

October 1, 2010
Program Year 2009



Workforce Investment Act Title I-B Activities in Wyoming-- Program Year 2009



STATE OF WYOMING

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

The Department of Workforce Services was created in July 2002 with the express purpose of organizing, coordinating and streamlining various state and federal employment and training services in Wyoming in order to enhance 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 it survive without the ability to foresee changes in the environment that will af-

fect 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.



PEACE AND SERENITY -- Wyoming has always offered inspiring views where passers-by can admire nature

Mission

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

Table of Contents

Message from the Director	2
Message from the Administrator	2
Program Results	3
Data Tables	20
Workforce Development Council Members	24
Wyoming Workforce Alliance	26

A Message from Joan K. Evans-Director



The Wyoming Department of Workforce Services is pleased to share its Program Year 2009 WIA Annual Report. As we look back over this past year, we have seen great achievements and confronted many challenges.

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

One of the Division's successes this past year

has been continuing the work with 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 continued to perform well against our negotiated performance goals, which were established with the Employment and Training Administration of the U.S. Department of Labor. While our performance was down somewhat, compared to PY 2008, we were still able to meet or exceed all of the minimum levels of performance, and even exceeded our goals in numerous areas.

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 recent years, we have had more jobs than job seekers. We are now experiencing the flip side with unemployment rising (albeit Wyoming's rate remains one of the lowest in the country) and fewer positions

being listed by Wyoming's employers.

American Recovery and Reinvestment (ARRA) have allowed the Department to upgrade our management information system, Wyoming at Work, to collect information necessary for reports required under ARRA.

Even more important, the ARRA dollars allotted to the Department allowed us to serve a total of 34,894 Adults, Dislocated Workers, and Youth this year, including the provision of training for some of these workers, which increased their potential for entry into unsubsidized employment.

I am proud that the Department has been able to successfully implement ARRA while operating with no additional staff. These monies allowed our Department to serve more clients. Many of these successes are outlined in this report.

Our Department, alongside our partners, works diligently to serve Wyoming's businesses and job seekers. 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.

- *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 Lisa M. Osvold-Deputy Director & Division Administrator



The Employment Services Division (ES) achieved significant successes over the past year. The division has maintained good performance outcomes in spite of statewide hiring limitations, an increase in unemployment and additional requirements to deliver more services funded through the American Recovery and Reinvestment Act. We truly have been doing more with less.

Over the past year, we have created an environment and division structure that allows

the ES team to effectively manage the WIA programs and deliver services to our clients. We have two simple objectives in the ES Division: (1) Meet or exceed U.S. Department of Labor (DOL) requirements; and (2) Assist every client to the best of our ability. The

two objectives helped the entire division focus on clients' needs in a time of increased demand.

Facing some statewide challenges, we strengthened our appreciation for effective teamwork and good communication. We began by flattening the division's organizational structure and having the Program Team and Center Managers report directly to the Division Administrator. We also opened the lines of communication between the Program Team and local offices by establishing The Ambassador Program. Under this program, each center manager acts as a field ambassador for one or more of the WIA programs. By having local office representation at the program management level, this influences policies and procedures that impact local offices.

Our local offices have an increased number of clients coming through the doors, and yet we are providing services with the same or fewer numbers of employees. Because of this, we have become creative on how we deliver services through the use of technology and collaboration with non-profit organizations, community colleges and businesses. We have capitalized on the strengths of the team and limited resources to make sure we provide the best customer service possible and meet U.S. DOL requirements.

Program Results

Wyoming's Economic Environment

As the result of the downturn in energy exploration, particularly natural gas production, the Economic Analysis Division (EAD), of the Wyoming Department of Administration and Information, reported that Wyoming's economy entered into a recession at the end of 2008, approximately one year after the U.S. recession began.

By the end of the fourth quarter [December] 2009, the speed of the job market deterioration was much slower. EAD attributed this mainly to the stabilization of the mining sector, where prices had improved. The EAD report stated, "Compared to the fourth quarter of 2008, employment in the state decreased by 18,530 jobs, or 6.2 percent. It was the worst performance since 1987 (the bust of the oil industry)." (EAD Economic Summary, 4Q09)

The EAD report further indicated that because energy related industries were no longer able to provide the support they once did, momentum in other industries also slowed. Construction struggled with job losses of 4,730, or 17.0 percent from last year. Single-family building permits were at the lowest level since the early 1990s, and were about 30 percent less than the fourth quarter of 2008.

"As the driving force of Wyoming's economy, energy prices determine exploration and development." The combination of low demand and an increase in supply pushed the natural gas price to a seven-year low during the summer of 2009. As a result, a massive amount of workers were pushed into the job market. Mining job declines were particularly brutal because of the industry's relatively high wages.

"With improved prices, since late 2009, the mining sector has been slowly stabilizing. Consequently, this may help to sustain other industries in the near future. In addition, the unemployment rate appears to be peaking, thanks to the fewer layoffs." (EAD, Economic Summary, 4Q09)

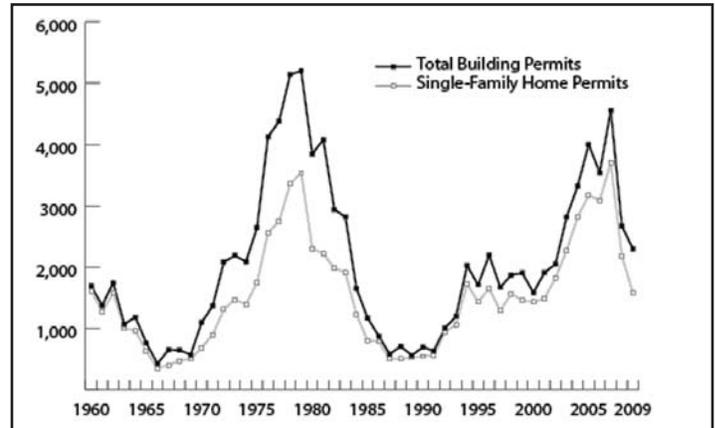
In July 2010, the Research & Planning Section (R&P) of the Wyoming Department of Employment, stated, "For the first time in 16 months, the natural resources & mining sector added jobs in over-the-year comparisons (900 jobs, or 3.6%). The state's seasonally adjusted unemployment rate continued to decrease, falling from 7.0% in May to 6.8% in June." (See R&P news release, July 20, 2010).

R&P also reported, in its July 2010 issue of Wyoming Labor Force Trends that, "over-the-year job losses slowed from 6.3% in October 2009 to 1.8% in May 2010. . . . Over the year, employment decreased by 5,200 jobs (-1.8%). Large job losses were seen in construction (-3,100 jobs, or -12.4%), other services (-1,500 jobs, or -12.3%), and leisure & hospitality (-1,400 jobs, or -4.3%). Employment also decreased in financial activities (-400 jobs, or -3.5%), professional & business services (-300 jobs, or -1.7%), natural resources & mining (-200 jobs, or -0.8%), retail trade (-100 jobs, or -0.3%), and information (-100 jobs, or -2.5%).

"County unemployment rates decreased or held steady from April to May. The lowest unemployment rates were found in Sublette (4.4%), Albany (4.7%), and Niobrara

Figure 1

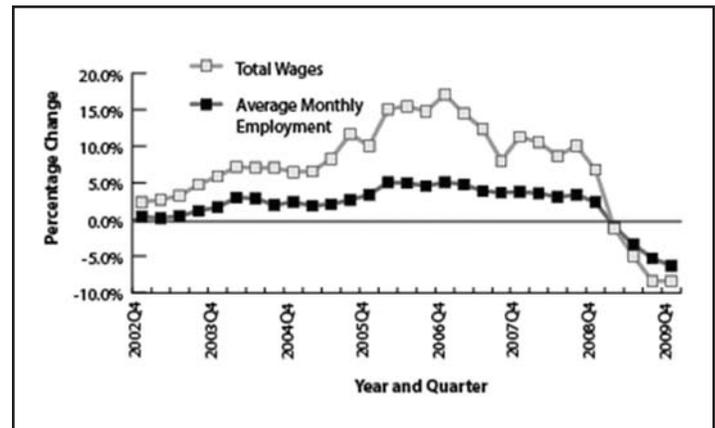
Wyoming Residential Building Permits
(New Privately-Owned Housing Units Authorized,
1960 - 2009)



*Wyoming Labor Force Trends, Vol. 47, No. 7, July 2010
Wyoming Department of Employment, Research & Planning Section*

Figure 2

Over the Year Percentage Change in Wyoming Covered
Employment and Wages for Fourth Quarter 2002 (2002Q4)
to Fourth Quarter 2009 (2009Q4)



*Wyoming Labor Force Trends, Vol. 47, No. 7, Wyoming Department of
Employment, Research & Planning Section*

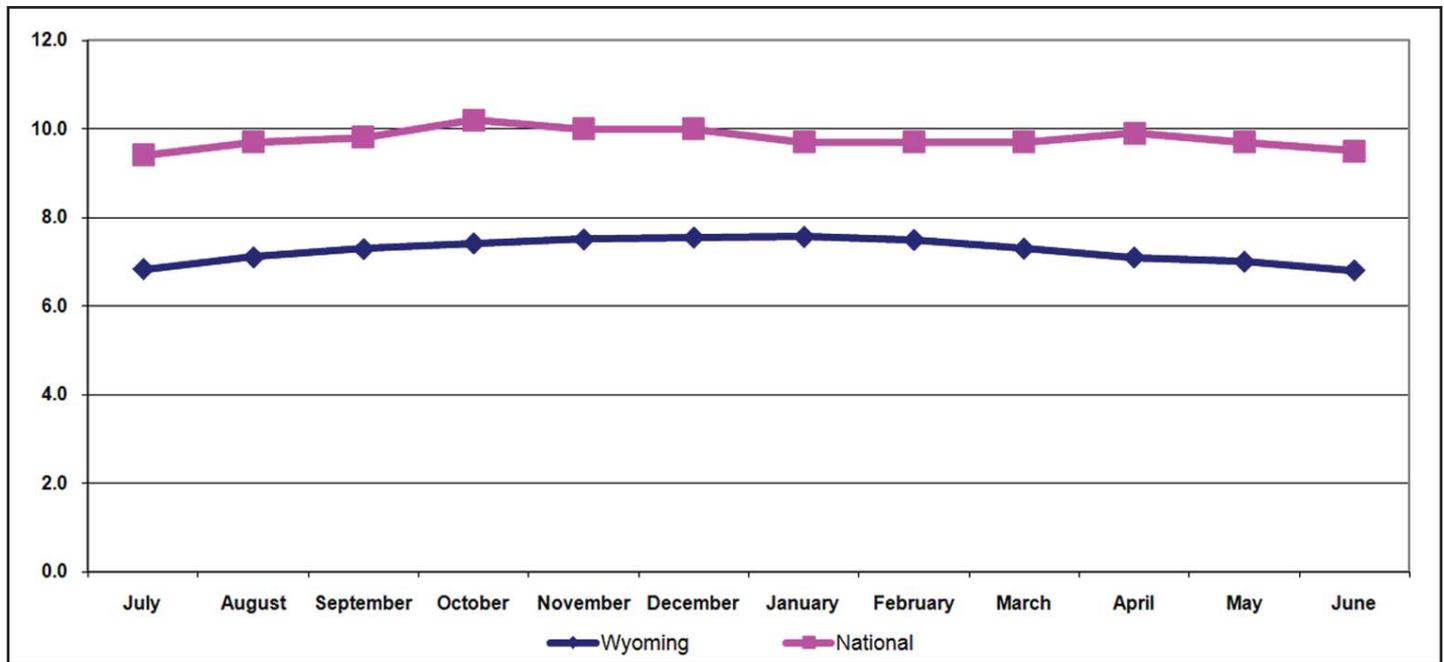
(4.8%) counties. Although unemployment rates were higher than a year earlier in most counties, decreases were seen in Big Horn, Hot Springs, Niobrara, and Sublette counties." (See Trends, Vol. 47, No. 7, July 2010, p. 20.)

Nationally, the economy remained unsteady at the conclusion of PY 2009. Many economists, on both sides of the political aisle, are beginning to accept the assertion that the recession could be a long, drawn-out period.

Some feel that if the national economy is to recover soon, it will do so with minimal participation from the labor market, as new unemployment insurance claims remain high and private sector job growth hasn't occurred as fast as many hoped it would.

Figure 3

Wyoming and National Unemployment Rates



Wyoming Department of Employment, Research & Planning Section, 2010

Growing Industries

The Research & Planning Section reported that over-the-year job growth occurred in, “wholesale trade (100 jobs, or 1.1%), educational & health services (300 jobs, or 1.2%), manufacturing (500 jobs, or 5.6%), and government (including public schools, colleges, and hospitals; 1,000 jobs, or 1.3%).

“From April to May, Wyoming gained 8,200 jobs (3.0%). This level of increase is consistent with normal seasonal patterns. Government employment increased by 2,700 jobs (3.7%) partly because of seasonal hiring by the U.S. Census Bureau. Seasonal job gains were also seen in leisure & hospitality (2,400 jobs, or 8.4%), professional & business services (800 jobs, or 4.9%), retail trade (800 jobs, or 2.7%), construction (500 jobs, or 2.3%), and natural resources & mining (400 jobs, or 1.6%).” (See Trends, Vol. 47, No. 7, July 2010, p. 20.)

Opportunity to Make a Difference

The primary challenge for the Department of Workforce Services (DWS) and the Employment Services (ES) Division is to match available workers with open jobs. Even in the midst of these difficult economic times, many sources are indicating there are more and more businesses which want to hire workers. As of early July 2010, the Bureau of Labor Statistics Job Openings and Labor Turnover Summary reported there were 2.6 million unfilled jobs in the United States (reported by Peter Coy, Bloomberg Businessweek, July 10, 2010.) The Manhattan Institute (Steven Malanga, August 11, 2010) reported that unfilled job openings have been rising for most of the last 13 months. Some of the reasons given, for the gap between available jobs and individu-

als looking for work, are: people don’t know about the jobs, the skills of available workers do not match available jobs, employers are being very selective in the hiring process, successive extensions of unemployment benefits may keep some workers from taking new jobs, and long-term unemployment has made some workers less attractive to potential employers.

Through WIA and other employment programs, DWS and the ES Division have the opportunity to make a real difference in Wyoming’s economy, as they work to successfully match workers with available jobs in both the private and public sectors. In this report are indicators of the levels of success that the Division achieved during PY 2009, in accomplishing DWS’s mission of bridging human and economic development for Wyoming’s future.

Partnering for Success

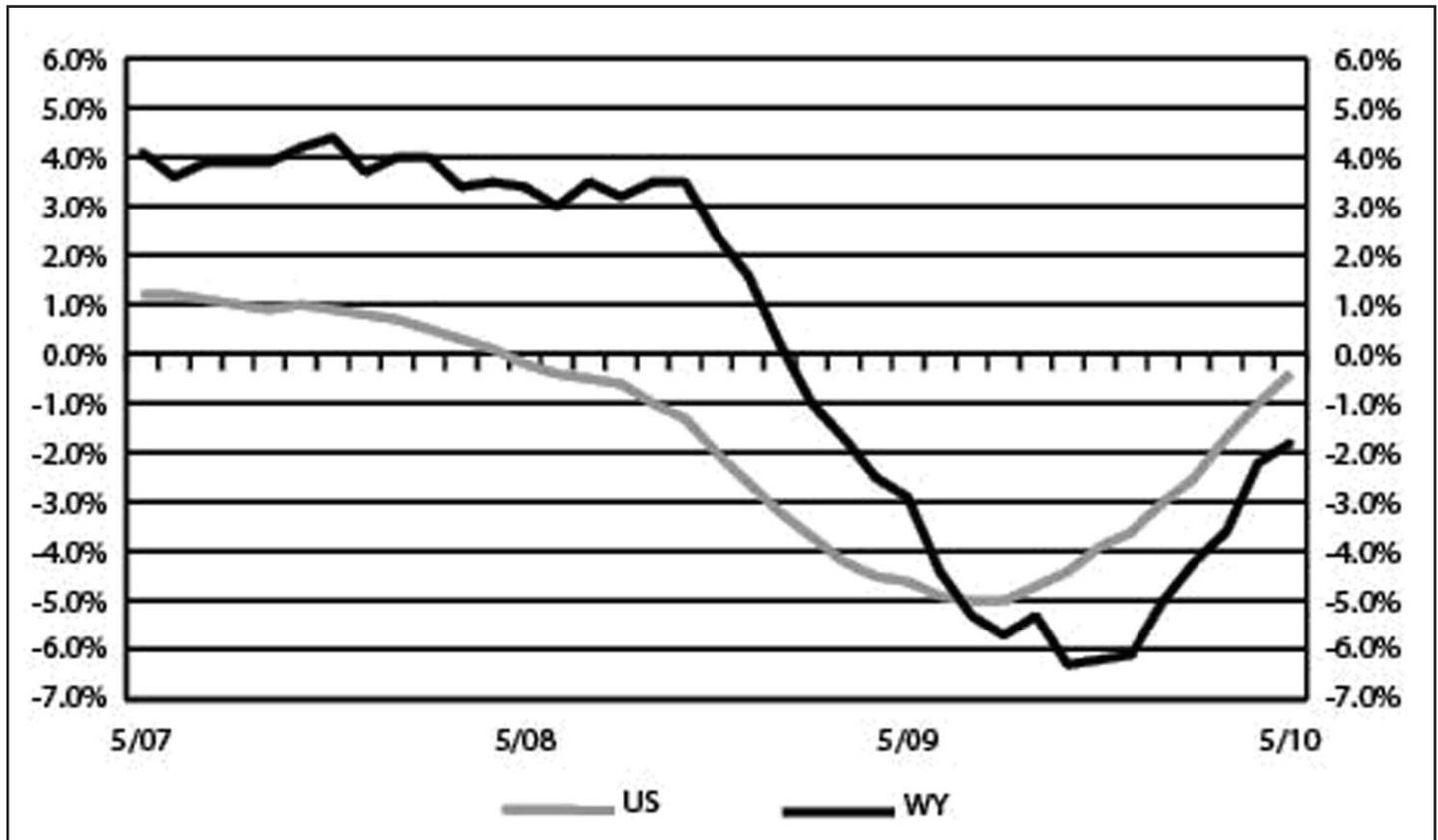
The ES Division is dedicated to developing a demand-driven workforce that is responsive to Wyoming’s businesses, citizens, and economy. The mission is to bridge human and economic development for Wyoming’s future. In order to accomplish this, they partner with numerous organizations, which have similar goals and objectives. Partnerships have become increasingly important in the midst of harsh economic times.

Some of their partners during PY 2009 were Wyoming’s public schools, community colleges, the Wyoming Community College Commission, the Department of Family Services, Wyoming Department of Education, the Department of Health and the Department of Corrections and the University of Wyoming.

Wyoming used some of its WIA discretionary funding, to

Figure 4

Nonagricultural Employment Growth
(Percentage Change Over Previous Years)



*Wyoming Labor Force Trends, Vol. 47, No. 7, July 2010,
Wyoming Department of Employment, Research & Planning Section*

partner with local public schools, in support of youth organizations and activities that promote self-sufficiency, job skills, and leadership development. These education partnerships enable potential customers to become aware of services that are provided by DWS and the ES Division, thereby increasing the potential for using WIA resources to effectively serve Wyoming's citizens. They also improve the youth development, training, and education for employment process, which has a direct bearing on all of the ES Division's performance outcomes.

An example of effective partnering, in Wyoming, is the partnership between DWS and the Wyoming Workforce Development Council. Together, they have sponsored a number of sector strategy initiatives, called Industry Partnership Solutions, and have engaged The Corporation for a Skilled Workforce, of Ann Arbor, MI, to assist them in building these industry partnerships and reaping maximum benefits from them. These partnerships have the potential of greatly benefiting WIA participants and potential employers.

Annually the DWS and the Council partner with the Governor's Office to host the Governor's Summit on Workforce Solutions. A portion of Wyoming's WIA discretionary funding is made available to coordinate and host this event, which provides opportunities to enhance partnerships between employers, workforce and economic development professionals, educators and various other federal, state and local

partners. During the most recent event, held in mid-June of 2010, a job and educational fair was hosted in conjunction with the Summit in order to provide opportunities and connections for job seekers. Starting earlier this year the Council used WIA discretionary funding to supplement WIA youth career development programs, both continuous and summer-long. The effort is serving WIA eligible youth, age 16-21, with the exception of income eligibility. As a result of the American Recovery and Reinvestment Act the Council made a significant investment in alternative and renewable energy training grants to enhance the workforce skills for current and future workers in green industries. The Council was also able to make an investment in the Wind River Indian Needs Determination Survey, which is an effort to provide an understanding of many of the strengths and problem of people on the Wind River Indian Reservation. It will assist in determining the level of services used and needed by the people (public transportation, health, job training, child care, social services, and so forth) in order to address problems in service provisions and help solve these problems.

Industry Partnership Solutions bring together employers and employees around the common purpose of improving the competitiveness of a sector, by addressing development, recruitment and retention challenges. The intent of DWS and the Council, in supporting these partnerships, is to concentrate attention and resources on particular sectors

that provide good wages and benefits, have the greatest potential for economic growth and/or face serious challenges to growth or retention. Successful Industry Partnership Solutions will have three key elements: (1) an intense focus on specific industries over a sustained period of time, customizing solutions for multiple employers within a region; (2) a goal to strengthen economic growth and industry competitiveness, thereby benefiting individuals, by creating new pathways into and through the industries that lead to higher-wage jobs; and (3) the partnerships will work to promote systemic change that achieves benefits for the industries, workers, communities and the state.

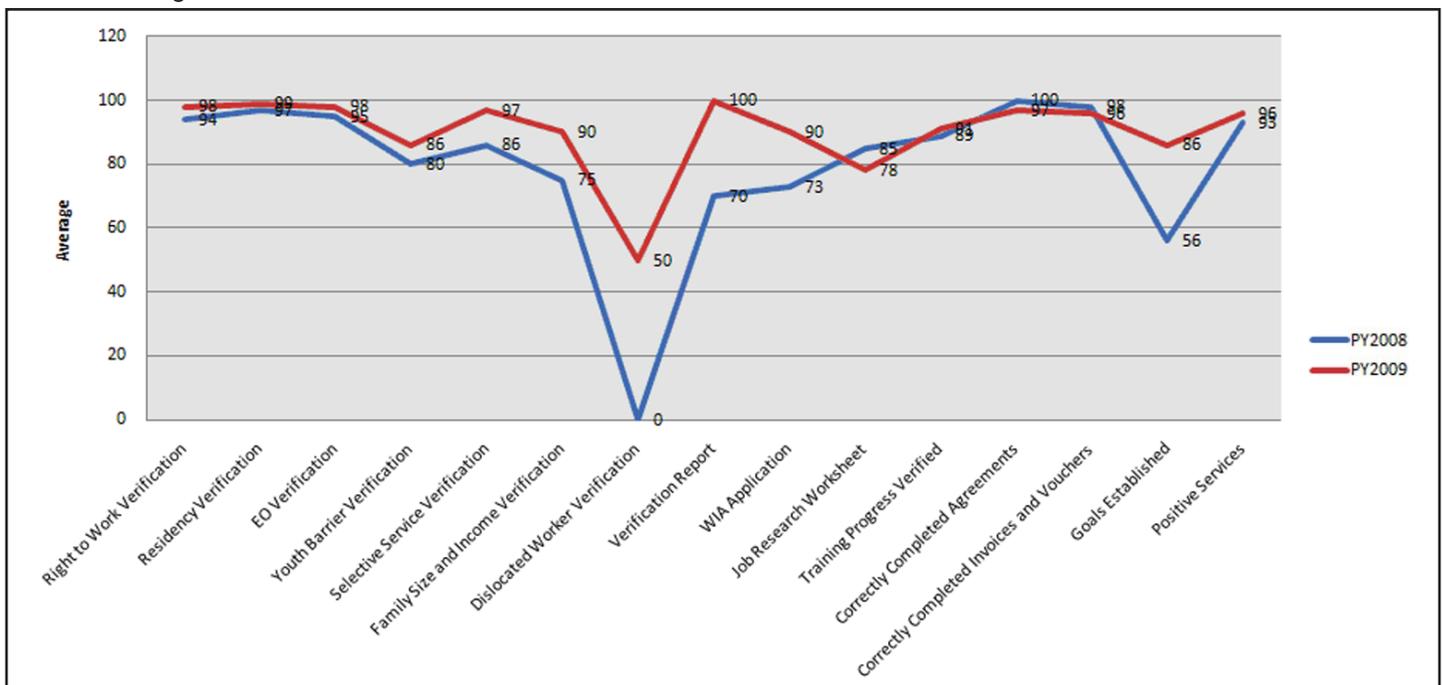
The Industry Partnership Solutions increase the potential of benefiting potential workers from a diverse job seeker base, including incumbent workers and individuals with barriers to employment, such as the economically disadvantaged, women, younger workers, older workers, workers who were previously incarcerated, and others that are served through WIA. In addition, these partnerships identify the training needs of multiple employers, especially skills critical to competitiveness and innovation, in the industry, and facilitate economies of scale by aggregating the training and education needs of the employers. Furthermore, they assist educational and training institutions to align curriculum and programs to industry demand. Other Industry Partnership Solution goals include fostering innovation and a competitive advantage in global markets, implementing high-performance work organizations, adopting new technologies, fostering on-the-job training, developing and strengthening career paths within and across companies and industries – to enable entry level workers to improve skills and advance to higher wage jobs, to assist employers

in maintaining a constant and sufficient supply of available and qualified workers.

Current industry partnerships include the Fremont County Board of Cooperative Education Services (BOCES), Nursing Workforce Project of Wyoming, Wyoming Lodging and Restaurant Association Education Foundation, Manufacturing Works, and the Laramie Technology Workforce Project.

The ES Division has also continued to partner with the Dads Making a Difference Program (DADS), Climb Wyoming (CLIMB), and the Sheridan/Johnson County Opportunity Project for Education (SCOPE). 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 General Education Development Test preparation, for the General Equivalency Diploma (GED). CLIMB trains and places low-income single mothers in higher paying jobs. CLIMB partnerships are now located in Cheyenne, Jackson, Laramie, Rock Springs / Green River, Casper, and Gillette, Wyoming. DADS was created to assist custodial and non-custodial fathers in achieving employment and in contributing to the well being of their children. By participating, the dads can access training to prepare for a worthwhile career with higher paying wages, become gainfully employed, self-sufficient and contributing to their dependent children's financial well-being, become more involved in their dependent children's emotional, social and physical development, acquire skills for good parenting, and when possible, work together as a team with custodial parent for the benefit of their dependent children. The program is funded in part through Temporary Assistance for Needy Families (TANF) monies, associated with the Employment and Training for Self-Sufficiency

Figure 5
WIA Monitoring Results



Wyoming Department of Workforce Services, Employment Services Division

Figure 6

PY 2009 WIA Financial Statement

PY 2009 Financial Statement				
Period:				
Youth	4/1/2009 - 3/31/2010			
Adult and Dislocated Worker:	7/1/2009 - 6/30/2010			
Fund Source	Funds Available	Expenditures	Unliquidated Obligations	Total Obligations*
Local Adults	\$2,927,696.00	\$2,488,967.00	\$438,730.00	\$2,927,697.00
Local Youth Out of School	\$1,038,590.00	\$847,762.00	\$190,828.00	\$1,038,590.00
Local Youth In School	\$1,782,020.00	\$849,630.00	\$163,818.00	\$1,013,448.00
Local Dislocated Worker	\$219,979.00	\$132,973.00	\$63,028.00	\$196,001.00
Statewide Activities	\$1,238,959.00	\$722,755.00	\$340,227.00	\$1,062,982.00
Rapid Response	\$15,000.00	\$4,286.00	\$0.00	\$4,286.00
Total All Funds	\$7,222,244.00	\$5,046,373.00	\$1,196,631.00	\$6,243,004.00

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

Wyoming Department of Workforce Services

(ETSS) program. Since the beginning of the program, two and a half years earlier, DADS has helped more than 30 fathers in the Laramie County and Rock Springs areas.

Career Planning

In PY 2009 Wyoming continued to utilize Career Readiness Certificates (CRC), to help produce a skilled and productive workforce. The CRC program 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. All WIA participants are required to take the WorkKeys examinations.

The Career Readiness initiative, which was adopted in July 2008, as a joint partnership between the Governor's Office, Wyoming Community Colleges, and the Departments of Education, Corrections, and Workforce Services and has now helped prepare thousands of Wyoming workers for the workplace. At the end of PY 2009, 2,429 certificates have been awarded to Wyoming workers. For more information pertaining to the Wyoming CRC program, visit <http://wyomingworkforce.org/crc/>.

During the year, the Agency contracted with Kuder Inc. for an Internet based Career Assessment tool called Wyoming's Career Toolkit. It is available to all WIA and Wagner-Peyser participants referred to the ES Division. This system offers multiple career clusters that are based on up-to-date research into employment and educational requirements. It enables participants and case managers to confidently plot a course of action that will likely result in fulfilling, long lasting unsubsidized employment, and it enables the Division to efficiently use other resources to support the participants' choices. Wyoming's Career Toolkit is flexible enough to meet the needs of young students, who are just starting to determine a career path, as well as mature workers who are

in pursuit of a career change.

State Evaluation Activities

Employment Services Division administrators, program specialists, and workforce center managers review WIA operations data, to monitor performance outcomes and efficiencies. In PY 2009, the ES Division continued to maintain an atmosphere of quality improvement, by using monitoring results to train staff, refine policies and procedures, and institute quality improvement.

WIA monitoring reviews are conducted at the state, workforce center, and individual customer levels. Annually, the state-level review covers approximately 30 percent of the total caseload. Local reviews may not include the same percentage of cases, but the same process is used to conduct the reviews. Each monitoring review covers 15 areas that pertain to the WIA program.

Figure 5 portrays the performance areas that are monitored in Wyoming. This graph also illustrates the fact that case management improved, from PY 2008 to PY 2009, in most of these areas; even dramatically. Some of the contributing factors were: (a) the state monitoring manager, who has been in her position for a full two years, was able to provide guidance in implementing the Division's evaluation vision; (b) increased on-site monitoring by workforce center managers enabled them to make local case management adjustments and to be an integral part of the quality improvement process; (c) case managers, based on management input, training, and increased effort, became more accomplished at correctly handling cases; and (d) bi-monthly monitoring telephone calls, between the state monitoring manager and workforce center managers, helped to clarify procedures and overcome issues, as well as exert a positive influence on the monitoring atmosphere statewide. The bi-monthly calls were so successful, it was possible to reduce

the frequency of the calls to once per month. These calls will continue for the indefinite future.

In addition to program monitoring, the ES Division utilized data validation reviews to evaluate program reports and reporting processes. Cases were validated throughout the state, in accordance with federal validation guidelines and timelines. At the conclusion of each local workforce center review, validators provided feedback regarding issues that were found in case files. Case managers and workforce center managers had the opportunity to respond to these issues, which enhanced the quality of the reviews. The validation results were submitted timely to ETA.

Cost Analysis

Figure 6 provides the PY 2009 WIA financial statement for Wyoming's programs. Total expenditures from this statement were used to calculate the average participant cost. However, in order to obtain the other average costs that are presented in this analysis, expenditure periods were cho-

sen that matched the time periods from which corresponding performance data were drawn for the WIA Annual Report. This was done to insure that the average costs pertained to the actual outcomes being presented in the report. Each of the analysis periods began in PY 2008 and ended in PY 2009.

Cost Per Participant – Adult and Dislocated Worker expenditures pertain to participants who served themselves, in addition to those who received staff-assisted services. A total of 18,983 combined participants were served, at an average cost of \$138.12 per participant. Average participant costs for Youth, which were based on staff-assisted services only, were significantly higher than the Adult–Dislocated Worker average, as a result. A total of 768 youth participants were served, at an average cost of \$2,210.15 per participant.

Cost per Entered Employment – A total of 175 Adults were employed in the first quarter following their exit from WIA, at an average cost of \$13,644.32 per participant. The average cost for Dislocated Worker exiters, who entered

A WIA Adult Success Story...

Julie Kimball, a mother of four children, struggled to support herself and her children. According to Jan Eatmon, Cheyenne Workforce Center Specialist, Julie had the courage to leave a negative marital relationship, which placed her and her children in the position of having to rely on child support payments and multiple types of welfare assistance, to meet their monthly expenses. Julie felt a strong desire to enter a fulfilling career that would enable her to provide her and her family's needs.

When Julie came to the office, in July 2008, she had surprisingly completed all the pre-requisites to attend the Nursing Program at Laramie County Community College, and had been accepted into the two-year competitive program. The director of the Nursing Program, who knew that Julie was struggling financially, referred Julie to the Workforce Center for help.

When Julie came to the office seeking assistance she was carrying a 3.85 grade point average. With great enthusiasm, she willingly brought in all the verification documents needed to apply for the WIA program. Julie did everything asked of her and was eager to get on with the next two years. Julie stayed in contact with Jan and reported on her progress in a timely manner.

During the course of the next two years, Julie had several situations arise that would have deterred the average person. But Julie is not an average person. She faced situations with her children, her fight to have child support, having to have a restraining order on her ex-husband, and continual battles with the court system.

She had to have back surgery during this period as well. Somehow, Julie was still able to keep up with her schoolwork and to finish the Nursing Program with a 3.71 grade point average. She was given a predictor test by the college

prior to taking the board exams and she was told her score was the highest score ever achieved by any of the Nursing Program students.

Julie graduated May, 2010 with an associate's degree in Nursing and she received her Wyoming license as a Registered Nurse August, 2010. She found employment at Life Care Nursing Home in Cheyenne, Wyoming. She is working full time as a Registered Nurse and earning \$22.50 an hour with an additional \$1.25 for shift differential. Julie is so proud of herself and she should be. This was a huge accomplishment, given her circumstances. She will now be able to get off all her assistance programs and support herself and her children on her own.

With this employment she now has insurance coverage for herself and her children. She is earning a living wage so she can pay her housing, food, and utilities. She has a retirement plan so she can look forward to money coming in when she retires. These factors are important to anyone, but especially to Julie, who has had to struggle every step of the way to get where she is. Her schedule is also a plus because it is allowing her more time with her children. In fact, she has decided to home school them. This is huge endeavor for Julie to undertake but she has shown she is always up to the challenges that confront her. She has determined that this is in the best interest for her children so she is willing to make whatever personal sacrifices are necessary, to make this happen.

Julie mastered all the goals that were set for her and the ones she set for herself. She completed her training and obtained employment in the State of Wyoming! Congratulations to Julie. She said she could not have done it without the help from the Department of Workforce Services and she will be forever grateful.

employment in the first quarter following exit, was only \$1,766.00. The difference in average costs may be partially due to the amount of effort that was required to overcome barriers to employment, which are common among the Adult population.

Cost Per Retained Employment – This average cost was obtained by adding total expenditures for Adults and Dislocated Workers, and dividing the sum by the total Adult program exiters and Dislocated Worker exiters, who were employed in both the second and third quarters following the exit quarter. During a portion of the period that was utilized for the analysis, Wyoming had the option of being able to transfer Dislocated Worker costs to the Adult program. Therefore, it was felt the combined average cost more realistically portrays what occurred in the period. A total of 159 Adults and Dislocated Workers were retained in employment during the second and third quarters following the exit quarter, at an average cost of \$10,899.38.

Cost per Placement in Employment or Education –

As one of its Youth performance measures, the ES Division calculates the number of Youth who were placed in employment (including the military) or were enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter. These are Youth who were not enrolled in education at this level, or in employment, at the time they first became WIA participants. For the measurement period, 92 participants became enrolled at an average cost of \$16,195.49 per placement.

WIA Performance

In PY 2009, as in previous years, The ES Division continued to concentrate on achieving performance outcomes that equaled – or even exceeded – the performance goals it negotiated with the Employment and Training Administration. A number of steps were taken to make this possible in the recessionary period of PY 2009. The Division, with assistance from Geographic Solutions, Inc., upgraded its management information system, Wyoming at Work, from

A WIA Adult Success Story...

Gary Schmidt, a single 55 year old male, came in for assistance, after he was laid off from his seasonal job and wasn't sure when, or if, he could return to work for his previous employer. Gary had been working for a local construction company and stated that the company was struggling, as another company had been under bidding a lot of upcoming jobs, and he felt the company may not be able to hire him back due to this. He stated that he believed if he could obtain his class A CDL through Sage Truck Driving School, he would become more valuable to his last employer and or be more marketable to another company.

It was determined that Gary was a good candidate for the training and he was approved for the truck driver training through WIA. Gary was eager from the beginning, and he completed all assessments and provided all required documentations immediately. He was very proactive. He stated he would do whatever it took to make this be successful for him.

Gary started his training right away and was called back to work part time. Gary and Sage Trucking had a great working relationship; He attended all classes and did his drive time when he could work it out. Gary failed the first port test and was so disappointed that he immediately paid the re-test fee and asked to be rescheduled as soon as possible. At this juncture Gary was now working full time for an out-of-state windmill energy company. Gary made arrangements with his employer and passed his port test with honors. Gary called and said that Sage Trucking told him that they had not seen such a "low" score on this particular test. Gary said his heart went to this throat and he felt embarrassed, as he didn't want to have the lowest score on record. When Sage explained that the "low" score

actually meant the "best" score he was elated. He phoned Janet Ryser at the Cheyenne Workforce Center, and stated, "This is best that I have ever done at anything, and thanks so much for the help and encouragement". He stated that he wanted one of those graduation hats that you can throw up in the air when you graduate.

Sage Trucking provided documents verifying that Gary's general written and lab exam GPA was 93% and his truck operator exams of 90, 95 and 96 gave him an overall GPA of 96.90%. He received a certificate for completing his TTD-150 (driver training), Certificate of Academic Excellence and Certificate of Perfect Attendance; all of this leading to his receiving his Class A CDL on 8/5/10.

Janet conducted an employer work site visit and took a graduation card (with a graduation hat on it) and a cake that stated "Congratulations Gary on getting the best port test score to date". He was so thrilled and called to say that his bosses and co-workers were very impressed. His main supervisor told him that he most certainly had become more valuable to the company.



Version 9.2 to Version 10.0. This upgrade included program items needed to collect information for the ARRA reports. It also included fixes and system enhancements that would benefit the Division's programs, including WIA. Wyoming at Work is continually being updated to keep up with new federal requirements as well as features requested by Wyoming staff and administration.

Wyoming has a user group for Wyoming at Work that is facilitated by staff from the administrative team. This group consists of 16 staff representatives from local workforce centers. The group meets weekly, by telephone, to discuss issues with Wyoming at Work and share information on best practices. When necessary, the group includes representatives from Geographic Solutions, Inc. on the calls. This team is crucial to the success of Wyoming at Work and the service it provides to both staff and outside customers.

Coordinated data cleanup efforts were continued during the program year, to assure the accuracy of data in Wyoming at Work. With administrative guidance and training, workforce specialists checked follow-up records and case closures, to assure that data are being entered accurately and completely. Also, staff members received up-to-date training on the methodology they should follow, to manage work experiences and create case management reports in the system.

A Dislocated Worker Success Story...

Ray was an unemployed male who was laid off from his most recent employer, Northwinds of Wyoming. He qualified for WIA services in the Dislocated Worker Program.

Ray has mechanical abilities, but has worked in the methane industry doing pipeline and equipment operation. His skills offered minimal placement opportunities at the time of application and participation, as the methane industry was in a slump and the country's economic outlook was sliding.

Ray researched the Diesel Mechanic program at Gillette College and requested assistance with funding for this program through the Gillette Workforce Center. Ray has completed the first year, though he is one class short of his certificate in Diesel Technology. Ray is going on for his certificate and his ASA in Diesel Technology. While attending school, Ray qualified for the State Diesel Skills Competition (Wyoming Skills USA Leadership and Skills Competition). He placed 2nd in the Diesel Competition and 3rd in the Extemporaneous Speaking competition. After the first year of schooling, Ray went to work for Windcreek Services as a shop and field hand. According to Workforce Specialist Kay Roth, he is making \$18.00/hr with no benefits, operating equipment and doing pipeline work, and using some of his diesel skills.

The Effects of WIA Waivers

The Workforce Investment Act, section 189(i)(4), provides increased flexibility to states and local areas in implementing reforms to the workforce development system in exchange for state and local accountability for results, including improved programmatic outcomes. In PY 2009, Wyoming had three active waivers that were extended for its regular program under WIA Title I-B. These were: first, a waiver to allow up to 50% fund transfer between Adult and Dislocated Worker Programs, to allow local areas to respond to the particular needs of their customers and labor markets; second, a performance waiver that allowed the Division to concentrate on nine common performance outcomes for ETA, instead of the original 17 measures (i.e., 15 core measures and two ETA-designed customer satisfaction measures); and third, a waiver to postpone the implementation of the subsequent eligibility process for Eligible Training Providers, as described in the Workforce Investment Act, Section 122(c)(5) and WIA Regulations 663.530.

Wyoming was also granted a waiver pertaining to its Youth program under ARRA. This was a waiver of performance measures for 18–24 year old, out-of-school youth, who participate in work experience only, beyond the summer months, to allow the use of the work readiness indicator as the only indicator of performance for such youth.

Fund Transfer Waiver – This waiver, which affects the Adult and Dislocated Worker Programs, has proven to be very beneficial during times of economic uncertainty. Wyoming's economy was affected by the recession later than some other states and, even then, the downturn in Wyoming's economy was not as bad. As a result, the ES Division has had a greater need to assist Adult participants than Dislocated Workers. Wyoming's Dislocated Worker participant population increased by nearly 400 percent, from PY 2008 to PY 2009, yet there were only 123 Dislocated Worker participants who received staff-assisted services, compared to 814 Adults who needed staff-assisted services; a ratio of 6.5 to 1 in favor of Adults. Figures are not available for the number of Dislocated Workers who self-served in WIA, compared to Adults who self-served. Wyoming had a combined total of 18,068 Adult and Dislocated Workers, who opted for self-service in PY 2009. It is felt that the majority of these were Adult participants. This mix could change, however, as the recession continues.

Common Measures Waiver – It was anticipated that the simplified, streamlined performance system, facilitated by the common measures waiver, would enable the state to focus more on customer needs. As a result, performance would become more customer-driven, instead of driven by the need to meet ETA-designed thresholds. Other goals that the Division hoped to accomplish through the waiver were: make program measures more understandable to business partners and service providers; facilitate the design, implementation, and tracking of other measures that Wyoming deems useful as management tools; increase coordination with partner programs; reduce paperwork and the cost of labor associated with data collection; provide clear and understandable information to Congressional and legislative

leaders, and the general public, concerning the use of public funds and return on investment; and provide an opportunity for Wyoming to better implement ETA's Youth vision, which includes a Youth program focused on out-of-school populations with increased accountability for employment and/or increased secondary and post-secondary education outcomes.

The common measures were designed by ETA. The agency accepts them as vehicles which will provide adequate, clear, and understandable data to Congress. As for Wyoming, the waiver provides some readily apparent advantages. The common measures are much easier for the Wyoming Workforce Development Council members, partner organizations, and other interested parties to follow, when tracking the ES Division's progress in WIA. The waiver calls for nine performance outcomes to be reported (three each for Adults, Dislocated Workers, and Youth.) However, the Adult and Dislocated Worker measures of Entered Employment, Employment Retention, and Average Earnings are identical. Therefore, the change really means that non-performance technicians only need to become familiar with six measures. In addition, other ETA programs that serve adult-aged clients – such as Trade Adjustment Assistance – also use the common measures. This facilitates performance comparisons between these programs and the WIA Adult and Dislocated Worker programs.

Because of the common measures waiver, the Division is no longer burdened with the collection of ETA-designed customer satisfaction data from which it derived little benefit. Now it can concentrate its resources on collecting customer feedback that can be expected to provide useful data pertaining to DWS and ES Division operations and programs. The Division is also currently reviewing alternative performance measures that will contribute data regarding the DWS vision, mission, and other key business factors.

Subsequent Eligibility Waiver for Approved Training Providers – Wyoming's purpose in requesting this waiver was fourfold: (1) address employer concerns about data confidentiality, excessive administrative burden, and costs associated with tracking all students; (2) address the cost and time involved in developing a reporting system which will gather information relating to wages and/or placement of those individuals participating in their programs; (3) allow Wyoming the opportunity to complete the design of its Eligible Training Provider web site, which will be available to all participants, training providers and service providers, and will allow them to view training information, eligibility status and on-line application submission; and (4) help retain the providers currently providing training services to participants, while encouraging the addition of new providers.

The requirement to collect and maintain program performance data, from year to year, in order to retain WIA approved-provider /approved-program status, is one which generated considerable negative feedback, both in Wyoming and other states. Wyoming providers felt the cost of doing this significantly exceeded the benefits that were derived from WIA approval status. They also expressed concern regarding the confidentiality of data that were being collected

A WIA Adult Success Story...

Peggy Anderson is a single woman, 32 years old who had no real occupational or marketable skills other than general laborer, building and grounds maintenance and service industry. She was trying to make ends meet but was continually finding herself out of work. She has worked two jobs at a time for brief periods. Her most recent occupation was an industrial painting laborer job, and though it paid well at \$14.00/hr, it was short lived. Most of her jobs paid slightly less than that, but were not long term with clear specific career options. It was apparent from the first meeting with Workforce Specialist Kay Roth, that Peggy would be suited for non-traditional occupations. She first came to the Gillette Workforce Center for assistance in finding another job, but then asked about funding for training. She was very interested in truck driving and was excited about prospects of getting the appropriate licensing to drive heavy trucks. The interest assessment confirmed her interest in the non-traditional work occupations so it was decided that WIA Adult traditional funding could be appropriately used to fund her training. Peggy started the truck-driving program in June 2010 and completed with a certificate of completion (94% GPA) and a Commercial Drivers License with NT endorsements on in July of 2010. She started work in shortly after at Wyoming Red Rock as an inexperienced truck driver hauling rock, sand and gravel. Her rate of pay was \$18.00 with no benefits. She has since gone to work for Magna, driving a methane field water truck for \$17.00 and potential benefit package. Though the wage is slightly less, it is still considerably more than she was making and has potential for benefits that she has never had before. She is overjoyed with her newfound career!

in order to comply with this requirement. These concerns caused some providers to withdraw from the program, and others to consider following suit. Also, the requirement added significant workload to the Wyoming Workforce Development Council, which is charged with determining provider and program eligibility from year to year, and to ES Division staff, who were responsible for enforcing the requirement and working directly with the providers. Also, given the limited staffing available for this process, it would become increasingly difficult to maintain the necessary effort, over time, to monitor subsequent eligibility for all providers and programs, as more and more training providers become potentially available to partner with the ES Division and the Council.

The waiver has definitely reduced the administrative

workload and costs experienced by the Workforce Development Council, ES Division staff, and the training providers. Exact cost savings are not known, but feedback regarding the change has been very positive. One positive result is that training providers are more likely to continue partnering with the Council and the ES Division which – in turn – will give more training options to participants. The providers still must comply with rigorous initial application requirements, that have a tendency to weed out organizations and programs that aren't seriously committed to providing quality training.

The ES Division has not yet undertaken a study of the cost and time involved in developing a reporting system which will gather information relating to wages and/or placement of individuals participating in its programs, as indicated in its waiver request. However, this is being planned. It is in the process of developing a web-based eligible training provider system, called the Provider Services System, which is expected to be a valuable tool for anyone wanting information about local and state colleges, universities, and other public and private institutions of learning. Provider Services is being designed to continuously gather and update high-demand occupations, course offerings, credit hours, costs, rates of completion, employment, and pay, and other information, that will enable the user to choose between available training options. The system has an expected completion date in PY 2010.

ARRA Youth Waiver – This waiver was requested to allow the use of the work readiness indicator as the only indicator of performance for older, out-of-school Youth, who participate in work experience. The waiver allows the ES Division to continue serving these Youth in a constructive manner, concentrating on their needs, without being obligated to concentrate on other federal Youth measures. It gives workforce specialists more latitude to serve this population in potentially new ways, after their Summer Youth component ends. It also enables them to focus particularly on the work-readiness and career exploration objectives. The timing of this waiver was beneficial because of the high unemployment rate throughout the state, and the anticipated temporary nature of ARRA. In PY 2009, the ES Division was able to serve a total of 377 Youth participants in summer work experiences. A total of 87 Youth were placed in work experiences outside of the summer months, in order to meet their individual needs.

Overcoming Barriers to Employment

Through WIA and partner programs, the ES Division has worked to overcome barriers that keep 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 school dropout, pregnancy or parenting, abuse, and other conditions that hinder people from succeeding in the workplace. Individuals who are receiving Public Assistance, Disabled Individuals, Displaced Homemakers, Older Individuals as well as veterans 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 performance outcomes for Adults, Dislocated Workers, and Youth.

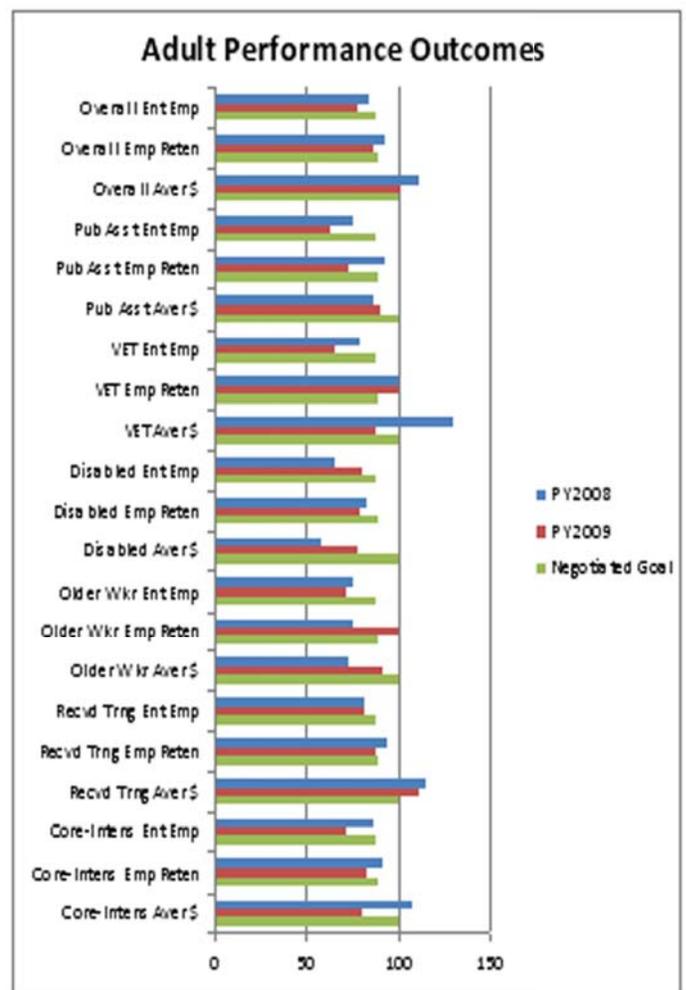
The ES Division's Veterans Program Coordinator holds monthly conference calls with local Veterans representatives, to help them stay current on Veterans policies and procedures. The ES Division makes it a priority to serve Veterans throughout the state, using available resources.

Performance Outcomes

The Division negotiated performance goals with ETA for each of the nine common 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 ETA. If the state was successful in achieving at least 90 percent of each negotiated goal, it would be eligible for available monetary incentives.

PY 2009 was a successful performance year for Wyoming. It exceeded the negotiated level in two of the nine measures (Adult Average Earnings and Youth Literacy and

Figure 7
Adult Performance Outcomes



Wyoming Department of Workforce Services

Numeracy) and was able to avoid potentially sanctionable outcomes in all of the other performance categories. The 90 percent threshold was exceeded in three of the categories (Adult Employment Retention, Dislocated Worker Entered Employment, and Youth Attainment of a Degree or Certificate). Performance is only calculated and reported for participants who receive staff-assisted services.

In this report, performance is also reported for special Adult and Dislocated Worker populations served by the ES Division. No goals were actually negotiated with ETA regarding outcomes for these groups. However, the negotiated levels are included in the accompanying graphs, to illustrate how well Wyoming's performance stacks up against the goals that were set for Adult and Dislocated Worker populations overall.

Adult Performance

In PY 2009, a total of 18,882 WIA Adult participants were served by Wyoming, of which 814 received staff assisted services. There were fewer Adults who used the WIA program to serve themselves in PY 2009. However, the 814 participants who received staff-assisted services, represent a 28 percent increase over the 635 Adults who received staff-assisted services in PY 2008. A total of 34,202 WIA Adult participants were served through the ARRA program by the end of June 2010. The greater number of ARRA participants include some individuals who were served in WIA during PY 2008, and needed additional assistance in PY 2009.

PY 2009 Adult performance outcomes generally were not as high as they were in PY 2008, as illustrated in Figure 7. The effect of the recession on these outcomes is not completely known. However, it undoubtedly increased the challenge for workforce specialists to help participants find jobs that would be long-lasting and pay a suitable wage. Furthermore, the ES Division was obliged to serve a greater number of clients with essentially the same reduced level of staffing that the Division had in PY 2008. This meant that the average amount of quality time that could be devoted to each participant was also reduced.

Wyoming's Adult Entered Employment Rate, at 78.5 percent, was somewhat lower than its 84.4 percent achievement in PY 2008. Yet, the outcome was still nearly 90 percent of the negotiated goal (88.0 percent). Adult Employment Retention and Average Earnings (86.2 percent and \$13,218 respectively) were also somewhat less than the high levels attained in PY 2008 (93.5 percent and \$14,506), but were still good.

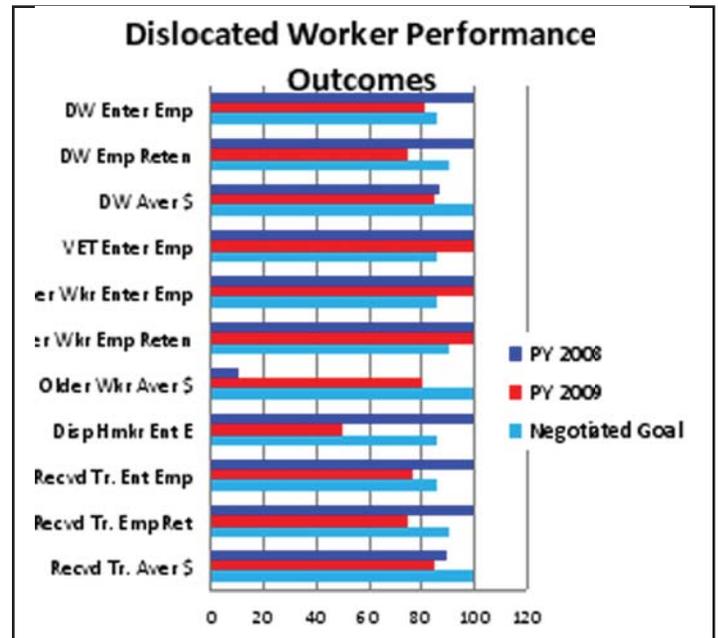
PY 2009 Average Earnings exceeded the negotiated goal, while Employment Retention was nearly 97 percent of the goal.

Among special Adult populations, similar results can be seen. As with the overall measures, the recession may have driven performance down in PY 2009.

The outcomes, for a number of these measures, undoubtedly were also affected by small exit counts, where one or two individual results made a considerable difference.

There are signs of comparative improvement in some areas. Average Earnings for Public Assistance participants

Figure 8
Dislocated Worker Performance



Wyoming Department of Workforce Services

increased by nearly four percent. Veterans Employment Retention remained high, and the Entered Employment and Average Earnings Rates for Individuals with Disabilities increased by 15 percent and 20 percent respectively. Also, Employment Retention and Average Earnings for Older Individuals saw large increases. The groups included in the calculation of Average Earnings for Individuals with Disabilities and Older Individuals measures, and the Older Individuals Employment Retention group, are good examples of small exit populations.

Dislocated Worker Performance

Dislocated Worker participation in WIA increased, during PY 2009, by nearly 400 percent. This can be attributed, at least partially, to the effects of the recession. A total of 123 participants received staff-assisted WIA services during the year, compared to 32 in PY 2008. Other Dislocated Workers were included among the 18,068 individuals who self-served only, through WIA, in PY 2009. In addition, 92 WIA Dislocated Worker participants received services funded through ARRA.

None of the three PY 2009 Dislocated Worker performance outcomes were as high as they were in PY 2008, but each was still commendable, given the state of the economy. Also, small exit populations probably affected these outcomes.

Entered Employment, at 81.3 percent, was nearly 20 points less than the 100 percent achieved in PY 2008, but was still more than 94 percent of the negotiated level. Dislocated Worker Average Earnings were a respectable \$12,547. This achievement, which was 85 percent of the negotiated goal, was only 2.1 percent lower than the PY 2008 outcome. The Employment Retention Rate was down quite a bit, however. At 75 percent, this outcome was 25 points less than

the PY 2008 rate. The PY 2009 outcome was 82 percent of the negotiated goal.

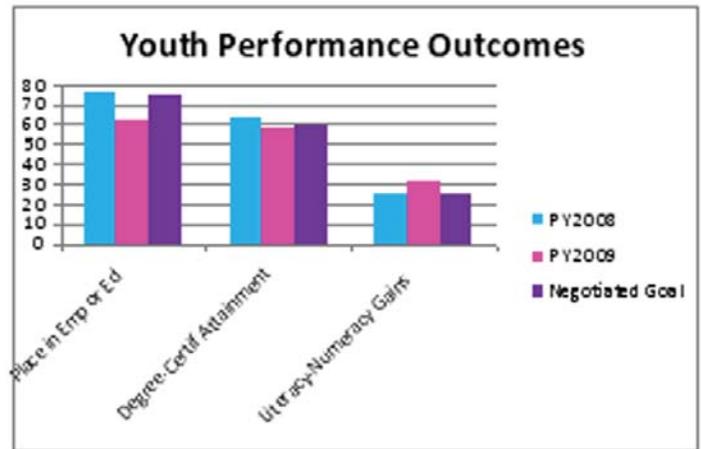
Among Dislocated Worker special populations, the results were also comparatively lower, as illustrated by Figure 8. Again, however, these groups are particularly affected by small exit populations, which accounted for wide swings in some measures, and made it impossible to chart other outcomes.

Youth Participants

Wyoming served 768 WIA Youth during PY 2009, which was 68 percent higher than the number served during PY 2008. Of this group, 528 participants were Younger Youth (age 14–18) and 240 were Older Youth (age 19–21). A total of 377 of the Youth were out-of-school and 391 were in school, at the time their service began. These numbers were also significantly higher than the numbers served in PY 2008, in these categories. In addition, the state served 600 Youth with ARRA funds. ARRA Youth can be as old as age 24. Unlike PY 2008, performance outcomes for PY 2009 are reported only for the combined youth. The rates that were used to measure Youth performance were Placement in Employment or Education, Attainment of Degree or Certificate, and Literacy and Numeracy.

The Placement in Employment or Education rate, at 61.3 percent was only 81 percent of the 75.9 percent outcome achieved in PY 2008, and it did not meet the negotiated goal of 75 percent. Nevertheless, this was still higher than the 80 percent threshold of 60 percent. This outcome was probably affected by the higher unemployment rate in Wyoming, as the result of the recession. The Attainment of Degree or Certificate outcome also trailed PY 2008 performance. Posi-

Figure 9
Youth Performance



Wyoming Department of Workforce Services

tive outcomes were realized in 57.6 percent of the cases, compared to 63 percent in PY 2008.

However, the achievement still was 96 percent of the negotiated goal of 60 percent. With regard to Literacy and Numeracy, progress continued to be made toward basic skill attainment among the Youth. Nearly 32 percent of the Youth achieved a positive outcome, compared to 25 percent in PY 2008. Also, the state exceeded the negotiated level of 25 percent. The Division will continue to examine these outcomes and consider ways of possibly increasing them for PY 2010 and the future.

Opportunities For Employment Through Training

The Department of Workforce Services and the Employ-

A Veteran Success Story...

On November 24th, 2009 Jackie an honorably discharged military veteran, approached, Mark McKay, Veterans Representative at the Cheyenne Workforce Center, concerning assistance with obtaining her dream career. After reviewing her work history and employment skills, as well as the current employment options (Labor Market Information), that were available to her. Jackie was considered first for Intensive WIA Services and later WIA Training Services.

As part of her application process Jackie was required to take the WorkKeys test for a Career Readiness Certificate. On the WorkKeys test, Jackie scored in the upper 10% of each of the three sections. During the training approval process it was noted by the review committee that, on her job research worksheet, Jackie had indicated that her interest in truck driving was due to her desire to be in a field that would allow her to continue to travel while earning a living. Jackie also obtained two pre-hire letters from two major over-the-road truck carriers. One of which hired her, after she obtained her CDL Class A license.

On December 21st, 2009 Jackie entered into training with the Cheyenne office of Sage Technical Services' Truck Driving School. She completed her training portion of class on January 20th, 2010 having maintained a 96% GPA. Jackie then demonstrated her true potential and perseverance, following her class completion, when it took her five attempts in order to pass her CDL Port Certification Test. Throughout the process Jackie maintained a positive attitude and did not become discouraged. In the end she overcame test anxiety and on March 23rd, 2010 obtained her CDL Class A.

Jackie was hired by Werner Enterprises on April 2nd, 2010 at 21 cents per mile. Four months later, Jackie has completed her initial company training and is on the road, by herself, making 25 cents per mile and has traveled throughout the western US, to include New Mexico, Colorado, Wyoming, Utah, California, and Washington. She appears to be happy with the job and desires to continue, as she reports getting plenty of road miles on a regular basis.

A Youth Success Story...

Leslie was a 16-year-old young woman in the custody of the State of Wyoming due to child abuse/neglect. In addition, she had a new baby of her own. She was referred to WIA at the Cody Workforce Center by her caseworker. Leslie had a desire to make her life better.

Youth workforce specialist, Jim DeLozier, was able to place Leslie in an ARRA work experience at Yellowstone Behavioral Health as a receptionist. It was a complete success! She completed the work experience – even while recovering from a surgical procedure.

Near the end of her senior year of high school, Leslie received more work experience; this time under traditional WIA, at the Park County Library restaurant, the Biblio Bistro, in Cody, as a Bistro Helper. Once again, Leslie performed her job in an outstanding manner.

She also completed a CNA course and was accepted into the 3-year nursing program at Northwest College in Powell, with a demanding class load for a young, single mother.

Leslie is definitely up to the challenge. She secured financial aid and currently lives with her son in campus housing. Jim is very confident she will become a Nurse; a profession that will suit her well.

Leslie is a great example of someone with the odds stacked against her, who received really good support from caseworkers, foster parents, school, WIA, and other resources.

The thing that made it all work for her was her own drive to succeed. Jim was very happy to play a small part in her success story. It was very refreshing to see a young person with her outlook and desire for success.

A Youth Success Story...

Whitney was an 18 year old recent high school graduate when she applied for WIA funding to assist her with training. Whitney wanted to enter the health care field and, having spent a good deal of time with her aging grandmother, Whitney very much wanted to work at the Manor (nursing home) in Newcastle to make a difference with the elderly in their quality of life. Whitney was working as a clerk for her mother at SaversMart when she applied for WIA. SaversMart is a second hand store selling a wide variety of used items. Whitney had aspirations of having a career that she enjoys, and that provides her with an income to support herself.

Whitney began the CNA classes with 10 other students, in a brand new venue. Eastern Wyoming College Outreach partnered with the Weston County School District #1 and the Newcastle Workforce Center, to utilize the old school building in Osage, Wyoming as a county-wide training center. The CNA class was the first use of the old building which had been a Kindergarten through 8th grade school for the tiny unincorporated village of Osage. The superintendent and high school principal worked tirelessly cleaning and moving old items out of the proposed new classroom environment, and moving in new items needed for training CNA students, including a hospital bed and other common nursing home-type furnishings.

Whitney did well in her training. She successfully completed, and passed the state licensing allowing her to be a CNA. Workforce Specialist, Candy Driver-Ratigan, said the Newcastle Workforce Center was also able to fund a work experience for Whitney at the Manor Nursing Home, and she has now been a valuable team employee at Weston County Health Services.

ment 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: an economy which continues to be knowledge-based, where positions are requiring higher levels of technological expertise. As workers or employers identify a skill need, the Division facilitates access to training activities. Training Services that are offered by the Division include subsidized on-the-job training, classroom training, and customized training. Training is provided through partner organizations and programs. As indicated in its state plan, Wyoming is continuing to increase the number and variety of approved training providers. This now includes the provision of automatic approval for all programs offered by an Approved Training Provider, which is facilitated by the eligible training provider waiver granted by ETA. The ES Division is also continuing to diversify and increase the types of supportive services avail-

able to eligible participants in training. In addition, Wyoming has continued 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.

The ES Division and the Wyoming Workforce Development Council operate an efficient and effective process for approving training providers and training programs, to be utilized by WIA Adult and Dislocated Worker participants. Currently, there are 80 active approved training providers. Some of these are in Wyoming and some are located out of state. As mentioned in the section on WIA waivers, the Division is developing a web-based Provider Services System, which will provide easy access to the Approved Training Providers list for users, and a host of current information about local and state education/training opportunities.

A promising training-related development is the sector

A Youth Success Story...

In February of 2009, the guidance counselor from Dubois High School called Terry Settlemyre, Riverton Workforce Specialist, and said she had someone that could really use some assistance of any kind. He came from a single parent family that was making ends meet, but just barely. If the Workforce Center, could find him a job for the summer, it would be doing them a big service.

Seth was a quiet, soft-spoken young man but very confident; one of those people you just like right from the start. As Terry started into the interview, he asked Seth to tell a little about himself. The answer Terry received was not expected. He talked about his mother and how hard working she was, about school and the things they were doing, about growing up in Dubois. Not once did he mention anything about needing a job to help make ends meet.

Terry was sure the counselor knew what she was talking about so he quizzed Seth further about the job and why he wanted to work for the summer. After careful thought, he said that if he had the job, maybe his mother wouldn't have to work quite so hard and he could buy his own clothes for school next year. He said he had thought about going into the restaurant business and becoming a chef when he graduated.

Looking for a job for a summer youth in Dubois is definitely a plan-ahead thing, when all the tourists get there. In the off season, the restaurants run on a skeleton staff and most of their people come on in late April and May for the tourist season. So by the time the kids are out of school, most of the slots are filled. After checking with the Town, Terry convinced Seth that if he would try it there and didn't like it, Terry would do his best to find him a prep cook job. Seth stayed the summer. He was assisted through a WIA work experience component.

In the spring of this year the Town of Dubois ap-

proached Terry with an idea. They would like to have Seth back again but this time as a Water Treatment Plant Operator trainee and after the training period, keep him on as a full time employee. Seth was in favor so a waiver was obtained to exceed the training budget limit. The agreements were put in place and Seth was on his way to becoming the new Water Treatment Plant Operator for the Town of Dubois.

Amy Cross, Dubois Town Clerk, wrote an e-mail about the Town's partnership with the Department of Workforce Services, serving Seth. She said, "I am impressed to see how through cooperative players a work study program has developed to provide opportunity for Dubois to grow their own."

The Dubois School, Dubois students, Mayor, Job Services, [Department of Workforce Services] WQPCA, Kim Parker of DEQ, and Tim Hayes are all cooperative players. These efforts were inspired by a young man that cares about the environment and wants to continue to live in Dubois. These efforts will give him a good opportunity -- with no guarantees -- but in the least if Seth can gain an entry level certification, this is something that he can take to any small Wyoming Town."

Just as a passing thought, Terry was up there recently monitoring, and had a hard time finding Seth. He had the Treatment Plant running smoothly, so he'd grabbed a weed eater and was beautifying the city park.



strategy initiative, Industry Partnership Solutions, which is sponsored by the Workforce Development Council and the Department of Workforce Services. The industry partnerships are focusing on the critical skill needs of multiple employers within industries, fostering new technologies, which will open new job possibilities, and the provision of on-the-job training opportunities for available positions. Also, they are assisting educational and training institutions to align curriculum and programs to industry demand. Wyoming's WIA program stands to benefit much from this initiative.

The Division's web-based workshop scheduling option, in Wyoming at Work, also enables the Division 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 are readily available to other units that have access to the website. This scheduling tool also allows the organizations to register event participants on-line, view the names of all participants

planning to attend, and receive real-time reports on attendance. During PY 2009, DWS also began partnering with Kuder Inc. for an Internet based career assessment tool called Wyoming's Career Toolkit. The Toolkit also has the capability of providing very valuable services to individuals who are contemplating training, particularly those who need help plotting a career path.

With the infusion of participant dollars from the American Recovery and Reinvestment Act, a larger population of Adults and Dislocated Workers were trained or re-trained to find sustainable employment opportunities, in PY 2009, particularly in the areas of green jobs, medical services, and other industry sectors. In PY 2009, Wyoming's WIA performance results continued to support an emphasis on training.

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

Adult and Dislocated Worker participants, who received training, entered employment at a combined rate that was eight percent higher than those who received only core and intensive services (81.8 percent compared to 72.5). The training group also retained employment better (87.9 percent compared to 82.5 percent) and earned more, on average (\$14,380 compared to \$10,515). The Average Earnings

results are particularly interesting because of the downward trend in wages during the current recession.

In analyzing the data it is important to consider some important caveats. First, individuals who received only core and intensive services typically felt less need for assistance in finding employment than those who received training. Second, due to the current economic conditions and lack of employment opportunities, individuals who did receive training may have done so in a field where jobs are not currently available – but by all indications – will be in the near future.

A Youth Success Story...

The BOOST (B.O.C.E.S OPPORTUNITIES for Self Sufficiency Training) program, started in 2009, in Evanston Wyoming, is a program that allows youth of Wyoming, that have dropped out of High School, a means to obtain their GED and many other important life skills, thru a non-traditional high school learning environment. The learning curriculum is structured so that each participant is offered a more in-depth, one on one, opportunity with the instructor, in order to achieve their educational goal. Participants (10 that enrolled in the first session of the program) provided a valuable learning experience for both the Evanston Workforce Center, the Board of Cooperative Education Services (BOCES) and for the students themselves. The participants that enroll in the BOOST program often go thru many hardships in their adolescent lives which generally results in a non-completion of high school. While in the BOOST program each instructor helps the students identify their personal problems and their academic problems and together they strive for both successes. BOOST's main goal is for each participant to obtain their GED equivalency certificate. Kelly Gray, Workforce Specialist, said "Our first session of BOOST had a 100% success rate and 4 of these participants went on to further their education as college students in the fall semester."

The 2nd session of BOOST resulted in another 100% success with all 10 students obtaining their GED. After the second session of BOOST, other community members and agencies heard of the positive results and offered their services to our participants. "Enrollment for the program began to increase and we were getting more response from community youth," Kelly said.

Again, with the next session, Kelly said, "We experienced an increase of participant applications for our winter session." Due to the success of the program and the increase in participants it was apparent that more sessions were needed in order to keep the participants active in achieving their educational goals. The BOOST program was granted the extra session in February, instead of waiting until September of the next year. After a collaborative



effort an amendment was approved for an additional class, which meant that BOOST would now have two consecutive classes operating simultaneously. Since the inception of the BOOST program it has continued to have a success rate of 95% overall, in participant GED graduations.

While in the BOOST program the youth have the opportunity to take the WorkKeys test. During the 12 weeks the youth have an opportunity to work on skills that will help them when they take the WorkKeys test. There has been a noticeable difference between the first two classes and the next two classes with how much work they put into practicing for the WorkKeys test. After starting the testing in the 3rd and 4th sessions it was noted that most participants were able to score in the bronze and silver areas after completing the session.

The BOOST program has enabled the Evanston Workforce Center to partner with many agencies that provide valuable resources for our participant's success. Working with the Uinta BOCES Education Center #1 has been a major part of this programs success. This agency provides the educational instruction and other windows of opportunity for students who might not have had a positive outlook on life. With a 95% success rate for students obtaining their GED many lives have been changed. Some of these students were court ordered to get their GED and now they are enrolled in college and furthering their education. Many students have said that they never thought that they would be in a Graduation Ceremony and would never have thought that they would earn an award for academic success.

Also, some probably had more employment barriers, or greater needs for skill development. Third, not all individuals who started training successfully completed. Either they dropped out of training or failed to pass their coursework. Fourth, some of the workers who were trained obtained employment outside of the classification for which they were trained. Training performance results do show a need to screen the selection of training courses better. Of those who completed training, only 58 percent of Adults and 50 percent of Dislocated Workers entered employment that was related to the training they received.

Description of WIA Common Performance Measures

Each measure includes a numerator and a denominator. The methodologies of the measures are written as an equation, identifying what is in the numerator and the denominator. In cases where there are conditions that apply to both the numerator and the denominator, the condition is represented in italics at the beginning of the measure. Whereas the same measures are used for Adult participants and Dislocated Worker participants, in this report they are defined only one time, even though they are calculated separately.

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

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

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

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

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

Youth Literacy & Numeracy Gains – *Of those out-of-school youth who are basic skills deficient:* The number of participants who increase one or more educational function-

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

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 within the private sector;

- Increase academic capability and technical skills within 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;
- Establish policies and procedures for the conduct of Council business; and
- Prepare and approve a budget for itself.

Council Vision

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

Council Mission

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

Council Goals

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

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

The Executive Committee is responsible for:

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

The Industry Partnerships Committee is responsible for:

- Convening partners for sector initiatives while supporting the sharing of information, ideas and challenges within industries;
- Identifying and aligning existing and emerging industries' training needs, especially skill gaps critical to competitiveness and innovation;
- Helping educational and training institutions align curriculum and programs to industry demands and to ensure all workers are a part of Wyoming's future successes;
- Helping industries work together to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, adopting new technologies, and preserving jobs;
- Developing and strengthening career ladders within and across industries, enabling entry-level workers the ability to improve their skills and advance to higher-wage jobs;
- Helping industries recognize the value and advantages of attracting potential employees from a diverse job seeker base, including individuals with barriers to employment; and
- Supporting the career readiness certificate initiative.

The Youth Council is responsible for:

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

The Communications Committee is responsible for:

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

The Evaluation Committee is responsible for:

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

Tables A-E

Table A - Workforce Investment Act Customer Satisfaction Results
Data note reported as a result of Common Measures Waiver

Table B - Adult Program Results

Reported Information	Negotiated Performance	Actual Performance	
Entered Employment Rate	88.0	78.5	175
			223
Employment Retention Rate	89.0	86.2	156
			181
Average Earnings	12,932	13,217.7	1,757,954
			133

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	63.6	28	66.7	8	81.3	13	72.7	8
		44		12		16		11
Employment Retention Rate	73.3	22	100.0	9	80.0	4	100.0	5
		30		9		5		5
Average Earnings Rate	11,720.0	234,399	11,427.7	68,566	10,161.3	30,484	11,857.8	47,431
		20		6		3		4

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals who Received Training Services		Individuals who Only Received Core and Intensive Services	
Entered Employment Rate	81.8	117	72.5	58
		143		80
Employment Retention Rate	87.9	109	82.5	47
		124		57
Average Earnings Rate	14,380.3	1,337,364	10,514.8	420,590
		93		40

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	81.3	13
			16
Employment Retention Rate	91.0	75.0	3
			4
Average Earnings	14,700	12,547.0	37,641
			3

Tables F-K

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	50.0	1
		1		0		1		2
Employment Retention Rate	0.0	0	0.0	0	100.0	1	0.0	0
		0		0		1		0
Average Earnings Rate	0	0	0.0	0	11,799.0	11,799	0.0	0
		0		0		1		0

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	76.9	10	100.0	3
		13		3
Employment Retention Rate	75.0	3	0.0	0
		4		0
Average Earnings Rate	12,547.0	37,641	0.0	0
		3		0

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	75.0	61.3	92
			150
Attainment of Degree or Certificate	60.0	57.6	87
			151
Literacy and Numeracy Gains	25.0	31.7	26
			82

Table H.2 - Older Youth (19 - 21) Program Results
Data note reported as a result of Common Measures Waiver

Table I - Outcomes for Older Youth Special Populations
Data note reported as a result of Common Measures Waiver

Table J - Younger Youth (14 - 18) Results
Data note reported as a result of Common Measures Waiver

Table K - Outcomes for Younger Youth Special Populations
Data note reported as a result of Common Measures Waiver

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	80.6	145	6,925.3	1,087,278	6.3	11	5,349.2	871,927	58.1	68
		180		157		175		163		117
Dislocated Worker	100.0	5	170.9	54,534	0.0	0	5,173.0	62,076	50.0	5
		5		31,914		13		12		10

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	18,983	14,600
Total Adult self-service only	18,068	14,175
WIA Adult	18,882	14,563
WIA Dislocated Worker	123	44
Total Youth (14 - 21)	768	259
Out-of-School Youth	377	169
In-School Youth	391	90

Table N - Cost of Program Activities

Program Activities	Total Federal Spending	
Local Adults	\$2,488,967.00	
Local Dislocated Workers	\$132,973.00	
Local Youth	\$1,697,392.00	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$4,286.00	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$319,427.00	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Council Budget	\$214,417.00
	Discretionary	\$188,910.00
Total of All Federal Spending Listed Above	\$5,046,372.00	

Table O

Local Area Name: State of Wyoming, Department of Workforce Services	Total Participants Served	Adults	18,882	
		Dislocated Workers	123	
		Total Youth	768	
ETS Assigned #: 56005	Total Exiters	Adults	14,563	
		Dislocated Workers	44	
		Total Youth	259	
		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	88.0	78.5	
	Dislocated Workers	86.0	81.3	
Retention Rate	Adults	89.0	86.2	
	Dislocated Workers	91.0	75.0	
Average Earnings	Adults	12,932	13,217.7	
	Dislocated Workers	14,700	12,547	
Placement in Employment or Education	Youth (14 - 21)	75.0	61.3	
Attainment of Degree or Certificate	Youth (14 - 21)	60.0	57.6	
Literacy or Numeracy Gains	Youth (14 - 21)	25.0	31.7	
Description of Other State Indicators of Performance (WIA 136 (d) (1)) (Insert additional rows if there are more than two Other State Indicators of Performance)				
Overall Status of Performance		Not Met	Met	Exceeded
			X	

Wyoming Workforce Development Council

Alan "Rocky" Anderson
1400 Elkhorn Valley Drive
Casper, WY 82609
(307) 234-8311
rocjatc@tribcsp.com
Term Expires: 8/15/2011

Robert Barnes, Jr., CEcD
President and CEO, CAEDA
300 South Wolcott St., Suite 300
Casper, WY 82601
(307) 577-7011
robert@caeda.net
Term Expires: 8/15/2011

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

Representative Dave Bonner, Jr.
506 Shoshone St.
Powell, WY 82435
(307) 754-2037
dbonner@wyoming.com
Term Expires: 3/1/2011

Bruce Brown
PO Box 23
Devils Tower, WY 82714
(307) 257-0137
bruce@brucebrownpcpa.com
Term Expires: 8/15/2011

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

Gary W. Child
Director, Department of Employment
1510 E. Pershing, 2nd Floor
Cheyenne, WY 82002
(307) 777-7672
gchild@state.wy.us
Term Expires: 1/1/2011

Jon R. Conrad, Chair
PO Box 466
Mountain View, WY 82939
(307) 782-7611
jon.conrad@fmc.com
Term Expires: 8/15/2011

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

John Eastman
P.O. Box 8099
Jackson, WY 83002
(307) 733-0406
john@teton.com
Term Expires: 8/15/2011

Jim D. Engel, Vice Chair
PO Box 3709
Gillette, WY 82717
(307) 682-0658
jengel@vcn.com
Term Expires: 8/15/2011

Joan K. Evans
Director, Department
of Workforce Services
122 W. 25th St., Herschler Bldg. 2E
Cheyenne WY 82002
(307) 777-8728
jevans1@wyo.gov
Term Expires: 1/1/2011
Alternate: Lisa Osvold

Dr. Ray Fleming Dinneen
1001 W. 31st St.
Cheyenne, WY 82001
(307) 778-0094
ray@climbwyoming.org
Term Expires: 8/15/2011

Governor Dave Freudenthal
State Capitol, 200 W. 24th St.
Cheyenne, WY 82002
(307) 777-7434
Term Expires: 1/3/2011

Darrel Hammon, Ph.D.
President, Laramie County
Community College
1400 E. College Drive
Cheyenne, WY 82007
(307) 778-1248
dhammon@lccc.wy.edu
Term Expires: 8/15/2011

Senator John Hastert
1050 Boulder Drive
Green River, WY 82935
(307) 871-1001
jhastert2@wyoming.com
Term Expires: 3/1/2011

Mark Herrmann
Gillette, WY 82718
(307) 685-4474
mherrmann@peabodyenergy.com
Term Expires: 8/15/2012

Bob Jensen
CEO, Wyoming Business Council
214 West 15th St.
Cheyenne, WY 82001
(307) 777-2826
bob.jensen@wybusiness.org
Term Expires: 1/1/2011
Alternate: Mark Willis

Ronald J. Kensey
2071 N. Main St.
Sheridan, WY 82801
(307) 674-6498
kennon@kennoncovers.com
Term Expires: 8/15/2011
Alternate: Joe Wright

Kevin Kershisnik
860 College View Drive
Riverton, WY 82501
(307) 856-4821 ext. 5115
kevin.kershisnik@pertschresources.com
Term Expires: 8/15/2011

Tony Lewis
Director, Department of Family Services
2335 Coulter Drive
Cheyenne, WY 82009
(307) 777-3431
tlewis1@state.wy.us
Term Expires: 1/1/2011
Alternate: Heather Babbitt

Dr. Jim McBride
Superintendent of Public Instruction,
Department of Education
2300 Capitol Ave.
Hathaway Building, 2nd Floor
Cheyenne, WY 82002
(307) 777-7675
supt@educ.state.wy.us
Term Expires: 1/3/2011
Alternate: Teri Wigert

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

Derek Mitchum
1619 Custer St.
Laramie, WY 82070
(307) 760-4588
dmitchum@trihydro.com
Term Expires: 8/15/2012

Monte H. Morlock
2904 Westridge Dr.
Rock Springs, WY 82901
(307) 382-3815
mhmorlock@yahoo.com
Term Expires: 8/15/2011
Alternate: Kim Floyd

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

Bret Pizzato
930 D St.
Rock Springs, WY 82901
(307) 872-2286
bret.pizzato@fmc.com
Term Expires: 8/15/2011

Dru Rafferty
2019 Main St.
Torrington, WY 82240
(303) 459-2596
dru.rafferty@equitystaffing.com
Term Expires: 8/15/2012
Alternate: Kristy Frazier

Dr. Jim Rose
Executive Director, Community College
Commission
2020 Carey Ave., 8th Floor
Cheyenne, WY 82002
(307) 777-7144
jrose@commission.wcc.edu
Term Expires: 1/1/2011
Alternate: Amy Brockel

Greg Schaefer
P.O. Box 406
Wright, WY 82732
(307) 689-7917
gschaefer@archcoal.com
Term Expires: 8/15/2012
Alternate: Rita Rushing

Leonard R. Scoleri
PO Box 219
Guernsey, WY 82214
(307) 836-2344
leonard@oregontrailbank.com
Term Expires: 8/15/2011

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

Linda Simmons, RN, MSN, FACHE
VP Operations/Chief Nursing Officer,
Memorial Hospital of Sweetwater County
1200 College Drive
Rock Springs, WY 82901
307-352-8414
lsimmons@minershospital.org
Term Expires: 8/15/2011
Alternate: Patti Willmore

Randy Teeuwen
370 17th Street, Suite 766
Denver, CO 80209
(720) 876-5468
Randy.teeuwen@encana.com
Term Expires: 8/15/2011

Senator Michael Von Flatern
1318 Columbine Drive
Gillette, WY 82718
(307) 686-2946
mvonflatern@wyoming.com
Term Expires: 3/1/2011

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

Representative Dan Zwonitzer
521 Cottonwood Drive
Cheyenne, WY 82001
(307) 214-7826
dzwonitzer@wyoming.com
Term Expires: 3/1/2011

Wyoming Workforce Alliance

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

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

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 Assistance under the Trade 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

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

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

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

www.wyomingworkforce.org