

October 1, 2012  
Program Year 2011



# Workforce Investment Act Title I-B Activities in Wyoming-- Program Year 2011



STATE OF WYOMING

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

The Department of Workforce Services was created with the purpose of organizing, coordinating and streamlining various state and federal employment and training services in Wyoming.

Since its inception in July 2002, the Department of Workforce Services has consolidated and aligned numerous state and federal programs to devise a more streamlined approach to service delivery.

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

a high growth and demand driven approach with the many program services for which it has administrative responsibility.

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

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

ity to foresee changes in the environment that will affect the organization and the services it provides. With an emphasis on data and information driven decision-making, the Department of Workforce Services strives to maximize its current resources and continues to identify ways to respond to new challenges and possibilities in its environment.

The Department's positive relationships with employers, community and job seekers are considered its most valuable resources.



**A Rancher's Passion** -- While most may see this as an old beat up shed, Wyoming's ranchers use these types of buildings to protect their livestock from harsh winters.

### Mission

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

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## A Message from the Director--Joan Evans

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The following pages detail the dedication and diligent work the Wyoming Department of Workforce Services performs to meet the needs of our communities and state economy, and enhance the skills of workers to more effectively compete in the job market.

In an effort to better serve the people of Wyoming, the Wyoming Legislature integrated the Department of Employment into the Department of Workforce Services in January of 2011. The reorganization streamlines state government and improves efficiency, particularly for unemployed individuals who in the past had to navigate between two agencies for services. Job seekers are now able to connect more easily with employers. Re-employment initiatives are stronger due to the integration, providing greater benefit to Wyoming citizens.

Despite all of these efforts, success is not attainable without establishing safe workplaces. That is why Governor Mead and the State Legislature have placed a special emphasis on improving the culture of safety in Wyoming workplaces. The Department of Workforce Services has been charged with this important effort. We believe that every per-

son should return safely to their families after a day of hard work.

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

- The Governor's Office--Governor Matt Mead 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 and Training 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.

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



## A Message from the Division Administrator--Tobi Wickham

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Over the past year, the Wyoming Department of Workforce Services has served Workforce Investment Act participants in all programs, including, Adult, Dislocated Worker and Youth. With the reorganization of our Department, completed last year, we have been able to organize programs so that clients can access them with ease.

The changes have made the administration of the Workforce Investment Act program more efficient. We successfully brought the Workforce Investment Act programs and the Unemployment Insurance programs together under a common division headed by a single Administrator.

This move allowed the two federal programs to work closer together. In response to the Middle Class Tax Relief and Job Creation Act of 2012, we are serving Unemployment Insurance claimants on Emergency Unemployment Insurance one on one in the onestops.

The Wyoming Department of Workforce Services also received funding that will provide orientation and reemployment services, as part of the Reemployment Service Program initiative, to individuals receiving unemployment benefits. Through these initiatives, the Department of Workforce Services has created greater collaboration between the Unemployment Insurance program, the Workforce Investment Program and our partners.

I am pleased with our performance in the Workforce Investment program over this past year, and I look forward to our successes in the 2012 Program Year.

# Program Results

## Wyoming's Economic Environment

This section of the report is intended to provide an overview of the economic conditions of the recent past, in particular the past economic downturn, as well as a description of current economic conditions. Also included is a discussion of industry projections. A more in-depth version of this report is posted on Research & Planning's website at <http://doe.state.wy.us/lmi/LMIinfo.htm>.

Wyoming has experienced several booms and busts over the decades as a result of its natural resources-based economy. The most recent expansion saw over-the-year increases in employment that ranged from 3.9 percent in third quarter 2006 to 4.8 percent in first quarter 2007 (see Figure 1). Growth in the average monthly wage was even more significant, with four straight quarters of increases of 10 percent or greater from first quarter 2006 to fourth quarter 2006.

Wyoming entered into an economic downturn in first quarter 2009, when over-the-year employment declined by 1.0 percent (-2,700 jobs). The most significant job losses occurred in fourth quarter 2009, when average monthly employment fell by 6.3 percent (-18,000 jobs) over the year. From first quarter 2008 to first quarter 2010, 15,469 jobs were lost. Since first quarter 2010, the economy added 9,302 jobs (3.6 percent) to first quarter 2012. For additional detail about wages and employment in Wyoming, see the Quarterly Census of Employment and Wages (QCEW) page at [http://doe.state.wy.us/LMI/toc\\_202.htm](http://doe.state.wy.us/LMI/toc_202.htm).

Wyoming's seasonally-adjusted unemployment rate fell below the U.S. rate in October 2000, and has remained so since that time. From April 2011 to July 2012, Wyoming's unemployment rate varied from 5.2 percent to 6.0 percent (see Figure 2). During the same period the U.S. unemployment rate ranged from 8.1 percent to 9.0 percent. As of July 2012 Wyoming's unemployment rate was 5.6 percent while the U.S. unemployment rate was 8.3 percent (Wyoming Department of Workforce Services, 2012).

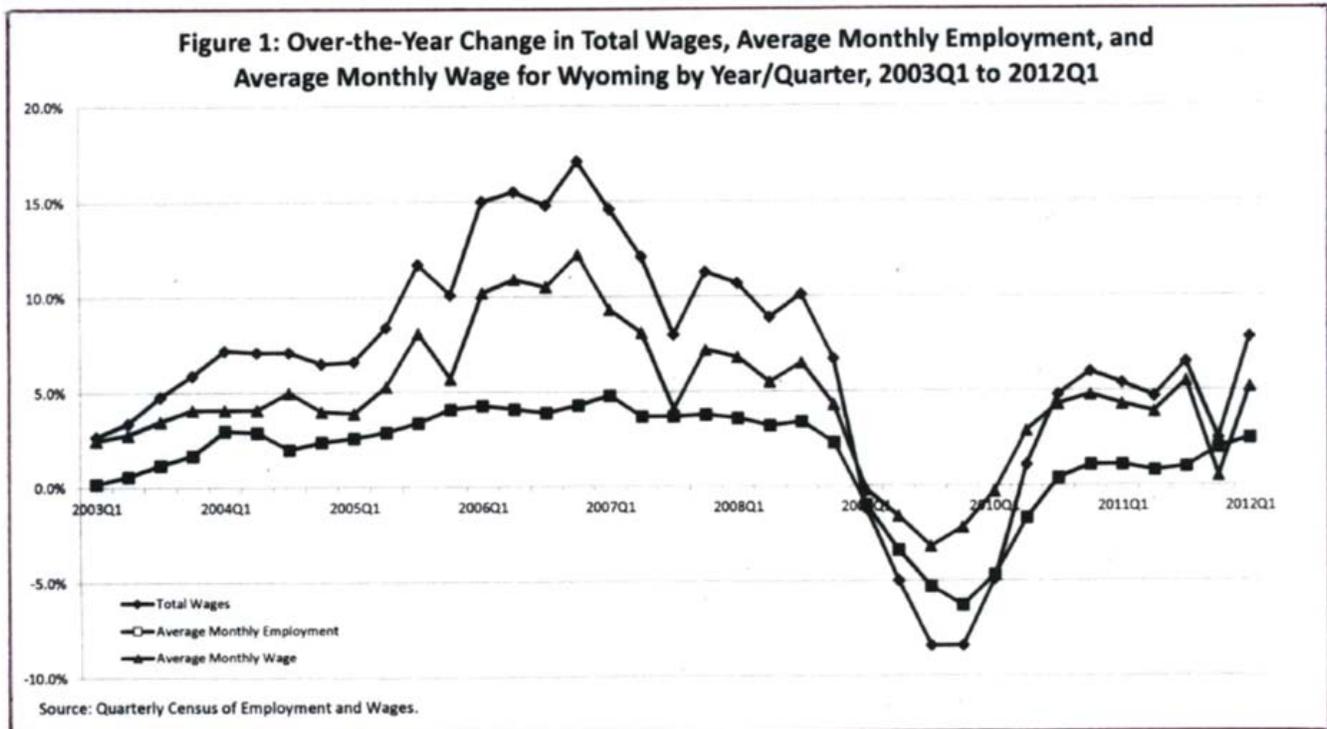
The effects of the national recession on Wyoming employment were not evident until first quarter 2009 when employment declined by 1.0 percent (see Figure 1). This was the first of six straight quarters of declining employment. Employment stabilized in third quarter 2010, and growth remained positive throughout the remainder of 2010 and into first quarter 2012, albeit at levels significantly lower than prior to first quarter 2009. For example, employment grew at 2.5 percent over-the-year in first quarter 2012, compared to 3.6 percent in first quarter 2008. For additional detail about wages and employment in Wyoming go to the Quarterly Census of Employment and Wages (QCEW) page at [http://doe.state.wy.us/LMI.toc\\_202.htm](http://doe.state.wy.us/LMI.toc_202.htm).

## Gender and Age

From 2007 to 2011, a total of 18,556 individuals lost their jobs (see Table 1a), with more losses for men than women (8,376 compared to 6,363). The decline was smallest

**Figure 1**

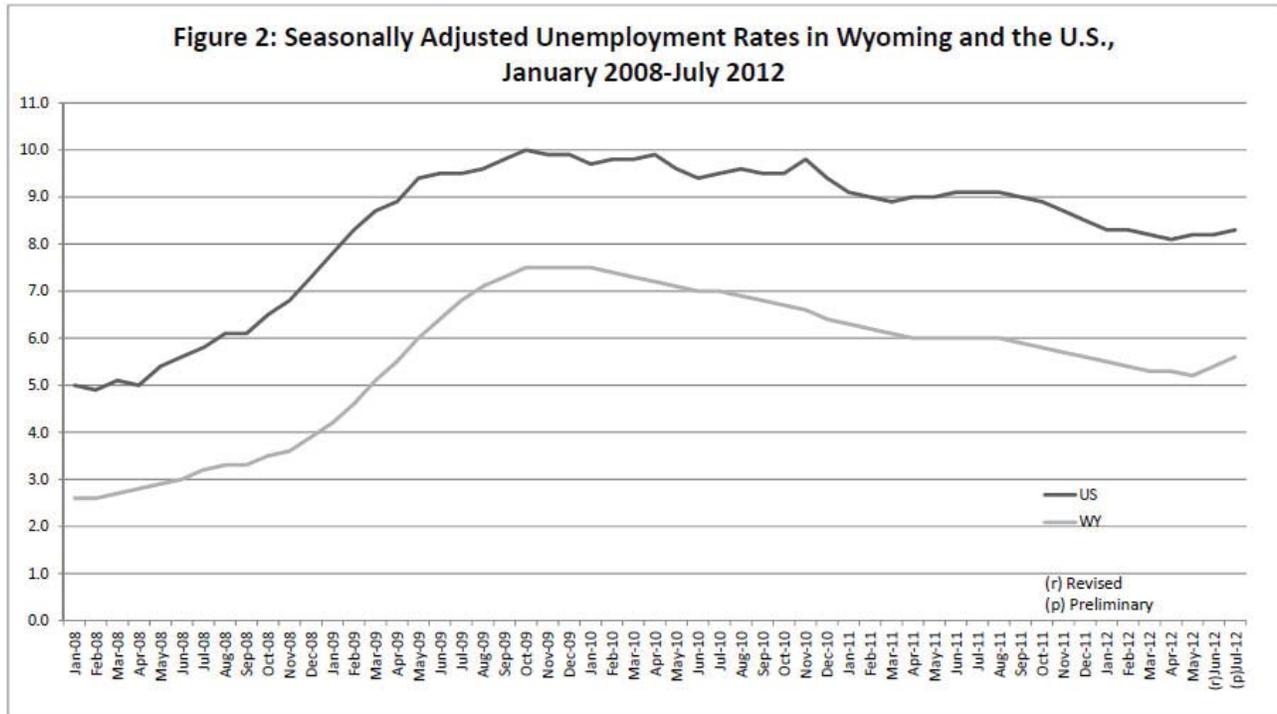
Over-the-Year Changes in Total Wages



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**Figure 2**

Wyoming Seasonally Adjusted Unemployment



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for those whose gender is unknown (-3,817). That fewer women lost their jobs than men during the most recent economic downturn is mirrored by the national economy (Cronin, 2012).

Despite the economic downturn, employees' average annual wages in Wyoming rose by \$4,071 from 2007-2009 (see tables 1a and 1b). Wages for women rose less than for men or individuals without a known gender. Women's average annual wage rose by \$3,529 compared to \$4,648 for men and \$3,737 for individuals whose gender is unknown.

By age group, the largest decline in employment from 2007 to 2011 was for individuals 19 or younger (-9,882 or 34.0 percent; see Table 1b) followed by those ages 20-24 (-4,931; -13.4. Employment rose for individuals 25-34, 55-64, and 65 and older (1,615 or 2.5 percent; 6,733 or 16.5 percent; and 1,866 or 16.3 percent, respectively).

Average annual wages rose for all age groups with the exception of individuals 20-24, whose wages declined by \$295. Wages increased the most for individuals 55-64 years old (\$4,875) and individuals ages 35-44 (\$4,805).

The number of jobs worked in private firms in Wyoming was highest in 2008 at 223,575 jobs (see Table 2). Industries with the largest numbers of jobs in 2008 included retail trade (32,168), accommodation & food service (31,631), mining (29,267), construction (28,123), and health care & social assistance (22,012). The number of jobs worked fell from both 2008 to 2009 and from 2009 to 2010, with all but a few industries, such as health care & social assistance and educational services, experiencing job losses.

Mining and construction experienced the largest job

losses from 2008 to 2009 (-3,801 and -4,263, respectively). These industries continued to shed jobs from 2009 to 2010, but at a slower rate. From 2009 to 2010 mining lost 368 jobs while construction lost 1,508 jobs. By 2011 most industries were experiencing job growth (the average annual job growth was 1.8 percent or 9,374 jobs), the notable exception being construction, which lost 1,315 jobs from 2010 to 2011. Employment in mining rose by 2,290 jobs and by 407 jobs in health care & social assistance.

As shown in Table 3, the average weekly wage was \$791 in 2008. By 2009 it had fallen to \$765 (-\$26 or 3.3 percent), of which the largest declines were in finance & insurance (-\$59; -6.2 percent) and construction (-\$54; -5.8 percent).

Although most industries saw declines in the average weekly wage, there were a few exceptions such as health care & social assistance (+\$19; +5.4 percent) and utilities (+\$35; +2.4 percent). In 2010 the average weekly wage raised to \$793 or 3.7 percent, and in 2011 the average weekly wage rose again to \$825, a gain of \$32 from 2010 (4.0 percent). Gains in the average weekly wage from 2010 to 2011 were highest for administrative & waste services (\$61; 11.4 percent) and real estate & rental & leasing (\$81; 11.1 percent). Two industries experienced declines in their average weekly wage, other services except public administration (-\$8 or 1.2 percent) and arts, entertainment & recreation (-\$2 or -0.5 percent).

### Occupational and Industry Projections

According to the latest long-term projections (2011-2021) from Research & Planning, the next 10 years in Wyoming

**Table 1**

## Wyoming Employment and Wages by Gender

Table 1a: Wyoming Employment and Wages by Gender, 2007 and 2011					Table 1b: Wyoming Employment and Wages by Age Group, 2007 and 2011				
Year	Gender	N	Gender Percent	Avg. Annual Wage	Year	Age Group	N	Age Percent	Avg. Annual Wage
2007	Women	140,510	37.7	\$22,190	2007	00-19	29,063	7.8	\$5,187
2007	Men	165,885	44.5	\$39,341	2007	20-24	36,877	9.9	\$17,058
2007	Unknown	66,601	17.9	\$12,843	2007	25-34	64,848	17.4	\$29,878
2007	Total	372,996	100.0	\$28,149	2007	35-44	58,104	15.6	\$37,449
2011	Women	134,147	37.8	\$25,719	2007	45-54	67,294	18.0	\$42,897
2011	Men	157,509	44.4	\$43,989	2007	55-64	40,782	10.9	\$41,466
2011	Unknown	62,784	17.7	\$16,579	2007	65-Up	11,483	3.1	\$22,596
2011	Total	354,440	100.0	\$32,219	2007	Unknown	64,545	17.3	\$11,910
	Women	-6,363	-4.5%	\$3,529	2007	Total	372,996	100.0	\$28,149
Change, 2007-2011	Men	-8,376	-5.0%	\$4,648	2011	00-19	19,181	5.4	\$5,311
	Unknown	-3,817	-5.7%	\$3,737	2011	20-24	31,946	9.0	\$16,763
	Total	-18,556	-5.0%	\$4,071	2011	25-34	66,463	18.8	\$32,965
					2011	35-44	54,914	15.5	\$42,254
					2011	45-54	60,426	17.0	\$46,054
					2011	55-64	47,515	13.4	\$46,341
					2011	65-Up	13,349	3.8	\$26,720
					2011	Unknown	60,646	17.1	\$15,328
					2011	Total	354,440	100.0	\$32,219
						00-19	-9,882	-34.0%	\$124
						20-24	-4,931	-13.4%	-\$295
						25-34	1,615	2.5%	\$3,088
					Change, 2007-2011	35-44	-3,190	-5.5%	\$4,805
						45-54	-6,868	-10.2%	\$3,156
						55-64	6,733	16.5%	\$4,875
						65-Up	1,866	16.3%	\$4,124
						Unknown	-3,899	-6.0%	\$3,418
						Total	-18,556	-5.0%	\$4,071

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

From 2011 to 2021, Wyoming is projected to add 40,874 net new jobs, nearly half of which will be found in the mining (8,458) and health care & social assistance (9,258) industries (see Table 5). These two industries will provide the greatest opportunity for employment over the next 10 years.

Projections are updated annually and are available online at <http://doe.state.wy.us/LMI/projections.htm>.

Wyoming's economy continues to recover from the latest economic downturn. Men make up the greatest percentage of workers in the state and also earn the highest wages. Despite an overall decline in employment from 2008 to 2009, average annual wages rose overall for men and women and across age groups. The sole exception was for individuals 20-24 whose wages declined by \$295. The state's economy remains reliant on the mining industry.

Projections indicate that the trend is likely to continue. In addition, the health care industry and related occupations will experience growth as Wyoming strives to care for its aging population.

**Opportunity to Make a Difference**

Projections indicate that most employment growth will be in the mining and health care and social assistance industries. Most anticipated jobs in the mining industry require a high school diploma or less. Also, only one of the five top projected positions in the health care and social assistance industry pays a livable wage (registered nurse). In the next 10 years, there will be some opportunities for employment in fields of lesser demand and opportunity to replace workers who have left the state's workforce. Also, there is a continuing demand for truck drivers.

The Employment and Training Division will continue to help workers obtain a high school diploma or Graduate Equivalency Degree (GED) through the Adult Basic Education-General Educational Development (ABE-GED) program. Workers will be assisted to further prepare for employment by helping them to achieve a Career Readiness Certificate. The Workforce Specialists will play an important role in helping clients find these opportunities, without sending them down a training path that leads to un-subsidized employment, or results in clients having to leave the state for employment.

For jobs that require higher education, Workforce Spe-

**Table 2**

## Wyoming Average Annual Employment

Industry	2008			2009			2010			2011(p)		
	Number	Net	%	Number	Net	%	Number	Net	%	Number	Net	%
Agriculture, Forestry, Fishing, & Hunting	2,339	49	2.1%	2,376	37	1.6%	2,409	33	1.4%	2,463	54	2.2%
Mining	29,267	1,921	7.0%	25,466	-3,801	-13.0%	25,098	-368	-1.4%	27,388	2,290	9.1%
Construction	28,123	1,572	5.9%	23,860	-4,263	-15.2%	22,352	-1,508	-6.3%	21,037	-1,315	-5.9%
Manufacturing	9,962	-216	-2.1%	9,111	-851	-8.5%	8,713	-398	-4.4%	9,173	460	5.3%
Wholesale Trade	9,103	353	4.0%	8,704	-399	-4.4%	8,460	-244	-2.8%	8,833	373	4.4%
Retail Trade	32,168	185	0.6%	30,668	-1,500	-4.7%	29,491	-1,177	-3.8%	29,191	-300	-1.0%
Transportation & Warehousing	9,474	230	2.5%	9,023	-451	-4.8%	8,866	-157	-1.7%	9,339	473	5.3%
Utilities	2,508	44	1.8%	2,493	-15	-0.6%	2,484	-9	-0.4%	2,489	5	0.2%
Information	4,004	-16	-0.4%	3,952	-52	-1.3%	3,881	-71	-1.8%	3,847	-34	-0.9%
Finance & Insurance	7,209	257	3.7%	7,107	-102	-1.4%	6,836	-271	-3.8%	6,702	-134	-2.0%
Real Estate & Rental & Leasing	4,418	-30	-0.7%	4,094	-324	-7.3%	3,956	-138	-3.4%	3,991	35	0.9%
Professional & Technical Svcs.	9,878	396	4.2%	9,259	-619	-6.3%	9,116	-143	-1.5%	9,063	-53	-0.6%
Mgmt. of Companies & Enterprises	791	-54	-6.4%	745	-46	-5.8%	857	112	15.0%	865	8	0.9%
Admin. & Waste Svcs.	7,977	-80	-1.0%	7,288	-689	-8.6%	7,219	-69	-0.9%	7,822	603	8.4%
Educational Svcs.	1,496	113	8.2%	1,595	99	6.6%	1,716	121	7.6%	1,675	-41	-2.4%
Health Care & Social Assistance	22,012	1,087	5.2%	22,914	902	4.1%	23,224	310	1.4%	23,631	407	1.8%
Arts, Entertainment, & Recreation	2,858	-8	-0.3%	2,753	-105	-3.7%	2,738	-15	-0.5%	2,764	26	0.9%
Accommodation & Food Svcs.	31,631	1,066	3.5%	30,161	-1,470	-4.6%	29,885	-276	-0.9%	30,283	398	1.3%
Other Svcs., exc. Public Admin.	8,360	-132	-1.6%	8,160	-200	-2.4%	7,926	-234	-2.9%	8,305	379	4.8%
<b>Total</b>	<b>223,575</b>	<b>6,736</b>	<b>3.1%</b>	<b>209,729</b>	<b>-13,846</b>	<b>-6.2%</b>	<b>205,226</b>	<b>-4,503</b>	<b>-2.1%</b>	<b>216,839</b>	<b>9,374</b>	<b>1.8%</b>

(p) Preliminary  
Source: U.S. Department of Labor, Bureau of Labor Statistics. Quarterly Census of Employment & Wages. Accessed September 7, 2012, from <http://www.bls.gov/cew/>.

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cialists will continue to look for ways to enable workers to succeed in training and obtain important credentials, while still abiding by program limitations. Planning and partnering for services will be critical.

### Partnering for Success

In order to accomplish the Department of Workforce Services' vision, the Employment and Training Division partners with numerous organizations, which have similar goals and objectives. These alliances enable the Division to successfully serve its customers, particularly during difficult economic times and with shrinking budgets. In addition to Wyoming's employers, some of the Division's partners during Program Year 2011 were: Wyoming Workforce Development Council, Adult Basic Education – General Education Diploma (ABE-GED) centers throughout the state, Community College Commission and Wyoming's seven community colleges, the University of Wyoming, municipal and county governments, the National Apprenticeship Program, Department of Family Services, Department of Corrections, Department of Education and Wyoming's 48 school districts, University of Wyo-

ming, Drug and Alcohol Rehabilitation centers, Wyoming Economic Development Association and local economic development organizations, Job Corps, CLIMB Wyoming, Small Business Development centers, Northwest Community Action Program of Wyoming (NOWCAP), Industry Partnerships, and many other organizations.

The Workforce Investment Act program continued to partner with the Wagner-Peyser program, within the Department of Workforce Services. Given that most employment growth in the mining industry is for jobs that require a high school diploma or less, and that only one of the five top projected positions in the health care and social assistance industry pays a livable wage (registered nurse), the challenge may be more programmatic than education-related.

The Department of Workforce Services regularly helps workers obtain a high school diploma or Graduate Equivalency Degree (GED) through the Adult Basic Education–General Educational Development (ABE-GED) program. Workers will be further prepared for employment if they complete Career Readiness Certificates. However, most training programs offered by the Department do not allow for

**Table 3**

## Wyoming Average Weekly Wage

Industry	2008			2009			2010			2011(p)		
	AWW	Net	%	AWW	Net	%	AWW	Net	%	AWW	Net	%
Agriculture, Forestry, Fishing, & Hunting	\$532	\$17	3.3%	\$522	-\$10	-1.9%	\$545	\$23	4.4%	\$571	\$26	4.8%
Mining	\$1,459	\$71	5.1%	\$1,413	-\$46	-3.2%	\$1,484	\$71	5.0%	\$1,541	\$57	3.8%
Construction	\$930	\$68	7.9%	\$876	-\$54	-5.8%	\$916	\$40	4.6%	\$916	\$0	0.0%
Manufacturing	\$937	\$57	6.5%	\$958	\$21	2.2%	\$997	\$39	4.1%	\$1,056	\$59	5.9%
Wholesale Trade	\$1,046	\$77	7.9%	\$1,014	-\$32	-3.1%	\$1,043	\$29	2.9%	\$1,080	\$37	3.5%
Retail Trade	\$476	\$13	2.8%	\$474	-\$2	-0.4%	\$484	\$10	2.1%	\$498	\$14	2.9%
Transportation & Warehousing	\$852	\$54	6.8%	\$820	-\$32	-3.8%	\$863	\$43	5.2%	\$899	\$36	4.2%
Utilities	\$1,429	\$34	2.4%	\$1,464	\$35	2.4%	\$1,516	\$52	3.6%	\$1,566	\$50	3.3%
Information	\$713	\$16	2.3%	\$725	\$12	1.7%	\$746	\$21	2.9%	\$778	\$32	4.3%
Finance & Insurance	\$945	\$67	7.6%	\$886	-\$59	-6.2%	\$916	\$30	3.4%	\$944	\$28	3.1%
Real Estate & Rental & Leasing	\$721	-\$6	-0.8%	\$689	-\$32	-4.4%	\$731	\$42	6.1%	\$812	\$81	11.1%
Professional & Technical Svcs.	\$972	\$53	5.8%	\$991	\$19	2.0%	\$1,015	\$24	2.4%	\$1,052	\$37	3.6%
Mgmt. of Companies & Enterprises	\$1,840	\$96	5.5%	\$1,804	-\$36	-2.0%	\$1,945	\$141	7.8%	\$1,976	\$31	1.6%
Admin. & Waste Svcs.	\$553	\$35	6.8%	\$538	-\$15	-2.7%	\$535	-\$3	-0.6%	\$596	\$61	11.4%
Educational Svcs.	\$513	\$0	0.0%	\$523	\$10	1.9%	\$531	\$8	1.5%	\$560	\$29	5.5%
Health Care & Social Assistance	\$723	\$39	5.7%	\$726	\$3	0.4%	\$743	\$17	2.3%	\$759	\$16	2.2%
Arts, Entertainment, & Recreation	\$351	\$9	2.6%	\$370	\$19	5.4%	\$366	-\$4	-1.1%	\$364	-\$2	-0.5%
Accommodation & Food Svcs.	\$311	\$7	2.3%	\$309	-\$2	-0.6%	\$314	\$5	1.6%	\$320	\$6	1.9%
Other Svcs., exc. Public Admin.	\$610	\$18	3.0%	\$609	-\$1	-0.2%	\$658	\$49	8.0%	\$650	-\$8	-1.2%
<b>Total</b>	<b>\$791</b>	<b>\$44</b>	<b>5.9%</b>	<b>\$765</b>	<b>-\$26</b>	<b>-3.3%</b>	<b>\$793</b>	<b>\$28</b>	<b>3.7%</b>	<b>\$825</b>	<b>\$32</b>	<b>4.0%</b>

(p) Preliminary  
Source: U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment & Wages.  
Accessed September 7, 2012, from <http://www.bls.gov/cew/>.

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completion of a four-year degree, which is required for many nursing programs, especially if the person is to make a livable wage. Therefore, workforce specialists will need to look for ways to enable workers to succeed in training and obtain important credentials, while still abiding by program limitations. Planning and partnering for services will be critical.

The Department of Workforce Services continued to foster Industry Partnerships during Program Year 2011, in collaboration with the Wyoming Workforce Development Council. Industry Partnership Solutions are regionally-based, targeted industry approaches to building and sustaining economic competitiveness.

Increasingly, such partnerships form the core of state workforce and economic development policies. They bring together employers, employees, economic development entities, training programs – such as the Workforce Investment Act offers, and local workforce centers, around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges. Due to these collaborations, participating partners have funded and actively supported solutions in Wyoming, which

have created training and work opportunities for Workforce Investment Act clients.

Two recent Industry Partnership projects continued to move forward. They are the Nursing Workforce Project and the Boards of Cooperative Educational Services (BOCES) Health Industry Project.

The Nursing Workforce Project, which is called ReNew, developed plans to help recruit, retain and retrain Wyoming nurses. The project included a mid-level management training program through the Wyoming Nurses Leadership Institute, which has graduated 22 currently employed nurses who upgraded their management skills. The project also coordinated curricula across the state to streamline student access to a bachelor's degree program. The ReNew project worked with all the community colleges and the University of Wyoming to align the nursing program curricula, which allows nursing students to smoothly transition from an associate degree to a bachelor degree.

The Boards of Cooperative Educational Services (BOCES) Health Industry Project funded \$15,000 toward training 60 certified nursing assistant students. This program

**Table 4**  
Long-Term Industry Projections

Table 4: Long-Term Industry Projections for Wyoming, 2011 to 2021						
Industry	Employment		Growth		Annual Openings Permanent Exits	
	2011 (Estimated)	2021 (Projected)	N	%	Growth	Exits
Agriculture, Forestry, Fishing, & Hunting	2,408	2,660	252	10.5	25	259
Mining	26,423	24,881	8,458	32.0	846	2,455
Utilities	2,501	2,945	443	17.7	44	157
Construction	21,665	23,704	2,039	9.4	204	2,480
Manufacturing	9,061	8,478	-583	-6.4	-58	750
Wholesale Trade	8,684	10,498	1,814	20.9	181	796
Retail Trade	29,161	29,105	-56	-0.2	-6	3,254
Transportation & Warehousing	9,167	11,904	2,737	29.9	274	1,153
Information	3,844	3,549	-295	-7.7	-30	355
Finance & Insurance	6,736	7,476	740	11.0	74	648
Real Estate & Rental & Leasing	3,951	4,747	796	20.1	80	502
Professional, Scientific, & Technical Services	8,955	10,673	1,718	19.2	172	1,034
Management of Companies & Enterprises	856	1,095	239	27.8	24	117
Administration & Support & Waste Management &	7,565	6,866	-699	-9.2	-70	908
Educational Services	30,106	38,215	8,109	26.9	811	2,556
Health Care & Social Assistance	31,779	41,036	9,258	29.1	926	3,591
Arts, Entertainment, & Recreation	2,304	2,525	222	9.6	22	242
Accommodation & Food Services	28,004	29,581	1,578	5.6	158	3,303
Other Services (except Public Administration)	8,090	9,316	1,226	15.2	123	967
Public Administration	30,951	33,829	2,878	9.3	288	2,220
<b>Total, All Industries</b>	<b>272,210</b>	<b>313,084</b>	<b>40,874</b>	<b>15.0</b>	<b>4,087</b>	<b>27,747</b>

Source: Wyoming Occupational Projections, 2011 to 2021,  
<http://doe.state.wy.us/lmi/projections.htm>

Wyoming Department of Workforce Services, Research & Planning

continues to move forward with training through funding pooled from local employers.

The ReNew and BOCES partnerships, like other Industry Partnerships before them, have exited the planning phase and entered the implementation phase where they are concentrating on outcomes. Another Industry Partnership, the High Plains Economic Development District, entered the planning phase in 2011. This partnership concerns the oil and gas industry. Also, collaboration between the Department of Workforce Services and the state of Colorado is occurring in this partnership, inasmuch as the industry is common to both states.

The Employment and Training Division partnered with the Wyoming National Guard to help undisciplined youth, through the Wyoming Cowboy Challenge Academy. Also, younger youth (7th to 12th grade) were referred to the Department of Education for the Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), a federally-funded, statewide grant that provides services to 2,000, income-eligible students each year. The goal of GEAR UP is to increase the number of eligible students who are prepared to enter and succeed in postsecondary education, a goal accomplished by providing academic support, college preparation, and family services, as well as educator

training and school improvement initiatives.

In June 2011, the Department of Workforce Services partnered with the Governor and the Wyoming Workforce Development Council to organize and carry out the Governor's Summit on Workforce Solutions. This conference is a yearly opportunity to enhance the partnerships between employers, workforce and economic development professionals, educators and other state and local partners. This year's summit was held in Gillette.

### Overcoming Barriers to Employment

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

To overcome barriers, innovative strategies, as well as time-tested approaches, are utilized, so that individual workers can be successfully placed and retained in unsubsidized employment. The Employment and Training Division relies upon its partnerships, along with intensive counseling and guidance services to assess needs, empower participants, provide training and supportive services, and leverage expenses, so that program participants can be successfully placed in unsubsidized positions. Following, are some of the many approaches that were successfully employed in Program Year 2011 to remove barriers. These are also examples of partnerships in action.

Low income clients were served directly through Workforce Investment Act, Wagner-Peyser, and through cooperative efforts. The Employment and Training for Self Sufficiency program is a good example of the methods used by the Division to overcome employment barriers for this group, and custodial fathers in particular. Employment and Training for Self Sufficiency leverages resources by co-enrolling participants in other programs including Dads Making a Difference, Workforce Investment Act, the Registered Apprenticeship program, the Workforce Development Training Fund, Job Assist, community college programs and PELL and other federally funded grants and community programs.

Dads Making a Difference, which is a training-to-work program, works with low income fathers who are experiencing multiple barriers to self-sufficiency. The program provides necessary services, to enable participants to transition out of poverty and actively improve the quality of their own lives, as well as the lives of their children and families. Participants face many challenges when they enter this program ranging from medical emergencies to homelessness.

The Dads Making a Difference program focuses on job training to attain skills, assistance with job placement, life skills for success at work and in relationships, parent training, and counseling services. Dads participate in weekly

## A Success Story...

When working to find appropriate work experience locations for youth, it is often a struggle to find employers who are not only willing to put participants to work, but are also willing to be the valuable mentors that so many of these young people need. The Gillette Workforce Center has found such a person in Shelley Ailts, the Facilities Coordinator of Cam-Plex Multi-Event Facilities, in Gillette. Shelley has proven to be a model supervisor and mentor to the Workforce Center's youth participants.

A youth participant was placed in the offices of the Cam-Plex in the summer of 2010. The youth had little work experience and was somewhat unprepared for working in a professional office environment. Shelley mentored the youth on how to dress, communicate and interact appropriately with staff members and customers. Several issues arose regarding appropriate behavior and work ethic that summer, but Shelley was quick to address issues with the participant and work with her on improving her work skills.

In May 2011, Shelley contacted the Gillette Workforce Center requesting a meeting with the Youth Case Managers to discuss future work experience opportunities. She had spent time working with her office staff to prepare a detailed job description, expectations and summary of duties for an office work experience position. She felt that she was much better prepared to assist a youth participant in gaining work skills. She also had a better understanding of the depth of mentorship and guidance that Workforce Investment Act participants require and was eager to put her plan and ideas into practice. A second youth work experience participant, Allyssa Torres, was placed in Shelley's office shortly thereafter. Allyssa was a 21 year old single parent who had taken some college classes and had an interest in pursuing employment in an office/professional setting. She was living with her parents and was low-income. She had some experience working in daycare and in customer service, but no skills on which she could support herself and her daughter.

Within the first several days, Shelley and Allyssa created a detailed plan outlining the duties that Allyssa would be responsible for and the work skill goals that they would be working toward, throughout the work experience. Shelley worked diligently to supervise Allyssa's work projects and ensure that she was mastering the skills that she would need, to be successful in an office environment. Allyssa was able to become profi-



cient in the use of a variety of commonly used computer programs and also became knowledgeable in the specialized programs used in event planning, scheduling, and accounting. Allyssa flourished and eventually was able to fill in when other office personnel were out of the office. As the work experience was nearing its end, Shelley worked very closely with Allyssa to update her resume, market her skills more accurately, improve her interviewing skills and conduct more complete job searches. These efforts resulted in Allyssa getting hired in a full-time, permanent, unsubsidized position as administrative assistant in the private sector.

Not only was Shelley able to assist Allyssa in gaining work skills, but she ultimately helped to improve the quality of life for her and her family. Since obtaining full-time employment, Allyssa has been able to purchase a home, spend more quality time with her child and has begun actively pursuing her career goals. The skills she gained through her work experience have not gone unnoticed; her employer increased her job duties by allowing Allyssa to become more involved in the daily operations and marketing of this commercial and residential development company.

Shelley's hard work and efforts make her a valuable partner to the Gillette Workforce Center and the community. Her commitment, as a mentor to youth participants, is apparent, not only through her actions, but through the pride and excitement in her voice as she shares her mentee's stories of success.

classes on individual counseling, success coaching, parenting courses, and how to transition out of poverty. They also perform volunteer community service and group activities. Each participant is provided with nationally certified training in high growth, high demand occupations, along with nationally recognized life skills curriculum, including Love and Logic parenting courses, PAIRS healthy relationship class-

es, financial literacy courses, job seeking skills, employment retention, debt resolution and credit recovery classes, individual and group counseling by a licensed professional counselor, Getting Ahead in a Just Getting By World resource development education, self-guided planning, and community leadership opportunities.

The most innovative part of this model is the group ap-

proach to success. The participants remain together as a group for most of the program. The group activities are designed to promote bonding, accountability, and support among the dads in the program.

Throughout the Dads Making a Difference program, the participant's barriers to success are continually assessed and addressed. As a result, all success planning is participant motivated and participant driven. Each participant is provided with intensive case management services and individual and systems advocacy. In order for full time participation in this program to be feasible, the dads are co-enrolled in the Workforce Investment Act program. The Workforce Investment Act can assist with emergency supportive service funds that may be needed. This assistance has helped address critical needs such as transportation costs, health issues, and stable housing. The Workforce Investment Act case managers also assist the participants with job searching and follow up services for an additional 12 months following completion of the program. In addition, participants are assisted in qualifying for a Career Readiness Certificate which helps to prepare them for job placement. This helps to ensure that the dads not only enter self-sufficient employment, but retain employment.

The Dads Making a Difference program continues to expand on the outstanding reputation that has been built among local business partners, and many local employers request the program graduates, specifically due to their specialized job skills, training and strong work ethic. In its first three years, the Dads Making a Difference program boasts an 83

percent graduation rate, a 64 percent employment rate within 90 days of graduation, and a 90 percent employment rate within one year of graduation. Last year the program had a 100 percent graduation rate, a 90 percent employment rate within 90 days of graduation, and a 100 percent employment rate within one year of graduation. A 100 percent graduation rate continued with the most recent group of dads, who celebrated their success this last June. As of this date, 9 of the 10 graduates are employed and making a wage well above the self-sufficiency level.

Recently, Wyoming's Dads Making a Difference program was awarded the prestigious 2012 State Excellence Award for Leadership (SEAL), by the National Association of State Workforce Agencies. The SEAL honors a state for a workforce-related program, project, or initiative which addresses an issue or challenge and results in significant improvement of services or performance.

The Employment and Training for Self Sufficiency and Dads Making A Difference programs partnered with the federal Registered Apprenticeship Program, Laramie County Community College, and Wyoming's Workforce Development Training Fund, to leverage available federal funding against state monies, which were used to assist individuals served cooperatively by the programs and the college. Individual customers were identified through Employment and Training for Self Sufficiency-funded programs, including Dads Making a Difference and Adalante.

They were provided training on computer literacy, professionalism, and resume writing. In an information session, expectations were established for helping interested people move forward. Once this information session was completed, individuals underwent a drug screening, and eligibility was established for two training programs: plumbing and heating ventilation and air conditioning (HVAC). When the clients were admitted to the programs, they were clinically assessed, took the Career Readiness Certificate examination, participated in guided career exploration, coaching and portfolio initiation, and then entered pre-training. Pre-training focused on developing computer competency, professionalism and job preparedness. Also, program personnel helped clients identify a suitable employer where clients could work. After pre-training, each individual entered one of the two training programs.

Up to this point, funding for the aforementioned activities came from the Employment and Training for Self Sufficiency federal monies, available through the Department of Workforce Services. When individuals began plumbing or HVAC apprenticeships, training expenses were covered by Workforce Development Training Fund. Workforce Investment Act funding was used, for eligible parties, to assist with support services and other costs.

In addition to the assistance that is provided to fathers, the Employment and Training Division also helps single mothers and displaced homemakers overcome inadequate income and other barriers to employment through the adult, dislocated worker, and youth programs. Furthermore, the Division regularly coordinates with CLIMB Wyoming and the state Department of Family Services in this effort.

## A Success Story...

Elizabeth Mincoff is a post-9/11 veteran who had recently been laid off. In March 2012 she came to Mark McKay, a Disabled Veteran Outreach Program specialist at the Cheyenne Workforce Center, for job search assistance.

Through intensive job search assistance it was determined that locally there were no jobs available based on her work experience/skills. Based on further research, Elizabeth identified a career goal of becoming an over-the-road truck driver.

Elizabeth met all of the Workforce Investment Act qualifications for services as a Dislocated Worker. She was approved for the program and enrolled at Sage Technical Services. On April 19, 2012 she graduated from Sage, not only with her Class A commercial driver license, but also with perfect attendance and academic excellence awards.

She was hired by Swift Transportation following their orientation program. Elizabeth has worked for Swift since May 2012 and reports enjoying travel while being able to maintain her home. Her average wage is \$500 per week and she looks forward to continuing within her new career path.

CLIMB is a partner that trains and places low-income single mothers in higher paying jobs. They are located in a number of Wyoming cities.

The Department of Family Services – Employment and Training Division partnership serves low-income clients through Temporary Assistance to Needy Families (TANF), Employment and Training Supplemental Nutrition and Assistance Programs, and a host of other state and local programs. TANF customers were served by the Department of Workforce Services through the Personal Opportunities with Employment Responsibilities (POWER) program. The Employment and Training Division provided POWER case management for the clients. The case managers coordinated services at the local level with Department of Family Services specialists, Job Assist, Division of Vocational Rehabilitation, Salvation Army Hope Center, sheltered family facilities, homeless shelters, Interfaith, food banks, self-help centers, Community Action Partnership, child care organizations, clothing providers and Workforce Investment Act. The Workforce Investment Act referrals were made when there was a need for training and the POWER clients demonstrated a desire and commitment to enter a career field. The Department of Workforce Services is continuing to build and enhance these partnerships.

The Department of Family Services's Supplemental Nutrition and Assistance Program (SNAP) is active in Natrona and Laramie counties, Wyoming's two most populous counties. The program's purpose is to alleviate hunger and malnutrition, for the purpose of helping low income households adopt more nutritious diets through normal channels of trade, by increasing food purchasing power for all eligible households who apply. Yearly, the Department of Workforce Services program manager coordinates with the Department of Family Services to prepare the plan and carry out the program. Individuals who received SNAP benefits during the year were automatically eligible for Workforce Investment Act.

During Program Year 2011 Wyoming's Workforce Investment Act program partnered with the state Healthy Families Succeed programs, composed of Job Assist and Health Assist. Healthy Families Succeed was developed in Wyoming as a collaborative effort between the Departments of Workforce Services, Corrections and Health and Family Services.

Health Assist is composed of master-level nurses and doctorate-level pharmacists. Pharmacists review and give input on prescriptions. Nurses are in a consulting health care role by providing information and direction to clients. Nurses travel to locations where Job Assist customers are served.

Job Assist helps customers who have used multiple state and federal services, but without much success. Clients include chronically unemployed persons who have substantial barriers to employment which keep them from being employed long-term. Also, their work conditions or personal conditions have changed, which creates additional challenges for becoming employed.

Customers also include the working poor who qualify as low income clients, but want to improve their lives through education. In addition, the program works with individuals

## A Success Story...

Megan was referred to the Workforce Investment Act program through her advisor at Laramie County Community College (LCCC). At the time of service Megan was 24 years old, single, living on her own and working as a veterinarian assistant, earning under the poverty guideline. Megan had completed all prerequisite course work to be accepted into the highly competitive LCCC Nursing Program. Understanding that continued employment would be difficult and strongly discouraged by the director of the nursing program, Megan sought additional funding to assist her through the two years of nursing school. Megan will work during the summer break, to earn savings to cover personal expenses, expected to occur during the fall semester at school. One of the factors that discourage employment during the fall and spring semesters, while a student is participating in the nursing program, is the amount of time spent in clinical experience, outside the class room. Megan did not qualify for a PELL grant and would need to use her student loans and limited savings, from summer employment, to live during her two years of training. Megan was approved for both Workforce Investment Act intensive and training services.

During her two years in the nursing program Megan worked hard and earned a 3.64 cumulative GPA. Megan maintained communication with her case manager, Judy Carroll, at the Cheyenne Workforce Center on a regular basis and provided all required documentation as requested. Megan graduated from the nursing program at LCCC in December 2011 and received her license as a registered nurse in February of 2012. Megan applied for employment at the local hospital in Cheyenne, Cheyenne Regional Medical Center, and was hired March 12, 2012 in their Nurse Residency Program with a starting salary of \$25 per hour. She is currently working full-time at the hospital as a registered nurse.

who have been released from prison; their work skills are gone and they lack a support network to help them succeed.

Job Assist openly refers customers to other programs within the participating agencies that can better assist the client. For example, chronically unemployed clients can receive assistance through the Workforce Investment Act, Low Income Energy Assistance Program, Vocational Rehabilitation and TANF-POWER. Other corresponding programs include: the Women Infant and Children nutrition subsistence program for pregnant women and children under the age of five; the Unemployment Insurance program; registration in the Wyoming at Work labor management system; probation and parole; the subsidized school lunch program; Community Action; Interfaith; community colleges; etc.

Older workers have been assisted through the Workforce Investment Act and through the Senior Community Service Employment Program. Wyoming's Senior Community Service Employment Program is housed within the Department

of Workforce Services, which facilitates cooperation and smoother coordination of services. Senior Community Service Employment Program funding may come from either the Employment and Training Division or Division of Vocational Rehabilitation of the Department of Workforce Services, depending on individual needs. There is not a set formula. An example of job training that may be funded by the program is a commercial driving and heavy equipment operation training course.

The Workforce Investment Act plays an important role in providing services to older workers. As of 2010, Research & Planning data indicated there were 144,167 people in the state who are 55 years old or older. Of course, not all of these people need employment services. However, there is only sufficient funding through the Senior Community Service Employment Program to serve 40 to 60 people. It is important to leverage these funds by working with the Workforce Investment Act and other programs.

Within the Department of Workforce Services, Employ-

ment and Training Division partnered with the Division of Vocational Rehabilitation, to assist individuals with disabilities. Division of Vocational Rehabilitation funding is provided by the U.S. Department of Education and is used only by the Division of Vocational Rehabilitation. Normally, when Employment and Training Workforce Specialists worked with clients who needed greater assistance than what could be prudently provided by the workforce specialists, they referred the clients to the Division of Vocational Rehabilitation. When the Division of Vocational Rehabilitation is coordinating with the Workforce Investment Act or another program, funding is divided between the participating programs, according to the individual circumstances. Care is taken to assure there is no duplication of funding.

It is common for the Employment and Training Division Workforce Specialists to meet regularly with Division of Vocational Rehabilitation personnel, discuss their programmatic needs, and network on work opportunities and job readiness. Good relationships exist between the Employ-

## A Success Story...

Dawn came to the Gillette Workforce Center to inquire about funding for truck driver training in May 2011. She was hoping to receive training through Climb Wyoming, but they were not going to have another class until August and she was hoping to be employed before then. Dawn had 13 years experience as a pizza delivery driver in long term positions in Billings. She was the single parent of two children, ages 6 and 1. After she moved to Gillette, she started delivering pizza again, but was not making much money, because there was not the volume of deliveries that she had in Billings. She said her boyfriend talked her into quitting because he said he was making plenty of money and she did not need to work; she could just stay home with the kids. Shortly after that, however, he left them and she was left with no means of support. Dawn's tax refund enabled her to get into an apartment, but she needed to get to work as soon as possible. Her mother moved in with her to help with the kids, but she was not able to help financially.

Barriers that Dawn faced were financial difficulties: no savings and a lack of money to pay living and school expenses. Also, she lacked skills/credentials that would enable her to work at a self-supportive wage. Her assets included \$590 per month in child support – which would cover a good share of her \$675 monthly rent, a mother that would baby sit, an excellent work history with long term employment and an excellent driving record.

Assessments indicated to Donna Gewecke, Dawn's Case Manager that she was well-suited to truck driving as an occupation. Dawn liked to work with her hands, was very outdoorsy and physically capable. Also, Dawn had experience driving pick-ups and pulling gooseneck trailers, had operated large farm tractors, and had 13 years of driving experience for pizza delivery.



Dawn attended Mt. West Commercial Driving School in Gillette on WIA Adult funding, from June 2, 2011 to July 8, 2011. She worked the following August for a local Gillette company driving semis, belly dumps and water trucks, but was only making \$13 per hour, so she was still job hunting. She thought she had gotten a job lined up in Bismarck, North Dakota so she moved there. The job did not materialize. She did, however, land a job in Grand Forks, North Dakota for Transystems, driving semi trucks to haul sugar beets. She started September 10, 2011 at about 60 hours per week and making \$15.50 per hour. She worked throughout the winter and spring, had time off in May, June and July, and returned to work in mid-August. She said this actually works quite well for her, since she has children. Dawn sent this photo on August 17, 2012 with this note, "This is me, Dawn Noble Bergquist. This is a set of doubles I hauled last year. Thank you, Donna for your help. It changed my life forever! Not only a career, but a husband, too: I married a fellow driver from Trans Systems. I couldn't be happier!"

ment and Training Division and Division of Vocational Rehabilitation staff, based on concerted efforts at the state and local level, particularly the local level. Both organizations are continuously working to improve information sharing.

The Employment and Training Division also coordinated with other partners outside of the Department to serve the needs of individuals with disabilities. Community organizations such as the Wyoming Children's Society and Councils for People with Disabilities were helpful in this work. Some customers were also served through the ABE-GED program, although for this to happen, the individuals had to be somewhat functional. ABE-GED centers typically do not have the capacity to attend to a client's needs for lengthy periods which meant the assigned Employment and Training Division Workforce Specialist was a key player in helping to overcome this obstacle by assuring that both the individual's needs and the center's needs were met.

The Division also served youth with disabilities in the secondary school system. For example, the schools have a community-based program called Association for Better Living and Education (ABLE), which is designed to meet the needs of older students with disabilities who are transitioning from the school environment. All students enrolled in the ABLE program were dual-enrolled in one of Wyoming's high schools, which served as the home base for the ABLE students. Students participated in an individualized curriculum designed to meet their unique needs, through the individual education program process.

The Employment and Training Division evaluates youth with disabilities, and their successes, on an individual basis. For instance, even if they were not going to meet the literacy and numeracy measure, but their skills and knowledge could still benefit from agency programs, making them capable of holding a job, the Employment and Training Division still served these students, even though it would not increase federal performance outcomes. A measure of success was achieved because the youth could work and live in the community.

To reduce the potential for disabling accidents on-the-job, the Department of Workforce Services, in concert with Governor Matt Mead and other state officials, is fostering a culture of workforce safety and safety awareness in the workplace. As a result of 2012 legislation, the Department of Workforce Services filled seven Occupational Safety and Health Administration (OSHA) safety consultant positions, to reduce the time required to follow through on workplace inspections. Also, the department filled an OSHA compliance officer position. These staff members are strategically located throughout the state, so they can work effectively with employers. In addition, Governor's Safety Awards are being presented to outstanding Wyoming employers who demonstrate a strong safety culture and excellence in safety and health programs. It is anticipated that these award winners will influence work practices industry-wide and their important role as leaders will serve as a model for others to implement stronger cultures of safety.

With regard to Veterans and related eligible persons, clients that were faced with barriers to employment, to include

education, were eligible to be assisted by a Disabled Veteran Outreach Program Specialist. The Disabled Veteran Outreach Program assessed the client's needs and determined eligibility for the appropriate occupational skills, or educational program, and determined an appropriate funding source. These individuals were also given Priority of Service, in accordance with U.S. Department of Labor requirements. Veterans Priority of Service is to ensure equally qualified Veterans receive services and training before other equally qualified non-Veterans.

The Veterans program supported state strategies through implementation of federal guidance for Veterans Employment and Training Services and integration into the state workforce agency. The Veterans Employment and Training Program Manager received training specific to the program through seminars, phone conferences and other means by U.S. Department of Labor personnel and other workforce experts. The program manager, in turn, advised workforce center personnel and others regarding the program, to insure continuity of operations and service. Furthermore, regular phone conferences occurred for Veterans' representatives.

Workforce centers used creative approaches to serve Veterans and other target populations, such as the Tri-State Veteran Job Fair, involving Wyoming, Nebraska, and Colorado. Also, the WY-CO Workforce Partnership, which spans Weld, Boulder, and Larimer Counties in Colorado, and Laramie (Cheyenne) County in Wyoming, met regularly. The partnership sponsored two regional Veteran and non-Veteran job fairs, and also considered other pertinent subjects like energy.

In Program Year 2011, the Employment and Training Division continued to pilot programs such as the Discovery Nine program, to help hard-to-place individuals. In this program, an advertisement is sent to the workers, asking "If you are unemployed and struggling to find employment, would you like to join an advanced job club, to brainstorm and share ideas?" Seven workers participated in the pilot job club, which resulted in employment for all participants, except one who, instead, returned to school.

The Employment and Training Division continued its partnership with the Department of Corrections to prepare ex-offenders for work and to place them in employment by providing Career Readiness Certificates preparation and testing, job application and resume assistance, and interview schedules, as well as training services, where applicable and helpful, such as for inmates in Goshen County. The Department of Workforce Services is represented on the state re-entry task force and is interceding with employers to help them accept re-entered workers.

The Department of Workforce Services is supporting the Transition From Prison to Community Program, and partnering with the Wyoming Department of Homeland Security, business representatives, community representatives like faith-based groups, and the Department of Family Services in this effort. The Department of Corrections is currently updating the workbook "Starting Point, A Guide To Preparing The Job-Seeking Ex-Offender", and is working to set up cross training with Department of Corrections staff. The De-

## A Success Story...

As a small community of little more than 350 residents, Meeteetse has had to face the challenge of providing local work opportunities for its youth. The town is located more than 30 miles from Cody the nearest major community, and many of its youth had to find work in Cody and other locations. The commute to work represented a significant cost to the youth and their families. Also, it increased the potential for safety issues, and took the youth away from the community every workday. Younger youth, under age 16, had virtually no employment opportunity in Meeteetse. In addition, Meeteetse wanted to connect its youth to the community in a meaningful way.

Out of concern for the youth, the Meeteetse Youth Work Program was established six years ago with the purpose of providing youth with local work opportunities. The program, piloted in Meeteetse, could be applied in other small communities facing similar challenges. The program includes youth, ages 14 to 19, who are attending or have graduated from Meeteetse schools. A strength of the program is that they do not need to be income eligible to participate. Essentially, any youth seeking a job can be involved. Additional work opportunities have also been provided to other youth in Meeteetse, through the Workforce Investment Act program, based on existing eligibility requirements and allowances.

The Town of Meeteetse serves as the actual employer of the youth. They are hired as town workers and the town pays their wages. The town clerk-treasurer does all of the administrative work: payroll, administrative processing and work experience setup. The employers' role is to provide direct supervision of the youth. They provide training and work opportunity, and insure that the youth complete their time sheets and other paperwork. Each employer fills out a contract with the town, to enable them to act as worksites, stating that they will abide by the rules and policies of the program. One of the goals of the program is to try to have each youth work 100 hours with one employer and then 100 hours for another, in order to have a varied work experience.

In summer 2012, there are 15 youth working for about 10 employers in the program. The numbers involved vary from year to year. One challenge is placing youths in age-appropriate positions, to enable them to gain valuable experience not in violation of state and federal labor laws, etc. For example, this year a larger group than usual graduated from 8th grade. However, because of the strong partnership that exists in Meeteetse, this challenge continues to be overcome.

Each spring, an orientation is scheduled for the youth and employers. The Department of Workforce Services assists with this training by going over program rules, assigning the youth to read sections of the program guide

booklet, and setting up and providing business/employer training. Labor Standards representatives review labor rules for the employers. For the youth, the Department helps them register in the Wyoming at Work electronic labor management system, as well as learn how to prepare resumes and present themselves and their credentials to employers. Once signed up with the Town of Meeteetse, each youth's packet must contain required paperwork, including a resume. The youth are then issued a card that says they are eligible to participate in the Meeteetse Youth Work Program. After this presentation, the advisory board assists employers with any questions and remaining needs. In addition, continuing education is provided. The advisory board holds about four regular meetings per year, with additional meetings as needed.

When the time arrives to match youth with employers, the employers come to the school to conduct interviews. Kids interview with every employer, after which the employers choose their youth. In the future, the process will move to the businesses choosing their top three youth, to make it easier to coordinate overlapping choices. The advisory board helps with placement when necessary. The fact that all youth will be paid the same helps to eliminate unfair competition for workers.

A primary reason for the continued success of the program is the total commitment that is given to the program by the participating partners: they developed the program, they own it, and they run it. Another reason for its success is that the partners are dedicated to the youth of Meeteetse and providing them with work experience.

Youth are learning skills, earning income, saving money, and avoiding travel problems and safety issues. In addition, the program is creating more significant connections between the youth and businesses in town. Some continuing employment opportunities in Meeteetse have developed from these work experiences and business operators are looking at kids as a significant resource, not just as kids, which is developing cohesiveness in the community. In a related activity, the Meeteetse Recreation District takes senior citizens on a weekly shopping trip to Cody. Some youth employed by the program accompany these seniors on the shopping trips. This has developed connections between the seniors and the youth – one of many non-monetary examples of the positive impact of the Meeteetse Youth Work Program on the community.

Some key points of the Meeteetse program worth emulating are: (1) a community takes charge of solving its challenges; (2) capable continuing partnerships; (3) adequate funding and other resources; (4) willingness to consider alternatives; (5) actively engaged employers; (6) youth who want to succeed; (7) work skills were developed; and (8) valuable associations were formed.

partment of Workforce Services is being asked to participate.

Workforce Specialists worked to overcome obstacles when parolees failed to fully participate in meetings. This initiative has been a work in progress. All respective parties are at the table, working on a plan of action. Barriers still face the transitional center. For instance, if the center was locked down, parolees were not able to contact their employers and warn them of their absence, so they were fired, which damaged the potential for that employer to work with other hires. Individuals needed to be familiar with services before they can effectively take advantage of the opportunities offered at the workforce centers.

With regard to youth, the Employment and Training Division relied on partner input, particularly from the Wyoming Workforce Development Council and the U.S. Department of Labor, Employment and Training Administration, when determining which youth groups to target for services. Youth barriers that were accepted by the Council are:

1. Chronic school absenteeism and truancy;
2. Youth in single-parent family;
3. Remoteness;
4. Limited English language proficiency;
5. Lacks employability skills (older youth only, 19-21 years);
6. Chronic mental, behavioral, and/or medical health condition;

7. Basic skills deficiency;
8. School dropout;
9. Homeless/runaway;
10. Foster child;
11. Pregnant or parenting; and
12. Offender.

Such targets are non-static. They are altered, from time to time, as conditions change within the state and the nation.

Ten youth elements or services were required to be made available to all youth served through Wyoming's Workforce Investment Act program. These were:

1. Tutoring, study skills, training and instruction leading to completion of secondary school, including dropout prevention strategies;
2. Alternative secondary school services, as appropriate;
3. Summer employment opportunities that are directly linked to academic and occupational learning;
4. Paid or unpaid work experiences, including internships and job shadowing;
5. Occupational skill training;
6. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social behaviors during non-school hours;
7. Supportive services;

## A Success Story...

Jesse is a 33 year old young married male who came into the Sheridan Workforce Center in October 2009. At that time, he was not employed on a regular basis: working part-time as a substitute teacher and janitor at the Wyola Schools in Montana. He was searching for permanent employment or a career.

Jesse was home schooled and obtained his high school diploma. In May 2010 he completed one year of General Studies at Sheridan College. He was still unsure of a career choice at that time.

He did a lot of research and became interested in truck driving. His father, aunt and uncle are all truck/bus drivers and he began to research a career as a commercial drivers license (CDL-A) truck driver. Jesse checked with several local companies within the Sheridan area and also in North Dakota, South Dakota and Alaska. He also contacted SAGE Technical Services in Casper, Wyoming to get details on CDL Training and the cost of the training. The results inspired him to push forward and find out how he could reach his goal. He became excited about the opportunities that were available, especially if he was willing to go "over the road". Jesse was willing to do whatever it took to succeed in his chosen career.

In August 2011, Jesse came to the Sheridan Workforce Center to see if he could obtain assistance with the training and financing. He was assisted by Workforce Specialist

Penny Wondra as his Case Manager. Jesse went through the assessment process and was extremely diligent at getting the appropriate documents needed and completing the Kuder, and Work Keys Assessments.

He was able to attend SAGE on October 25, 2011. Workforce Investment Act funding assisted Jesse with his tuition, fees, books, lodging and fuel to get to Casper and back to Sheridan. While he was there, the director of the school called the Case Manager to praise Jesse's progress. She said he was one of the best students they have had.

Jesse completed his training on November 2011. He received a certificate of Academic Excellence, a Certificate for Perfect Attendance, and his Tractor-Trailer Driver TTD 150 Certification. Upon completion of his CDL-training, Jesse had a difficult time finding employment without experience. However, he was determined to find work.

In January 2011, Jesse was hired by Schlumberger. They were extremely happy with his interview and proceeded to send him to training with their trucks in Texas (all expenses paid). He is still currently working for Schlumberger, out of Casper, Wyoming. He is making a livable wage and is enjoying his career. The company has him running oil spool rigs. He says they are wonderful to work for and have given him good wages and self worth, as he is now able to support his family.

8. Adult mentoring for the period of participation and a subsequent period, for a total minimum of 12 months;
9. Follow-up services for no less than 12 months after the completion of participation; and
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.

Each of Wyoming's workforce centers makes these 10 elements available to all Workforce Investment Act youth. Participation in Workforce Investment Act was done according to planned strategies, mapped out between the youth participants and their case managers, with input from partner services. The Workforce Centers had considerable latitude for providing these services, based on local conditions and needs. This was considered essential to work with some youth populations, such as the homeless culture, which are hard to track and appear to be growing. Homeless youth stay at acquaintances or other places. Also, the "under 18" Youth are hard to work with legally.

The Employment and Training Division worked with federal partners, other state agencies, and community partners to make sure appropriate services were available directly to youth customers. Some of these providers were the Wyoming Department of Education, Boys and Girls Clubs, Board of Cooperative Education Services (BOCES), Adult Basic Education – General Education Development (ABE-GED), Job Corps, community colleges and the community college commission, local high schools and alternative schools, and other alternative partners, the Employment and Training Supplemental Nutrition and Assistance Program, and other public assistance programs for low income persons.

### Summer Youth Employment Program Statewide

This program was designed to assist Wyoming's youth, who met the eligibility requirements of being low income,

age 14-21, and exhibited an educational, employment or community barrier. The program gave youth an opportunity to receive specific work experience relevant to their career goals, as well as develop work readiness and basic life skills. Work experiences were available in a wide variety of occupations and with private, public, and non-profit businesses. The Summer Youth Employment Program ran from May 1, 2011 through September 30, 2011. Below are some of the activities the state focused on:

- Provide wages for summer work experiences so that significantly increased numbers of low income youth would have the opportunity to earn and learn over the summer months.
- Expose young people to the workplace; enhance academic skills and increase marketable skills to help them make informed career choices.
- Provide career guidance, coaching and support for low income youth in all areas which include: employment, postsecondary education and training, and alternative education.
- Provide expanded basic academic and computer skills tutoring and remediation to more youth, to prepare them for successful transition to post-secondary education, occupational training and apprenticeships.

Unfortunately, due to recent federal budget cuts to the Workforce Investment Act, the 2011 Youth Summer Program was not able to reach the number of youth who were assisted in the previous two summers. However, plans were made to serve up to 300 youth, statewide.

Wyoming's 2010 summer youth work experience program had been the largest in its history, serving over 600 youth (ages 14–24) statewide, of which approximately 15 percent went on to permanent employment, post-secondary education or vocational training. This was possible largely through collaborative efforts and the use of the 2009 Recov-

**Table 5**  
Program Year 2011 Financial Statement

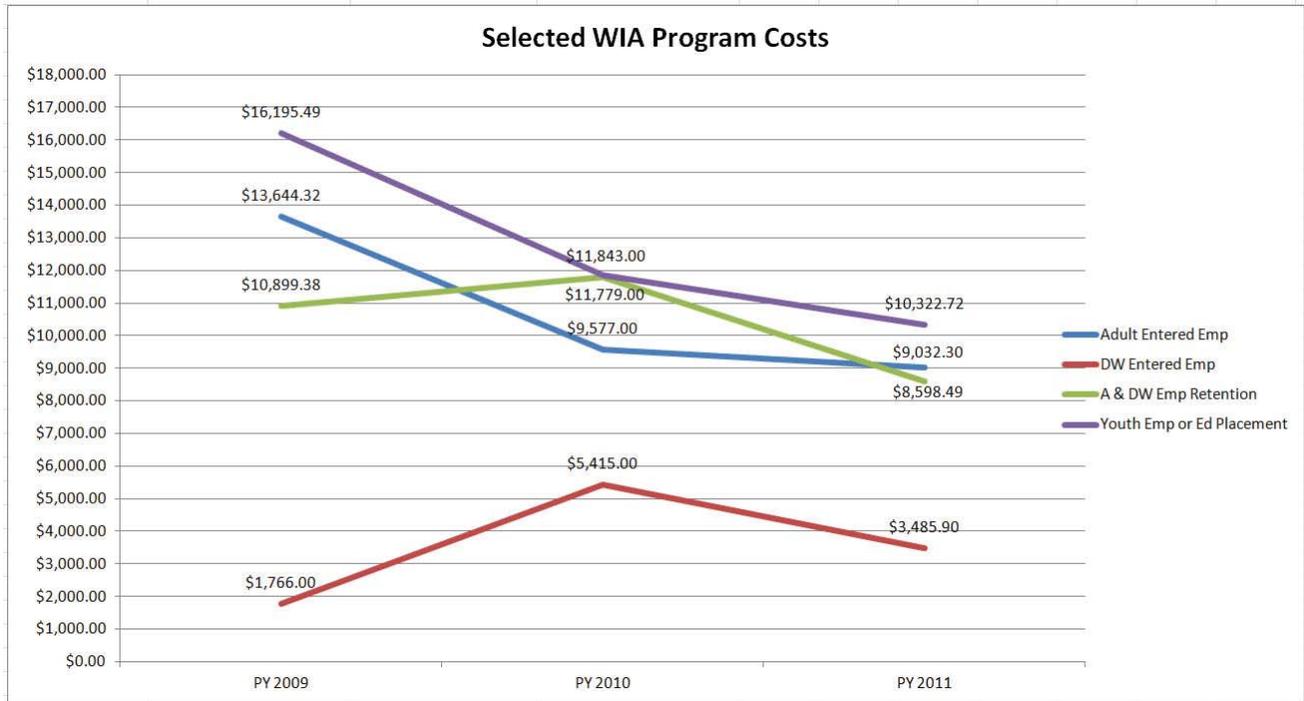
Program Year 2011 Financial Statement				
Period:				
Youth	4/1/2011 - 3/31/2012			
Adult and Dislocated Worker:	7/1/2011 - 6/30/2012			
Fund Source	Funds Available	Expenditures	Unliquidated Obligations	Total Obligations*
Local Adults	\$3,101,814.00	\$1,634,648.00	\$173,168.00	\$1,807,816.00
Local Youth Out of School	\$1,208,450.00	\$850,999.00	\$212,819.00	\$1,063,818.00
Local Youth In School	\$1,290,412.00	\$873,709.00	\$402,899.00	\$1,276,608.00
Local Dislocated Worker	\$814,925.00	\$394,233.00	\$18,190.00	\$412,423.00
Statewide Activities	\$808,591.00	\$346,124.00	\$39,939.00	\$386,063.00
Rapid Response	\$30,000.00	\$9,212.00	\$0.00	\$9,212.00
<b>Total All Funds</b>	<b>\$7,254,192.00</b>	<b>\$4,108,925.00</b>	<b>\$847,015.00</b>	<b>\$4,955,940.00</b>

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

Wyoming Department of Workforce Services

**Figure 3**

Selected WIA Program Costs



Wyoming Department of Workforce Services

ery Act funds, and funding from the Department of Workforce Services, Employment and Training Division (formerly Employment Services Division), the Department of Family Services Temporary Aid for Needy Families (TANF) and the Wyoming Workforce Development Council. The Workforce Center staff worked closely with employers and partners to develop summer work readiness, life skills and community engagement workshops, in addition to employment and expanded work experiences, in areas that were responsive to the demands of regional economies.

The following information outlines the Department of Workforce Services plan, which was used to support the 2011 Summer Youth Employment Program that helped alleviate unemployment and increase employment prospects for low-income youth.

Components:

1. Pre-employment training/Work maturity
  - a. Work readiness: Basic workplace skills (punctuality, etiquette, team member, work attire, customer service, communication, retention, etc.)
  - b. Kuder enrollment (Career Assessment Tool)
  - c. Professional Development: Career decision making, job search techniques (utilizing Wyoming at Work), Understanding Labor Market Information (LMI), community outreach, developing leadership ability, etc.
2. Work Experience
  - a. Private, public and non-profit Employers
  - b. 8-10 weeks in duration

3. Leadership and life skills workshops
  - a. Peer-to-peer activities: positive social behavior, soft skills, team work, etc.
  - b. Life skills activities: Drug awareness, financial responsibility, community involvement, decision making, team work, conflict resolution, etc.
4. Community Engagement
  - a. Organized event that may include all or part of participating youth
  - b. Self attended through collaborative effort with community providers

Youth served through the PY 2011 Summer Youth Program, (May 1 – Sept. 30, 2011):

- Older Youth (19-21 years old) – 30 Work Experiences
  - Younger Youth (14-18 years old) – 161 Work Experiences
- Components participated in:
1. Work Readiness – 479 activities recorded and completed (combined older and younger youth).
    - a. Pre-employment / work maturity, resume assistance
    - b. Individual counseling, career guidance planning

Highlight:

The Department of Workforce Services recognized the importance of developing and instilling workplace professionalism skills in Wyoming's incoming young workforce. The Department of Workforce Services partnered with Laramie County Community College, Business Training and Workforce Development Division in the delivery of basic work

place skills training to over 50 young adults (age 14-21). Curriculum was designed to incorporate professionalism, communication, and customer service, incorporating the A-Game concepts authored by Eric Chester. The A-Game Program addresses Attitude, Accountability, Attendance, Appearance, Ambition, Acceptance and Appreciation.

2. Life Skills – 106 activities recorded and completed (combined younger and older youth).
  - a. Leadership development - Workshops (communication skills critical thinking, collaboration, financial information, nutrition, community awareness, child care, drug & alcohol awareness)
3. Community Engagement - Take part in one community event on a volunteer basis

4. Work Experience - Evaluated by the employer, using the Wyoming Based Learning Plan Assessment
5. Support Services – 168 services provided (combined younger and older youth)
  - a. Child care, transportation, medical, housing, incentives/bonus, clothing/supplies

### Career Planning

During Program Year 2011, The Department of Workforce Services continued its partnership with Kuder Inc., to provide Wyoming's Career Toolkit, an Internet based career assessment tool. 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. It can be accessed through Wyoming at Work.

**Table 6**

WIA 2011 Case Selection

### WIA 2011 Case Selection

Select Samples for Review

P= **831** Universe  
 N= **59** Sample Size    FALSE    R= **0.9502** Random Number

$K = \frac{P}{N}$   
 $K = \frac{831}{59} = 14.1$     I = (R \* K) + 0.5

$I = (0.9502 \times 14) + 0.5 = 13.80$   
 (Round to the nearest integer)    (Truncate to the nearest integer)

Sample Interval K= **14**    Starting Point I = (13.303) + 0.5 = **13**  
 (Starting point must be greater than 1)

**Selecting Pairs**

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

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

Wyoming also continued to utilize Career Readiness Certificates, to help produce a skilled and productive workforce. This program, which was adopted in 2008 as a joint partnership between the Governor's Office, Wyoming community colleges, and the Departments of Education, Corrections, and Workforce Services, provides a nationally recognized credential.

The certificate denotes that the holder possesses the fundamental skills required to achieve success in the workplace, and become a productive, valuable employee. All Workforce Investment Act participants were required to take the Career Readiness Certificate examinations.

As of the end of the program year, 4,511 certificates have been awarded to Wyoming workers. In addition, the Department of Workforce Services partnered the Career Readiness Certificate program with the Wyoming Department of Education, by licensing participating high schools, to be able to administer the Workkeys® assessments year-round. For more information pertaining to the Wyoming Career Readiness Certificate program, visit <http://wyomingworkforce.org/crc/>.

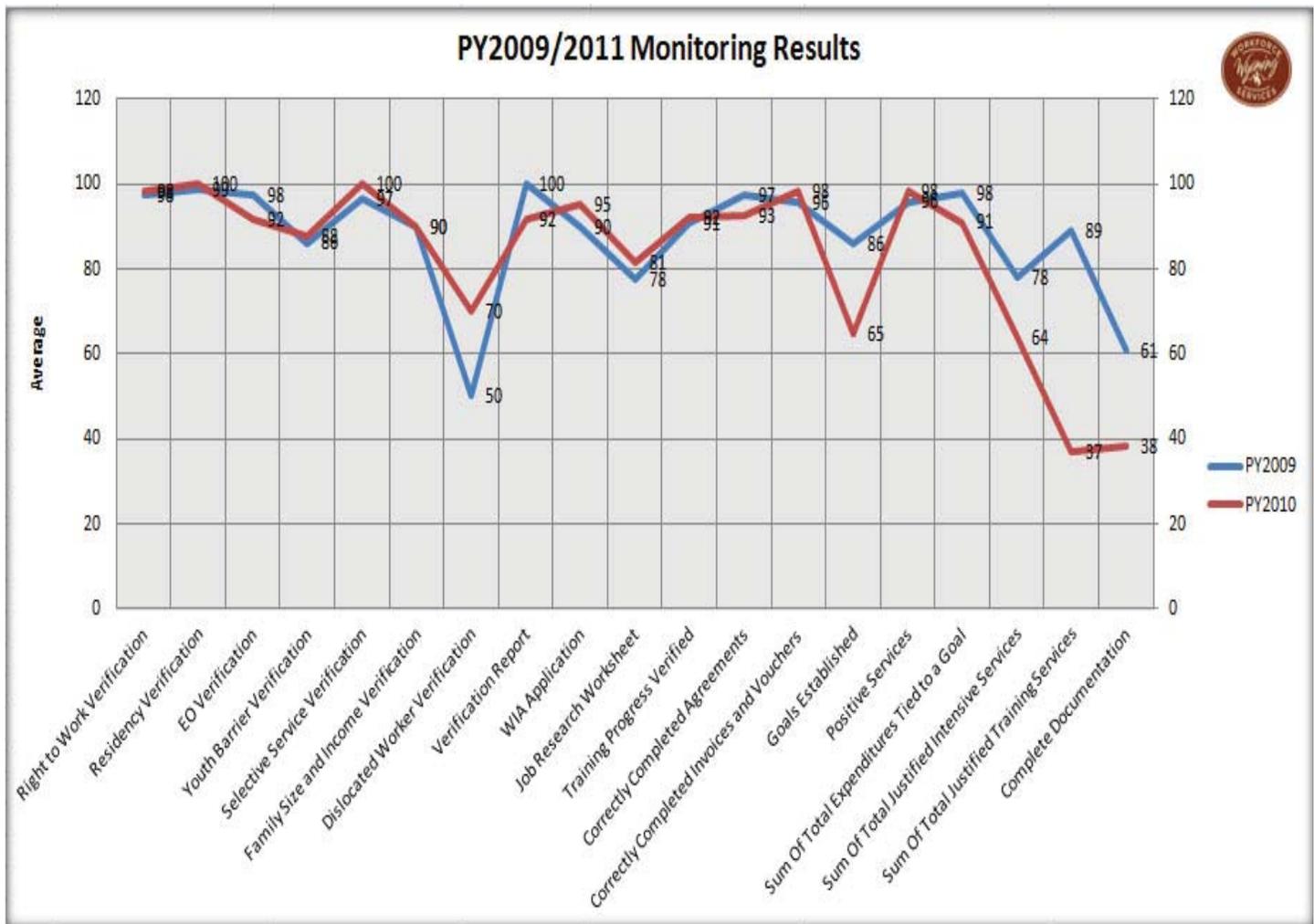
### Cost Analysis

Table 5 provides the Program Year 2011 Workforce Investment Act 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 chosen that matched the time periods from which corresponding performance data were drawn for the Workforce Investment Act 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 Program Year 2010 and ended in Program Year 2011.

**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 23,134 combined participants were served, at an average cost of \$87.70. This is a cost decrease of nearly 17 percent, compared to Program Year 2010 and 36.5 percent compared to Program Year 2009.

A total of 782 Youth were served with Workforce Invest-

**Figure 4**  
Monitoring Results



Wyoming Department of Workforce Services

ment Act funding during Program Year 2011, at an average cost of \$2,205.50 per participant. The number of Youth participants and corresponding expenditures do not include individuals who served themselves.

**Cost per Entered Employment** – A total of 211 adults were employed in the first quarter following their exit from the Workforce Investment Act, at an average cost of \$9,032.30 per participant. This represents a 5.7 percent improvement over Program Year 2010, and a 34 percent improvement over Program Year 2009. The average cost for dislocated worker exiters, who entered employment in the first quarter following exit, was \$3,485.90, based on 70 workers who were employed in the first quarter, after exiting from the Workforce Investment Act. This was a 36 percent improvement from Program Year 2010. However, the average cost to serve a dislocated worker was still nearly double what it was in Program Year 2009.

**Cost Per Retained Employment** – Of the adults who were employed in the first quarter following their exit from Workforce Investment Act, a total of 264 of them retained employment during the second and third quarter after exit, for an average cost of \$8,768.05. The average cost for the 49 dislocated worker participants who were retained in employment was \$7,684.90. In Program Year 2009, the average cost of employment retention for adults and dislocated Workers was combined. Therefore, to show a trend for the Program Years 2009, 2010, and 2011, a combined retention cost was obtained for Program Year 2011, which was \$8,598.49. From Program Year 2009 to Program Year 2010, the cost of employment retention rose by 8.0 percent. However, the Program Year 2011 cost decreased by over 17 percent, compared to the Program Year 2010 expenditures; a marked improvement in efficiency. This occurred at a time when employment retention was up by 1.5 percent also.

**Cost per Placement in Employment or Education** – As one of its youth performance measures, the Employment and Training 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 Workforce Investment Act participants. For the measurement period, 199 participants became employed or enrolled, at an average cost of \$10,322.72. Again, this represents a decrease in average costs compared to Program Year 2010 (by nearly 13 percent), and more than a 36 percent drop compared to Program Year 2009.

With positive changes in the economy, it was not necessary to provide as many services to Workforce Investment Act participants as in the last couple of program years. Also, decreasing budgets, as a result of leaner federal allocations, dictated the extent to which customers could be served judiciously.

In spite of these mitigating factors, Wyoming's workforce teams were able to maintain good to excellent performance outcomes: an achievement well worth noting.

## State Evaluation Activities

In 2011 the Department of Workforce Services continued its Monitoring Roundtables on a quarterly basis. During these roundtables, current issues found in monitoring were utilized to discuss delivery methods of the information, possible training, and other tools to assist case managers with areas of improvement. The roundtables included workforce center managers and quality assurance monitors, and the discussions were centered on collaboration and teamwork.

To address much of the technical assistance needed for the Workforce Investment Act case managers, the newly formed Quality Assurance Team, which consists of all the monitors and auditors for various programs, developed distance learning courses. Courses are designed to meet the technical assistance needs of deficient elements found in monitoring and then deliver these to the Case Managers found to have a need for such training. At this time the team has run the first of many courses to 25 case managers and center managers. The first class was on case notes and case documentation and is a skills based course. The launch of the class through a distance learning on-line platform was a success. Future classes for this course are in the pipeline. The Department of Workforce Services has also had three administration staff trained and credentialed in the National Career Development Association's Career Development Facilitator Instructor certificate. This allows the Department to offer, in house, the Career Development Facilitator certificate to staff across the state. The curriculum is designed to enhance the skills currently possessed in our staff and to address any gaps that require attention.

Also in 2011, the Workforce Investment Act monitoring sampling process was revamped. Inasmuch as the team was allowed to select its own sampling method, instead of using a straight across 30 percent semi-random sample, the team adopted the random sampling model utilized for the Unemployment Insurance Tax Divisions' algorithm, which is federally mandated for that program. This algorithm allowed the team to do a truly statistical random sample from the pool of individuals that were in Workforce Investment Act, at any point during the previous program year which, in this case, was Program Year 2010. Algorithm details are located in Table 6.

Program Year 2010 Workforce Investment Act monitoring results were on par with the results for Program Year 2009, except for two areas: justified intensive services and justified training services (see Figure 4). However, the lower scores in these areas were primarily caused by smaller sample sizes, due to the use of the algorithm, and the fact that some elements are now being scored on a stricter scale. The Quality Assurance Team anticipates that these scores will improve, over time, as a result of the case management training that is being provided.

## Workforce Investment Act Performance

Performance is only calculated and reported for participants who receive staff-assisted services. One of the Division's goals is to equal, or exceed, the performance levels it negotiated with the Employment and Training Administra-

tion, in accordance with Wyoming's State Plan.

Wyoming employs a user group for Wyoming at Work that is facilitated by staff from the administrative team. This group of staff representatives from local workforce centers meets bi-weekly, by telephone, to discuss issues with Wyoming at Work and share information on best practices. Periodically, the group includes representatives from Geographic Solutions, Inc. on the calls. Geographic Solutions is the designer and operator of the Wyoming at Work system. 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 Program Year 2011, to assure the accuracy of reporting data in Wyoming at Work. On a quarterly basis, the Employment and Training Division reporting manager provides reports of all common measure and adult and dislocated worker credential attainment to the local workforce centers, which are broken out to the level of individual staff members.

Emphasis is placed on cases where improvements can still be timely made. The reporting manager works with staff to help them understand the numerator requirements, so they can obtain and accurately enter necessary reporting information into the Wyoming at Work system, thereby increasing the probability of accurate reporting and helping performance improvement. Also, program management is

concentrating on identifying and helping those workforce specialists who need additional assistance with this and other measures.

Workforce Investment Act case management training is offered quarterly, including Wyoming at Work system training.

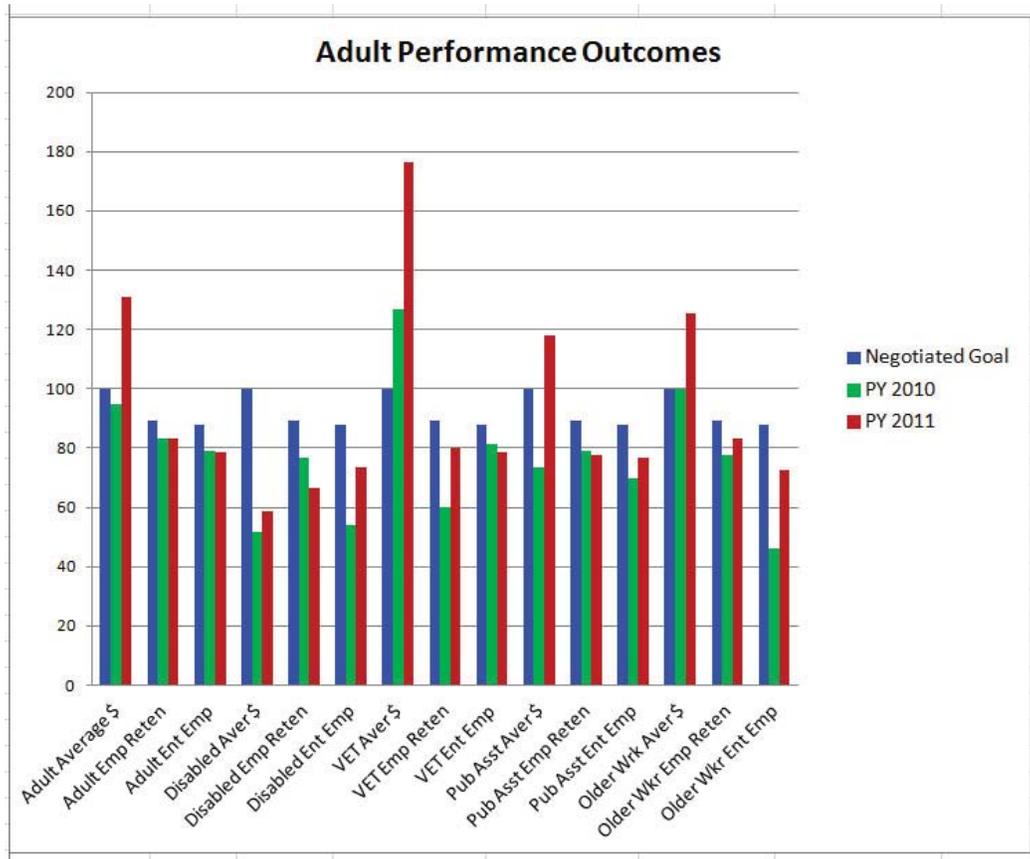
The location for this training rotates to make it easier for individual workforce specialists to attend. Workforce center managers are also encouraged to attend.

### WIA Waivers

The Workforce Investment Act, at section 189(i)(4), provides increased flexibility to states and local areas in implementing reforms to the workforce development system in exchange for state and local accountability for results, including improved programmatic outcomes. In Program Year 2011, as in previous years, Wyoming had three active waivers, which were extended by the U.S. Department of Labor, Employment and Training Administration, for its regular program under Workforce Investment Act Title I-B. These were:

- Waiver of the funds transfer limit between adult and dislocated worker programs;
- Performance waiver that allowed the Division to concentrate on common performance outcomes for the U.S. Department of Labor; and

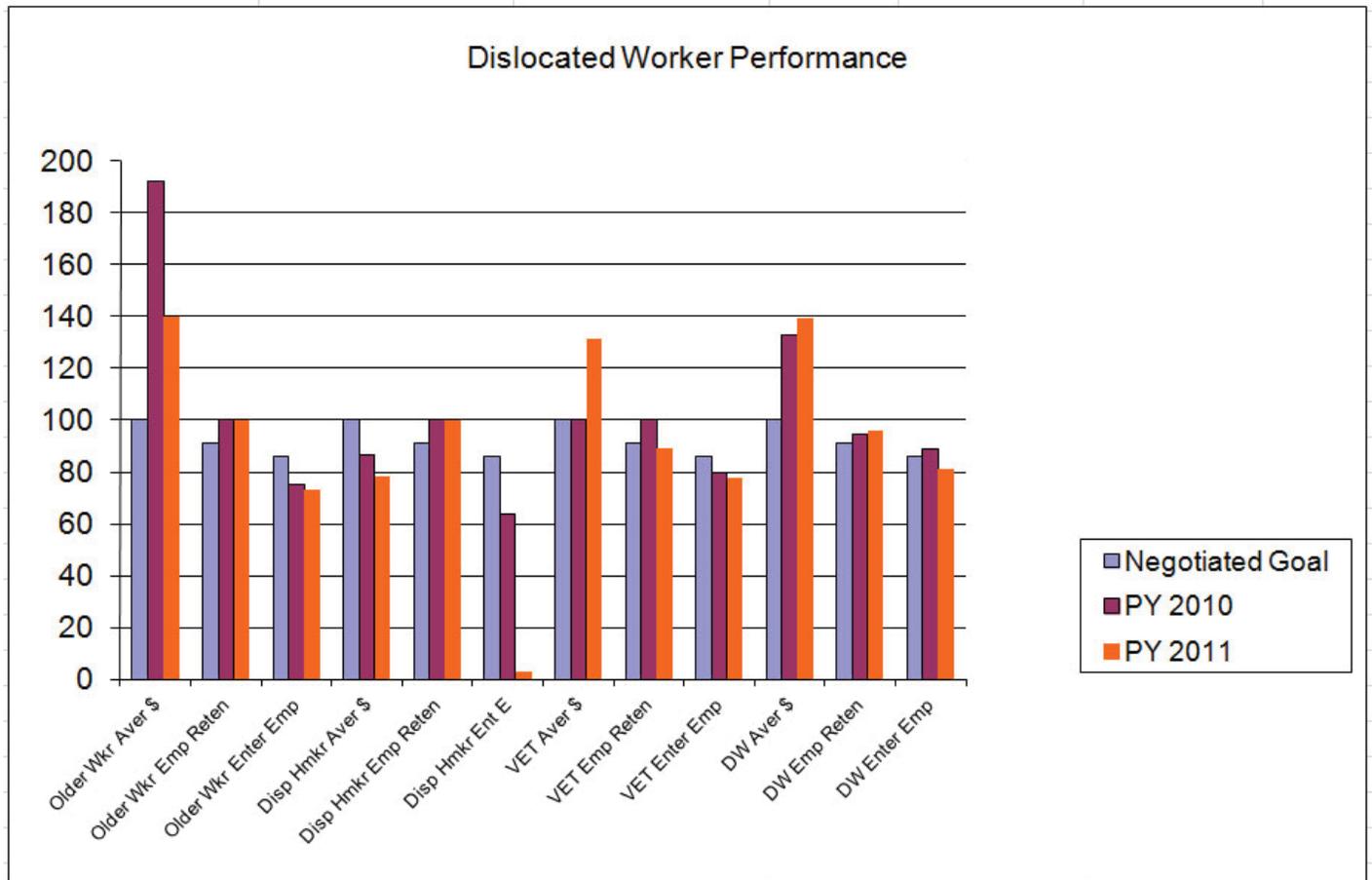
**Figure 5**  
Monitoring Results



Wyoming Department of Workforce Services

**Figure 6**

Dislocated Worker Performance



Wyoming Department of Workforce Services

- Subsequent eligibility waiver for Approved Training Providers.

**Fund Transfer Waiver** – This waiver allows the Employment and Training Division to transfer funding between the dislocated worker and adult programs during the program year, to allow local areas to respond to the particular needs of their customers and labor markets. Because of economic uncertainties and constantly changing needs between participant populations, this waiver has been beneficial to the Employment and Training Division.

**Common Measures Waiver** – This waiver allows the division to concentrate on outcomes for nine common measures, for the U.S. Department of Labor, instead of the original 17 measures (i.e., 15 core measures and two U.S. Department of Labor-designed customer satisfaction measures). This waiver has definitely made it easier for staff, partners and other interested customers to follow Wyoming's Workforce Investment Act performance, by reducing the number of outcomes that are reported. Also, it is enabling the Employment and Training Division to concentrate more on customer needs, which is a high priority.

**Subsequent Eligibility Waiver for Approved Training Providers** – This waiver allows the division to postpone the implementation of the subsequent eligibility process for Approved Training Providers, as described in the Workforce Investment Act, Section 122(c)(5) and Workforce Investment

Act Regulations 663.530. 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 website, 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.

This waiver provided Wyoming with the opportunity to complete the design of its Eligible Training Provider website. This website is being made available to all participants, training providers and service providers and will allow them to view training information, eligibility status and on-line application submission.

The waiver has reduced the administrative workload and costs experienced by the Workforce Development Council,

the Employment and Training Division staff, and training providers.

Feedback regarding the change continues to be positive. Training providers are continuing to partner with the council and the Employment and Training Division, which in turn is offering more training options to participants.

Providers still must comply with rigorous initial application requirements which tend to weed out organizations and programs lacking the commitment necessary to providing quality training.

### Performance Outcomes

In addition to regular adult, dislocated worker, and youth populations, Veterans, individuals who are receiving public assistance, disabled individuals, displaced homemakers, and older individuals are identified in the performance outcomes for Program Year 2011. They are included as special populations. Individuals with other barriers to employment are not separately reported, but are included in the performance outcomes for adults, dislocated workers, and youth.

Program Year 2011 was a successful performance year for Wyoming's Workforce Investment Act program. The Division negotiated performance goals with the U.S. Department of Labor 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 the U.S. Department of Labor. If the state was successful in achieving at least 90 percent of each negotiated goal, it would be eligible for available monetary incentives.

Wyoming exceeded the 90-percent plateau in six of the nine measures, and met or exceeded the negotiated level in four of its measures. All nine measures exceeded the 80-percent threshold.

In this report, performance is also reported for special adult and dislocated worker populations served by the Employment and Training Division. No goals were actually negotiated with U.S. Department of Labor regarding outcomes for these groups. However, the negotiated levels are included in the accompanying Figures 5, 6 and 7, to illustrate how well Wyoming's special populations performance stacks up against the goals that were set for Adult and Dislocated Worker populations overall.

### Adult Performance

In Program Year 2011, a total of 23,038 Workforce Investment Act Adult participants were served by Wyoming, of which 526 received staff assisted services. Staff assisted participants was down compared to the 690 individuals who were served in Program Year 2010. Yet, the number of total participants, at 23,038, nearly equaled the 23,280 participants who were served in 2010. Also, this achievement is 22 percent higher than the number served in Program Year 2009.

The outcome for Adult entered employment continued to be just below the negotiated level, although the Program

## A Success Story...

Jalen is separated from his wife and is taking care of their daughter and grandson. He was discharged from his job, due to a misunderstanding about his vacation.

Jalen stated that through his last job and previous, similar employment, he knew that he loves to drive and wanted to make that his profession. He stated that he believed if he could obtain his Class A commercial drivers license (CDL) through Sage Truck Driving School, he would become more marketable to another company, and would be able to better provide for his family.

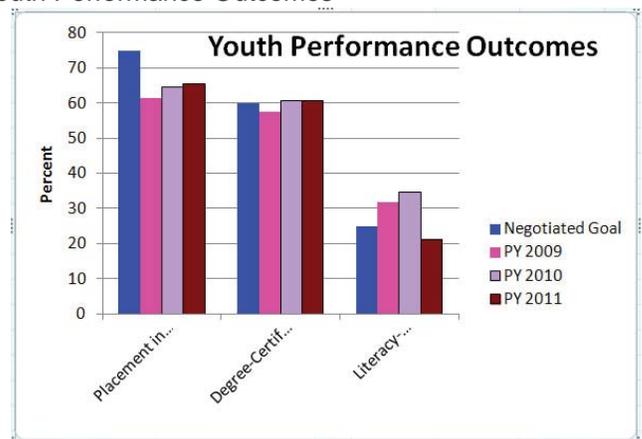
At the Cheyenne Workforce Center, it was determined that he was a good candidate for the training. Jalen was a go-getter from the beginning! He completed all assessments and provided all required documentations immediately. He was very upbeat and proactive. He stated he would do whatever it took to make this successful for him.

Jalen started his training right away, in evening classes, as that was all that was available at the time. Jalen and Sage had a great working relationship. He attended all classes and did his drive time when he could work it out.

Initially, Jalen failed the driving portion of his test and was so disappointed! However, he was encouraged by the workforce center staff and Sage that he could do it. Jalen passed his re-test with an overall GPA of 95.76 percent and received his credential July 12, 2012. He phoned his case manager, Janet Ryser, and stated, "Thanks for believing in me".

Jalen received a Class-A CDL certificate July 7, 2012, completing his TTD-150 driver training. He also received a Certificate of Academic Excellence, and Certificate of Perfect Attendance. He entered full time employment August 18, at Lowe's as a delivery driver. He started with a probationary wage of \$14.44 per hour, with benefits, and the potential for raises, bonuses, and incentives with the company.

**Figure 7**  
Youth Performance Outcomes



Wyoming Department of Workforce Services

## A Success Story...

Judy Carroll, Cheyenne Workforce Specialist, met with Ashley several months ago as a referral from the Division of Vocational Rehabilitation. They helped Ashley obtain work history and skills through a work experience component, through the Workforce Investment Act program.

During the initial visit, Judy learned that Ashley was a 20 year old young lady, who grew up in an abusive and secluded home. Ashley was born to drug addicted parents and has some brain damage from birth. This disability consists of Ashley having slurred speech, and memory problems. Growing up, she was not allowed to go anywhere outside her house other than school. She was eventually taken out of her home and sent to live with one of her grandparents, who essentially treated her the same way and used her as her personal servant. Ashley was not allowed to have any friends, or a job. Her job was to serve her grandparent's everyday living need. She did manage to graduate from high school. Upon completion of high school, Ashley's aunt took her into her home, so she could help her gain some freedom to be an adult and learn how to live independently and self sufficiently. By the time they met with Judy, her Aunt had become frustrated that her efforts weren't working at her preferred speed, which is why they initiated assistance through other resources.

Judy determined Ashley's eligibility and enrolled her into the Workforce Investment Act program, to start working on placing her with a community employer. Once enrolled, her aunt clearly began to be a barrier, as she would not allow Ashley to speak for herself, when Judy would communicate with her about certain jobs and ideas, for her to be successful through this process. Ashley's demeanor and level of communication were like night and day when she met alone with Judy, compared to when her aunt was

present, which made it difficult to accomplish anything. Judy would receive irate calls from the aunt after each independent appointment, because she didn't like what Ashley would tell her was done in their meetings. The aunt would yell at Judy and tell her how "slow" Ashley was, and that she was incapable of doing the jobs that Judy was researching. When Judy was told that Ashley was a burden to the aunt, among other things, it became clear that Ashley was still in a somewhat toxic environment that was affecting her ability to gain self confidence and move successfully on with her life. This fueled Judy's desire to get Ashley into a job as soon as possible.

Ashley expressed her desire to work with animals, and after meeting with several employers, Judy was able to get her connected with local dog groomer, Man's Best Friend. She has now been there for a couple of months, and has shown great improvement in her confidence level. Judy saw her smile for the first time. She said she feels safe and in her element. Her supervisor said that Ashley has made tremendous improvements, and is one of the best workers on staff. She has never been late, always asks questions if she doesn't know how to do something, and takes initiative to learn new things, or improve things that were lacking. Her supervisor has taken Ashley under her wing as a mentor and understands her barriers and disabilities. Because of this, she is able prove her willingness to be the positive role model in Ashley's life that she has never had. During a recent visit to the business, it was stated that Ashley will likely be kept on as a permanent staff member, once her work experience hours are complete. Ashley is earning money and stated that she is saving up so she can get her own place and work on living on her own. Until she has enough saved, she feels happy where she is at and feels positive about her life.

Year 2011 outcome actually fell slightly, compared to the Program Year 2010 and Program Year 2009 achievements. Adult employment retention also continued to be below the negotiated level, but was nearly equal to the outcome for Program Year 2010. Increased effort will be made to assist clients to become employed in long-lasting jobs.

One strong improvement was realized in Adult average earnings, which could be a sign of the diligent efforts of case managers to assist their clients in finding jobs that pay a livable wage, as well as improvements in the national and state economies. The average wage for Program Year 2011 was 38 percent higher than in Program Year 2010, and 28 percent higher than in Program Year 2009. Average wages were also good for Adult special populations too, with the exception of individuals with disabilities. These populations are small and, therefore, are subject to dramatic shifts from year to year. Nevertheless, it is worth noting that wages for public assistance recipients, older individuals, and especially Veterans improved considerably compared to the

previous two years.

### Dislocated Worker Performance

The average earnings outcome was also a highlight of the Dislocated Worker program in Wyoming. Program Year 2011 performance outpaced Program Year 2010 performance by nearly five percent, and was over 63 percent higher than the Program Year 2009 achievement. This outcome was also good for each of the Dislocated Worker special populations except for displaced homemakers, which lagged behind. Inasmuch as there were only three displaced homemaker participants in the measure, caution should be used in projecting this result as an example of lower wages for female workers, in Wyoming, as stated on page -5 of this report.

Employment retention continued strong, also exceeding the negotiated goal for Dislocated Workers and eclipsing the Program Year 2010 level by just over one percentage point. Both of these rates were much better than the Program Year 2009 level of achievement.

After a strong showing in Program Year 2010, the Dislocated Worker entered employment rate returned to the level of Program Year 2009. The drop from 2010 to 2011 was more than eight percent. The Program Year 2011 rate is also close to the outcome for Adult participants. Both appear to need some additional effort to achieve improvement.

### Youth Participants

Wyoming served 782 Workforce Investment Act Youth during Program Year 2010, a decrease of 12 percent, compared to Program Year 2010, but still nearly two percent higher than the number served in Program Year 2009. Of this group, 603 participants were Younger Youth (age 14–18) and 179 were Older Youth (age 19–21). A total of 303 Youth were classified as Out-of-School and 479 were In-School youth, at the time their service began.

Continuous improvement was achieved in the placement in employment or education measure, compared to the previous two years, while degree or certificate attainment remained almost the same as it was in Program Year 2010, and still eclipsing the negotiated level.

The outcome for literacy and numeracy gains dropped below the Program Year 2010 highpoint by nearly 40 percent, and was below the Program Year 2009 level by 34 percent. One positive note in this area is that, through diligent effort by administrative and workforce specialists in the local One-Stop centers, the final outcome for the year had increased significantly, compared to the preliminary cumulative result for the third quarter of Program Year 2011. Staff will continue working to bring this measure back to last year's level; even higher.

### Improved Opportunities for Employment through Training

One of the Employment and Training Division's goals is to add skills to the workforce. The division is dedicated to meeting the current needs facing Wyoming's economy as well as future workforce demands.

Wyoming's economy is becoming more knowledge-based. Many positions are requiring higher levels of training and/or technological expertise. As Wyoming's population

and industries continually evolve, so does the need to add skills to existing and potential workers.

The division is constantly working to identify and implement innovative strategies that identify those needed skills, and enable the division to develop training opportunities, and design its services and funding streams to meet Wyoming's evolving economic needs. Also, as the demand for a higher-skilled workforce emerges, the division is working diligently to create and maintain strong state and community partnerships that provide opportunities for skill development. →

The Employment and Training Division provides training services to eligible individuals based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choices. Typically, as workers or employers identify a skills need, the division facilitates access to training activities. This is done through programs such as the Workforce Investment Act and Trade Adjustment Assistance. Training services that are offered by the division include activities such as subsidized on-the-job training, classroom training and customized training. Supportive services are also provided to eligible individuals to assure successful participation in those activities, ultimately intended to improve success in employment.

The Employment and Training Division and the Wyoming Workforce Development Council operate an efficient and effective process for approving training providers and training programs to be utilized by Workforce Investment Act Adult and Dislocated Worker participants. Currently, there are 89 active approved training providers. Some of these are in Wyoming and some are located out of state. As mentioned in the section on Workforce Investment Act 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 positive training-related development is the sector 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-

**Table 7**  
WIA and Training

	PY 2006	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011	6-Yr. Average
<b>Entered Employment</b>							
Core & Intensive Services	75.4	79.5	87.5	73.5	73.9	68.1	76.3
Training	83.6	86.2	83.7	81.4	82.8	80.8	83.1
<b>Employment Retention</b>							
Core & Intensive Services	76.2	86.9	92.1	82.5	78.6	75.5	81.9
Training	88.4	93.8	95.0	87.5	86.4	86.4	89.6
<b>Average Earnings</b>							
Core & Intensive Services	\$10,153.60	\$10,908.19	\$13,896.57	\$10,514.75	\$11,819.43	\$13,606.12	\$11,816.44
Training	\$14,857.93	\$13,632.04	\$14,849.31	\$14,322.97	\$13,698.38	\$18,009.75	\$14,895.06

Wyoming Department of Workforce Services

job training opportunities for available positions. Also, they are assisting educational and training institutions to align curriculum and programs to industry demand. Wyoming's Workforce Investment Act 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.

The Department of Workforce Services partners with Kuder Inc. for an Internet based career assessment tool called Wyoming's Career Toolkit. The Toolkit also has provided very valuable services to individuals who are contemplating training, particularly those who need help plotting a career path. It can be accessed through Wyoming at Work. The current contract goes through March, 2012.

In Program Year 2011, Wyoming's Workforce Investment Act performance results continued to support an emphasis on training, as illustrated by Table 7. Wyoming's performance results in this part of the report are not compared against 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. Outcomes remained generally higher for participants who were trained, compared to those who received only core and intensive services; a fact which supports an emphasis on training.

In analyzing the data it is important to consider some important caveats. First, the data pertain only to Workforce Investment Act participants. Individuals who did not receive Workforce Investment Act services are not included. Second, individuals who received only core and intensive services typically felt less need for assistance in finding employment than those who received training. Third, individuals who received training may have done so in a field where jobs were projected to be available, but there was no guarantee that the trained participants would be hired upon completion of training. Fourth, not all individuals who started training successfully completed. Either they dropped out of training or failed to pass their coursework. Fifth, some of the workers who were trained obtained employment outside of the classification for which they were trained.

### **Description of Workforce Investment Act 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. There are conditions that apply to both the numerator and the denominator, these conditions are stated at the

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

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

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

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

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

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

**Youth Literacy & Numeracy Gains** – Of those out-of-school youth who are basic skills deficient: The number of participants who increase one or more educational functioning levels divided 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 defined as the date when the individual first began to receive services funded by the program, in either a physical location [One-stop center or an affiliate site] or remotely through electronic technologies. Program exit means a participant has not received a service funded by the program, or funded by a partner program, for 90 consecutive calendar days, and is not scheduled for future services. The exit date is the last date of service. Certain activities may extend the period of participation or delay the exit date. Also, occasionally circumstances arise, which are beyond the control of both the participant and the program, and are expected to last for an undetermined period beyond the 90 days. Individuals affected by these circumstances may be excluded from the measures. Basic skills deficiency is determined by test results.)

# Tables A-E

Table A - Workforce Investment Act Customer Satisfaction Results  
Data not reported as a result of Common Measures Waiver

Table B - Adult Program Results

Reported Information	Negotiated Performance	Actual Performance	
Entered Employment Rate	88.0	78.4	211
			269
Employment Retention Rate	89.0	83.0	264
			318
Average Earnings	12,932	16,914	40,930.94
			242

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	76.6	36	78.6	22	73.3	11	72.7	16
		47		28		15		22
Employment Retention Rate	77.8	49	80.0	16	66.7	8	83.3	10
		63		20		12		12
Average Earnings	15,248	670,913	22,825	365,197	7,591	53,138	16,242	146,182
		44		16		7		9

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	79.7	184	71.1	27
		231		38
Employment Retention Rate	84.9	230	72.3	34
		271		47
Average Earnings Rate	17,508	3,746,677	12,372	346,417
		214		28

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	81.4	70
			86
Employment Retention Rate	91.0	96.1	49
			51
Average Earnings	14,700	20,468	961,999
			47

## Tables F-K

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced	
Entered Employment Rate	77.8	14	80.0	4	73.3	11	0.0	0
		18		5		15		4
Employment Retention Rate	88.9	8	100.0	2	100.0	9	100.0	3
		9		2		9		3
Average Earnings Rate	19,288	135,016	21,617	43,233	20,605	164,836	11,513	34,539
		7		2		8		3

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	84.4	65.0	55.6	5.0
		77.0		9.0
Employment Retention Rate	95.6	43.0	100.0	6.0
		45.0		6.0
Average Earnings Rate	20,629	845,808	19,365	116,191
		41.0		6.0

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	75.0	65.5	199
			304
Attainment of Degree or Certificate	60.0	60.6	214
			353
Literacy and Numeracy Gains	25.0	21.2	22
			104

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

Data not reported as a result of Common Measures Waiver

Table I - Outcomes for Older Youth Special Populations

Data not reported as a result of Common Measures Waiver

Table J - Younger Youth (14 - 18) Results

Data not reported as a result of Common Measures Waiver

Table K - Outcomes for Younger Youth Special Populations

Data not reported as a result of Common Measures Waiver

# Tables L-N

Table L - Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)	Placement in Non-Traditional Employment		Wages at Entry into Employment for Those Individuals who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of those who Completed Training Services		
Adults	82.6	261	6,220.6	1,766,658	71	15	6,956.5	1,335,649	57.1	105
		316		284		211		192		184
Dislocated Workers	94.0	47	145.3	1,080,224	2.9	2	8,026.3	537,764	52.3	34
		50		743,260		70		67		65
Older Youths	81.7	85	5,454.9	512,757	10.6	7	3,883.9	244,686		
		104		94		66		63		

Table M - Participation Levels

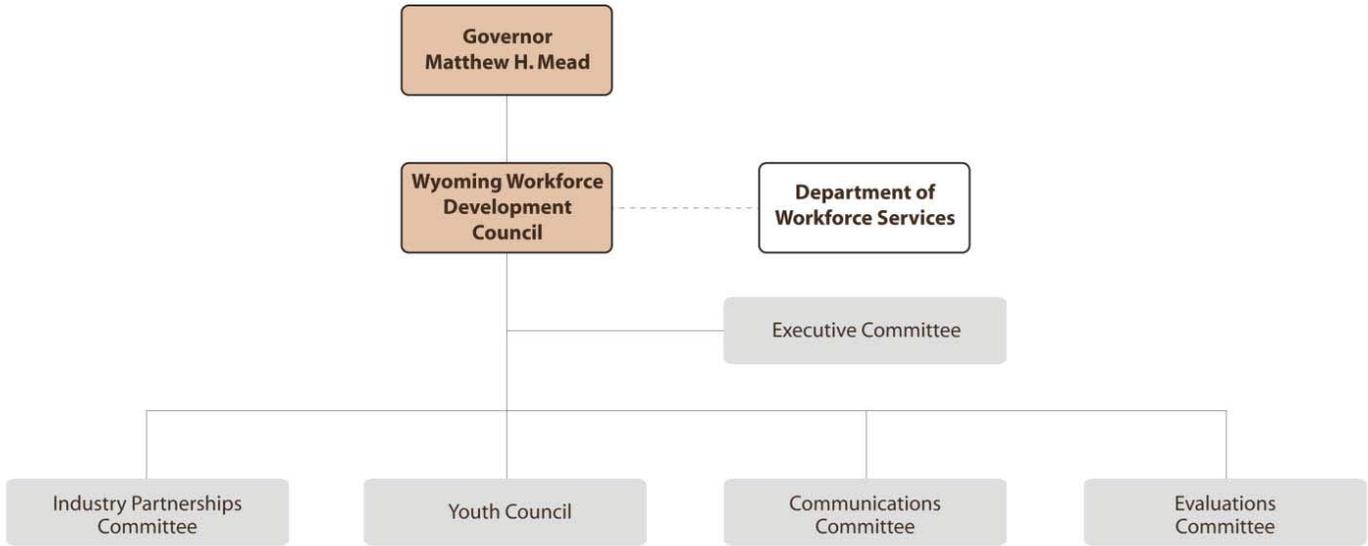
Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	23,134	19,678
Total Adult self-service only	22,512	19,293
WIA Adult	23,038	19,621
WIA Dislocated Worker	140	80
Total Youth (14 - 21)	782	415
Younger Youth (14-18)	603	283
Older Youth (19-21)	179	132
Out-of-School Youth	303	217
In-School Youth	479	198

Table N - Cost of Program Activities

Program Activities	Total Federal Spending	
Local Adults	\$1,634,648	
Local Dislocated Workers	\$394,233	
Local Youth	\$1,724,708	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$9,212	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$188,416	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Council Budget	\$103,691
	Discretionary	\$54,017
Total of All Federal Spending Listed Above	\$4,108,925	

# Table O

Local Area Name: State of Wyoming, Department of Workforce Services	Total Participants Served	Adults	23,038	
		Dislocated Workers	140	
		Older Youth (19-21)	179	
		Younger Youth (14-18)	603	
ETS Assigned #:  56005	Total Exiters	Adults	19,621	
		Dislocated Workers	80	
		Older Youth (19-21)	132	
		Younger Youth (14-18)	283	
		Negotiated Performance Level	Actual Performance Level	
Customer Service	Program Participants	0.0	0.0	
	Employers	0.0	0.0	
Entered Employment Rate	Adults	88.0	78.4	
	Dislocated Workers	86.0	81.4	
	Older Youth	0.0	0.0	
Retention Rate	Adults	89.0	83.0	
	Dislocated Workers	91.0	96.1	
	Older Youth	0.0	0.0	
	Younger Youth	0.0	0.0	
Average Earnings	Adults	12,932.0	16,914.0	
	Dislocated Workers	14,700.0	20,468.0	
	Older Youth	0.0	0.0	
Credential/Diploma Rates	Adults	0.0	0.0	
	Dislocated Workers	0.0	0.0	
	Older Youth	0.0	0.0	
	Younger Youth	0.0	0.0	
Skill Attainment Rate	Younger Youth	0.0	0.0	
Placement in Employment or Education	Youth (14 - 21)	75.0	66.0	
Attainment of Degree or Certificate	Youth (14 - 21)	60.0	61.0	
Literacy or Numeracy Gains	Youth (14 - 21)	25.0	21.0	
Description of Other State Indicators of Performance (WIA 136 (d) (1)) (Insert additional rows if there are more than two Other State Indicators of Performance)				
Overall Status of Performance		Not Met	Met	Exceeded
			X	



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# Wyoming Workforce Development Council

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## Council Vision

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

## Council Mission

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

## Council Goals

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

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

The Executive Committee is responsible for:

- Assigning issues to committees for consideration;
- Reviewing and responding to partnership and commitment requests;

- Reviewing requests and determining conference sponsorships; and
- Tracking and responding, as appropriate, to federal and state legislative activities/initiatives that impact the Council and the State's industries and workforce.
- The Industry Partnerships Committee is responsible for:
  - Convening partners for sector initiatives while supporting the sharing of information, ideas and challenges within industries;
  - Identifying and aligning existing and emerging industries' training needs, especially skill gaps critical to competitiveness and innovation;
  - Helping educational and training institutions align curriculum and programs to industry demands and to ensure all workers are a part of Wyoming's future successes;
  - Helping industries work together to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, adopting new technologies, and preserving jobs;
  - Developing and strengthening career ladders within and across industries, enabling entry-level workers the ability to improve their skills and advance to higher-wage jobs;
  - Assisting industries in recognizing the value and advantage of attracting potential employees from a diverse job seeker base, including individuals with barriers to employment; and
  - Supporting the career readiness certificate initiative.

The Youth Council is responsible for:

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

The Communications Committee is responsible for:

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

The Evaluation Committee is responsible for:

- Developing, monitoring and making recommendations regarding use of the WIA 5percent funds;
- Reviewing compliance with the WIA, including state and local activities and workforce information grants;
- Identifying innovative practices; and
- Reviewing current and new Council bylaws and policies.

# Wyoming Workforce Alliance

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

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

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

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

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

## Programs Provided by the Department of Workforce Services

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The Wyoming Department of Workforce Services is responsible for administering the following programs: Wagner-Peyser Act, Workforce Investment Act Title I-B, Temporary Assistance to Needy Families – Personal Opportunities With Employment Responsibilities (TANF-POWER) program, Employment and Training for Self Sufficiency program, Vocational Rehabilitation services, Disability Determination Services, Veterans Employment Services, Senior Community Service Employment Program, Trade Adjustment Assistance program under the Trade Act, Food Stamp Employment and Training, Foreign Labor Certification, Migrant and Seasonal Farmworkers program, Work Opportunity Tax and Welfare-to-Work Tax Credits, Wyoming Workforce Development Training Fund, Business Enterprise Program, Career Readiness , Apprenticeship Utilization Program, Wyoming Quality Counts, Federal Bonding, and others.

## Equal Employment Opportunity Employer

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

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