youth (19 - 21)	141	
		Younger Youth (14 - 18)	317	
ETS Assigned #:  56005	Total Exiters	Adults	26,444	
		Dislocated Workers	5	
		Older Youth (19 - 21)	47	
		Younger Youth (14 - 18)	135	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	82.0	82.2	
	Employers	79.0	79.9	
Entered Employment Rate	Adults	88.0	84.4	
	Dislocated Workers	86.0	100.0	
	Older Youth	86.0	91.4	
Retention Rate	Adults	89.0	93.5	
	Dislocated Workers	91.0	100.0	
	Older Youth	87.0	84.2	
	Younger Youth	76.0	83.2	
Average Earnings (Adults/ DWs) Six Months Earnings Increase (Older Youth)	Adults	12,932	14,506.2	
	Dislocated Workers	14,700	12,811.1	
	Older Youth	6,200	5,298.4	
Credential/Diploma Rate	Adults	72	73.2	
	Dislocated Workers	73.0	85.7	
	Older Youth	46.0	46.9	
	Younger Youth	50.0	69.7	
Skill Attainment Rate	Younger Youth	55.0	70.1	
Placement in Employment or Education	Youth (14 - 21)	NA	75.9	
Attainment of Degree or Certificate	Youth (14 - 21)	NA	63.0	
Literacy or Numeracy Gains	Youth (14 - 21)	NA	25.0	
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

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# **Wyoming Workforce Alliance**

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The Wyoming Business Council, Wyoming Community College Commission and the Wyoming Department of Workforce Services have formed a partnership to address workforce development issues at a state level.

The Wyoming Workforce Alliance (WWA) was formed in the Fall of 2002 to improve the access to short-term training, develop the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market and respond to employer's need for qualified employees to successfully operate their businesses.

## **Commitment to Providing Quality Services**

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The Department of Workforce Services is Wyoming's newest state agency, dedicated to developing a demand-driven workforce that is responsive to Wyoming's businesses, citizens and economy. The Department of Workforce Services maintains a statewide network of workforce centers to deliver business services, vocational rehabilitation services and employment and training programs for businesses, jobseekers, older workers, veterans, youth, persons with disabilities and partners.

The Department of Workforce Services is committed to providing quality service, which involves developing a sense of ownership, working in tandem with partners and customers in order to define a strategic vision for change and identifying how the vision relates to individuals.

Cross-education and training of state personnel in all programs has resulted in more accurate assessments and referral of clients to partner agencies and services. This effort both inside and outside the agency allows for substantial increases in efficiency and effectiveness in all services provided to common clients.

## **Programs Provided by the Department of Workforce Services**

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The 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 (TANF) Work and Employment and Training for Self-Sufficiency programs, Vocational Rehabilitation services, Veterans Employment Services, Senior Community Service Employment programs (also known as the 55+ Employment Network), Trade Adjustment Act, Food Stamp Employments and Training, Alien Labor Certification, Work Opportunity Tax and Welfare-to-Work Tax Credits, Wyoming Workforce Development Training Funds, the Business Enterprise program, Disability Determination Services, Apprenticeship Utilization Program, Employment Training for Self-Sufficiency, WY Quality Counts, and others.

## **Equal Employment Opportunity Employer**

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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  
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