

October 1, 2011  
Program Year 2010



# Workforce Investment Act Title I-B Activities in Wyoming-- Program Year 2010



## 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

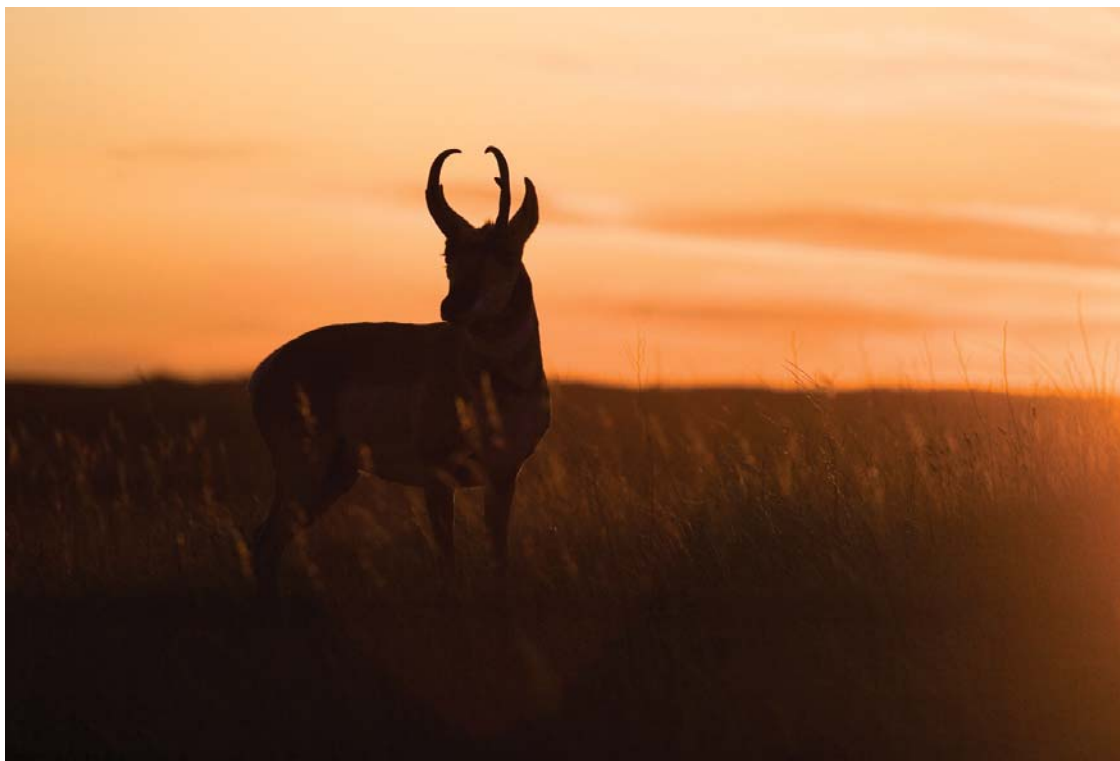
a high growth and demand driven approach with the many program services for which it has administrative responsibility.

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 LONE RANGER** -- Wyoming's abundant wildlife roams our prairies and mountains continuously. People can see these gorgeous creatures throughout our great state.

### Mission

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

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## A Message from the Director--Joan Evans

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The Wyoming Department of Workforce Services is pleased to share its Program Year 2010 WIA Annual Report. As we look back over this past year, we have had many accomplishments and taken on many challenges.

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

In January, 2011, our newly elected Governor, Matt Mead, announced that he was supporting legislation to reorganize our Department. Under this reorganization, our Department would be combined with Wyoming's Department of Employment.

The legislation was passed in March, 2011, and we officially became known as the Wyoming Department of Workforce Services. After this reorganization, our Agency now administers 55 programs and houses nearly 600 employees.

As part of this reorganization, we created two over-arching offices: The Office of Workforce Programs and the Office of Standards and Compliance. Under the Office of Workforce Program sits the Employment and Training Division (which administers the Workforce Investment Act), the Vocational Rehabilitation Division and the Unemployment Insurance Division.

Under the Office of Standards and Compliance sits the Division of Enforcement (which conducts auditing and administers Wyoming Safety-OSHA and Labor Standards), the Workers' Compensation Division and the Division of Appeals.

With this new structure, it is our intent that programs will be better equipped to address clients' needs using multiple programs. In essence, we hope to create stronger efficiencies.

Our Workforce Investment Act program has continued to perform well against our national goals, which were established with the Employment and Training Administration of the U.S. Department of Labor. We have successfully met our measures over this past program year.

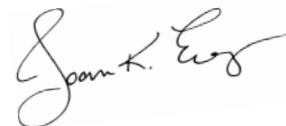
The Department has faced significant changes over the past year, and I am proud that despite these changes, we have successfully been able to serve the clients of our state.

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.



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

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Over the past year, the Wyoming Department of Workforce Services has seen many changes. With the reorganization of our Department, 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.

Namely, our biggest adjustment was bringing the Workforce Investment Act programs and the Unemployment Insurance programs together under a common division head-

ed by a single Administrator. This move have allowed the two federal programs to work closer together and create job matches for those who are unemployed faster.

One of our goals for the upcoming year is to create an Unemployment Insurance interface that will create greater collaboration between the Unemployment Insurance program, the Workforce Investment Program and our partners. It is our intent to create an interface that will streamline the unemployment to work process. The interface will create a single point of entry for our Unemployment Insurance claimants, and enhance the customer service we are able to provide to them. I am please with our performance in the Workforce Investment over this past year, and I look forward to our successes in the 2011 Program Year.

# Program Results

## Wyoming's Economic Environment

The Economic Analysis Division, of the Wyoming Department of Administration and Information, reported that, "after a short, but severe recession, Wyoming's economy has turned around since the beginning of 2010, thanks to the robust rebound of the energy industries."

The state's gradual recovery continued to be faster than the U.S. average. For the first quarter of 2011, Wyoming's recovery was somewhat slower, but still on track. Compared to the first quarter of 2010, employment grew by 3,300 jobs, or 1.2 percent, the second annual increase since the fourth quarter of 2008.

The unemployment rate dropped to 6.2 percent in the first quarter, while it fell to 8.9 percent in the U.S. More industries showed job growth during the period.

Wyoming's pivotal mining industry demonstrated the fastest recovery, with an addition of 2,030 jobs, or 8.5 percent between the first quarter of 2010 and the first quarter of 2011. Transportation & utilities, professional & business services and construction grew more than 2 percent over the year.

Government continued to add jobs, at a 0.6 percent annual rate, or 470 jobs. The educational & health services industry has continued to add employees, demonstrating an annual increase of 1.8 percent in the first quarter. Retail trade is the weakest sector, and continued to cut payrolls in the first quarter of 2011 from a year ago, which has already lasted three consecutive years.'

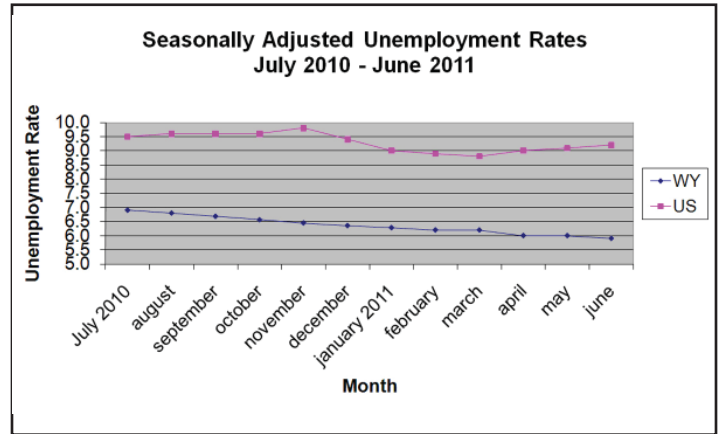
According to the Economic Analysis Division, "A rebounding energy industry is driving Wyoming's recovery. Hiring has somewhat shifted to mining support activities such as construction and transportation. There are still some factors that will conspire to strengthen Wyoming's mineral industry this year, including heightened oil prices and sturdy global demand for coal. High prices may add more incentives for firms to expand existing operations and undertake additional explorations, especially in Niobrara Shale around Southeast Wyoming. In addition, sustained high uranium prices have kept the door open for additional explorations."

According to the Research & Planning Section of the Wyoming Department of Workforce Services, Wyoming's unemployment rate has been steadily decreasing since December 2009, when it was 7.7 percent. Also, from June 2010 to June 2011 unemployment rates decreased in every county. The largest of these decreases occurred in energy-dependent counties. Four counties (Sublette, Campbell, Niobrara and Converse) posted unemployment rates for June that were less than 5.0 percent, the lowest of which was Sublette County at 3.3 percent.

From May to June, most unemployment rates in Wyoming followed their normal seasonal pattern and decreased. Wyoming's June unemployment rate, at 5.9 percent, is significantly lower than the 7.0 percent rate of one year ago, and the current U.S. rate of 9.2 percent. Seasonally adjusted unemployment fell slightly from May to June (down an estimated 413 individuals, or 0.1 percent).

**Figure 1**

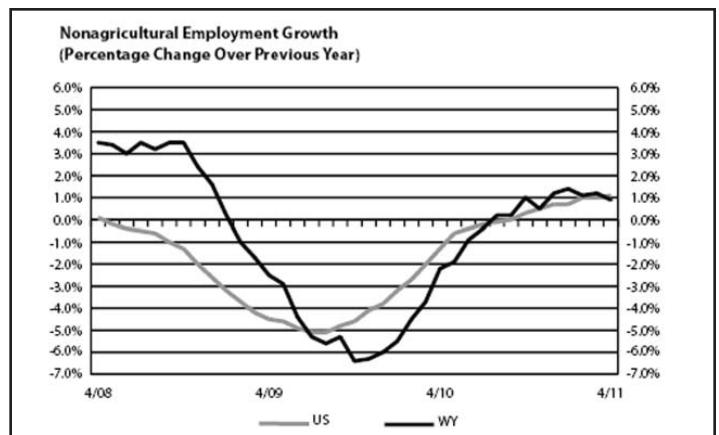
Wyoming and National Unemployment Rates



Wyoming Department of Workforce Services, Research & Planning Section, August 2011

**Figure 2**

State – National Employment Growth Comparison



Wyoming Department of Workforce Services, Research & Planning Section, Trends, June 2011, Vol. 48, No. 6

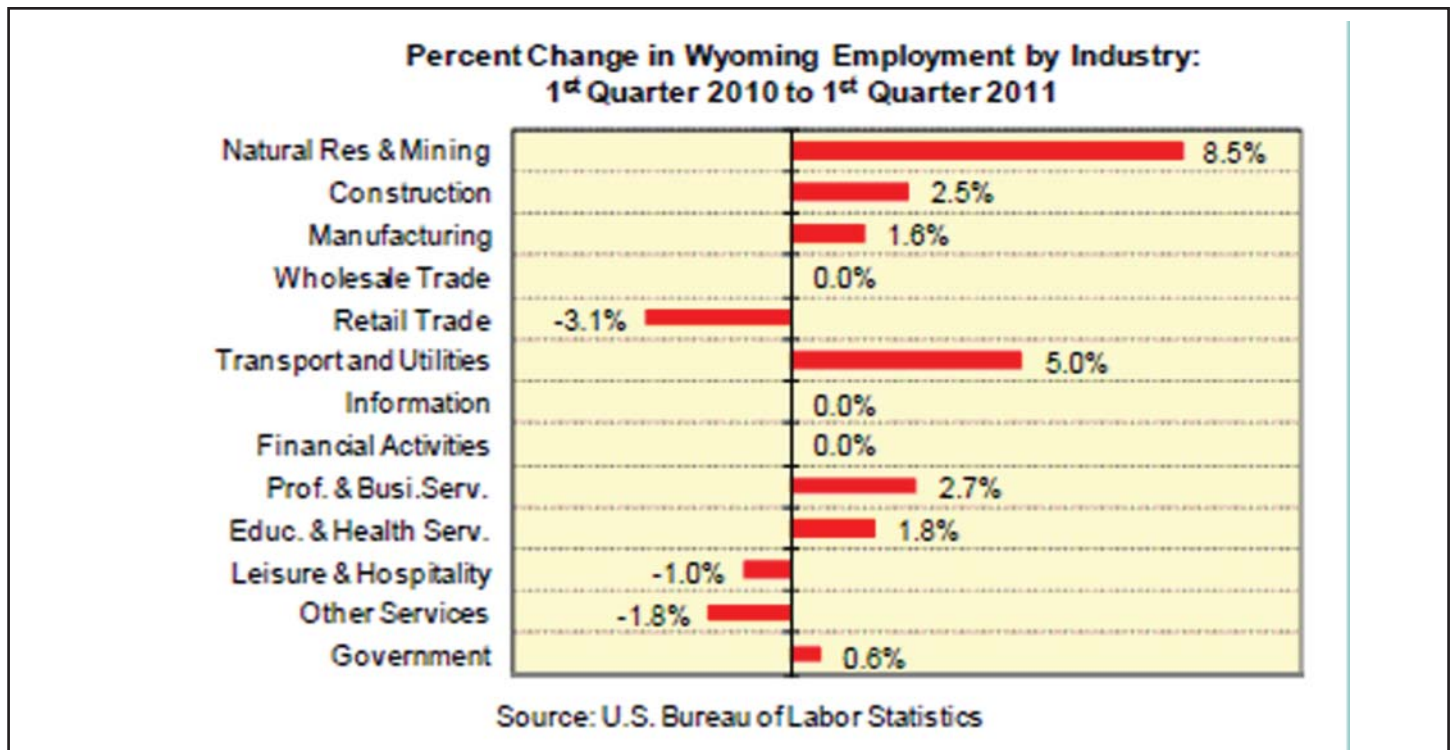
Total nonfarm employment increased to 298,700 in June, a gain of 6,900 jobs (2.4 percent) from its year-ago level. Despite this increase, employment was still down 9,400 jobs (or 3.1 percent) from June 2008.

The largest difference between the U.S. and Wyoming economies is in the natural resources & mining sector. The Research & Planning Section reported in its Trends publication (June 2011, Vol. 48 No. 6) that this sector provides 13.4 percent of the employment in Wyoming, but only 1.7 percent nationwide. Also, it contributes 37.5 percent of the state's gross domestic product, compared to just 3.4 percent nationally. By comparison, the proportion of jobs found in the professional & business services sector in Wyoming is roughly half the national share (8.4 percent to 15.8 percent). Manufacturing provides 10.8 percent of the employment nationally, but only 4.2 percent in Wyoming.



### Figure 3

#### Wyoming Employment Growth



*Economic Analysis Division, Department of Administration & Information*

#### High Growth-High Demand Industries

The emerging post-recession employment scene differs from the one the nation knew before the recession of 2008–2009, according to U.S. News and World Report (US News), in an article published July 7, 2011. Growth in construction jobs is projected to be slower due to the glut of unoccupied houses and lesser demand for new homes. This observation is supported by Bureau of Labor Statistics data, reported by the U.S. Department of Labor, which show that construction employment, after having fallen sharply during the 2007-09 period, has shown little movement on net since early 2010.

Health care job opportunities, which grew steadily during the recession, are projected to be a larger part of the economy. Bureau of Labor Statistics data indicate that, over the prior 12 months, health care had added an average of 24,000 jobs per month nationally. According to the US News report this is due, in part, “to the aging of “baby-boomers”, who are projected to need more services.”

Manufacturing employment has shown some upward movement over the year nationally, but jobs in that sector seemed to stall as PY 2010 drew to a close. Bureau of Labor Statistics data reported that manufacturing jobs changed little in June 2010, following gains that totaled 164,000 between November 2010 and April 2011. National employment in this industry has been flat for the past two months.

Bureau of Labor Statistics statistics for June also indicate that, as the program year closed, there was little change in the average workweek and hourly earnings, nationally. The BLS report stated, “The average workweek for all employees on private nonfarm payrolls decreased by 0.1 hour to

34.3 hours. The manufacturing workweek for all employees decreased by 0.3 hour to 40.3 hours over the month; factory overtime edged down by 0.1 hour to 3.1 hours.

The average workweek for production and nonsupervisory employees on private nonfarm payrolls remained at 33.6 hours in June. Average hourly earnings for all employees on private nonfarm payrolls decreased by one cent to \$22.99. Over the past 12 months, average hourly earnings have increased by 1.9 percent. In June, average hourly earnings of private-sector production and nonsupervisory employees declined by one cent to \$19.41.”

With regard to jobs for men and women, US News data show that during the recession, men lost nearly 5.4 million jobs nationally compared with 2.1 million for women. However, since the beginning of the recovery in June 2009, men have gained 768,000 jobs compared to a loss of 218,000 for women. Some possible reasons for the disparity may be that women are concentrated more heavily in the government sector where cuts have been steady. Also, women are losing jobs in manufacturing, retail trade, and finance, while men are gaining in those sectors.

Small business projections are not encouraging for the short-term, either. Reported job losses out-weigh gains in that area. According to the US News report, “these statistics are important because small businesses have historically driven job creation in recoveries; however, they have been extraordinarily cautious in committing to hiring people.”

In Wyoming, as indicated in the Economic Analysis Division’s report, the state’s recovery has been primarily en-

## A Success Story...

Marcie Lee Limpp began working at Smylie's Animal Clinic in July 2009 as a pet groomer assistant. After working as an assistant for seven months, she decided that she wanted to become a professional dog groomer. With help from Linda Alley of the Douglas Workforce Center and the WIA program, she entered Classy Pet Grooming School, in Loveland, Colorado, to complete 300 hours of coursework and earn her certificate. She then completed a four-month internship in her hometown of Billings, Montana, before returning to Douglas, where she worked again for Smylie's Animal Clinic. Marcie has since started her own grooming clinic in Douglas.



## A Success Story...

Cesar had been in many times looking for a job driving and then he received the letter in the mail that his commercial drivers license (CDL) had expired. It was a Mexican international license, but when he went to renew it, he found out that he could not since he was now living in the United States. He would have to get a license here.

He went to the Division of Motor Vehicles office, took the written part of the test and could not pass it, even after several tries. The Riverton Workforce Center checked into having an interpreter with him at the test or having the test in Spanish. Neither was allowable.

The Workforce Center found Cesar a tutor who went through the DMV driver's manual with him, page by page, and he tried again. Still no luck because, when he took the test, some of the wording was different and he couldn't make the crossover. Workforce Center staff members were just about at wits end when Cesar came in with another possibility. He had a friend who had gone to Colby, Kansas to take the test in Spanish. His Workforce Specialist, Terry Settlemyre, agreed to pay for Cesar's mileage down there and back, and for the motel while he was there. Cesar was back in three days with his CDL and has been employed locally with a trucking outfit for the past several months. Terry just happened to see Cesar and his wife in the store the other day and they are both happy and thankful that the Workforce Center had been able to help this story have a happy ending.

erghized by job increases in the natural resources and mining sector. In its Economic Summary for the first quarter of Calendar Year 2011 – the latest quarter for which detailed information is available – the Economic Analysis Division stated that employment increases in the energy sector were 8.5 percent for the one year period extending from the first quarter of 2010 to the end of the first quarter in 2011. The next highest increase was in transportation and utilities at 5.0 percent.

Job increases in government, construction, health care and education services, manufacturing, and professional and business services were modest during the same year. Employment decreases occurred in the retail trade and leisure and hospitality sectors, as well as other services.

### Opportunity to Make a Difference

The primary challenges for the Department of Workforce Services and its Employment and Training Division that administers the Workforce Investment Act are to match available workers with open jobs, and to help individuals overcome negative circumstances that inhibit their ability to obtain and retain unsubsidized employment.

Through WIA and other employment programs, the Department and the Employment and Training Division have the opportunity to provide real solutions to economic prob-

lems that Wyoming's citizens are facing in the workforce. In so doing, they will make a difference in Wyoming's economy, too. In this report are indicators of the levels of success that the Division achieved during PY 2010, in accomplishing the Department's vision of bridging human and economic development for Wyoming's future.

### Partnering for Success

In order to accomplish the Department's vision, the Employment and Training Division partners with numerous organizations, which have similar goals and objectives. Partnerships have become increasingly important in the midst of harsh economic times. In addition to Wyoming's employers, some of the Division's partners during PY 2010 were: Adult Basic Education – General Education Diploma (ABE-GED) centers throughout the state, municipal and county governments, the National Apprenticeship Program, Department of Family Services Juvenile Probation Office, community youth organizations, public schools, community colleges and the Wyoming Community College Commission, among others.

Not only does the Employment and Training Division refer clients to the organizations, but the partnerships enable potential customers to become aware of services that are provided by the Department of Workforce Services, thereby increasing the potential for using WIA resources to effective-



## A Success Story...

John was selected to participate in the Spring 2010 session of the Department of Workforce Services' Dads Making a Difference program which is a collaboration between WIA and Employment and Training for Self Sufficiency funds. The program provides complete wrap-around services to custodial and non-custodial dads.

John is a single custodial father of two children, and was just recently laid off from his job and unable to find a new job that would support himself and his two daughters. He came to the Workforce Center looking for a new job and saw a brochure for the Dads program.

After a strenuous interview process, he was selected and began the year long program which included individual and group counseling, community service, parenting, nutrition, prevention programs, budgeting and various community led informative presentations, all focused on developing successful parents, employees and citizens.

This session of the Dads program also offered a nine-month program at Laramie County Community College in Diesel Technology, which John successfully completed in May 2010. John was assisted in the DADS program by Chris Wiederspahn and Tammy Howard, both employees of the Department of Workforce Services.

Since the graduation ceremonies, John has found full time employment with Transport Refrigeration Services, where he works as a mechanic earning a good wage and benefits for his family. John is now working toward taking his ASE certification exams which will provide him with the opportunity to advance in his career and continue to be a positive role model and provider for his children.

ly serve Wyoming's citizens. They also improve the youth development, training and education for employment process, which has a direct bearing on all of the Employment and Training Division's performance outcomes.

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

The Department and the Council also partner effectively each year, to produce the Governor's Summit on Workforce Solutions. Some of Wyoming's WIA discretionary funding is used to help produce the Summit, which provides opportunities to enhance partnerships between employers, workforce and economic development professionals, educators and other state and local entities. A primary area of focus at the most recent Summit, which was held near the conclusion

of PY 2010, was employment of individuals with disabilities.

Industry Partnership Solutions bring together employers and employees around the common purpose of improving the competitiveness of a sector, by addressing development, recruitment and retention challenges. The Department and Council's intent in supporting these partnerships, is to concentrate attention and resources on particular sectors that provide good wages and benefits, have the greatest potential for economic growth and/or face serious challenges to growth or retention.

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

The Industry Partnership Solutions increase the potential of benefitting prospective workers from a diverse job seeker base, including incumbent workers and individuals with barriers to employment, such as the economically disadvantaged, women, younger workers, older workers, workers who were previously incarcerated, and others that are served through WIA. In addition, these partnerships identify the training needs of multiple employers, especially skills critical to competitiveness and innovation in the industry, and facilitate economies of scale by aggregating the training and education needs of the employers. Furthermore, they assist educational and training institutions to align curriculum and programs to industry demand.

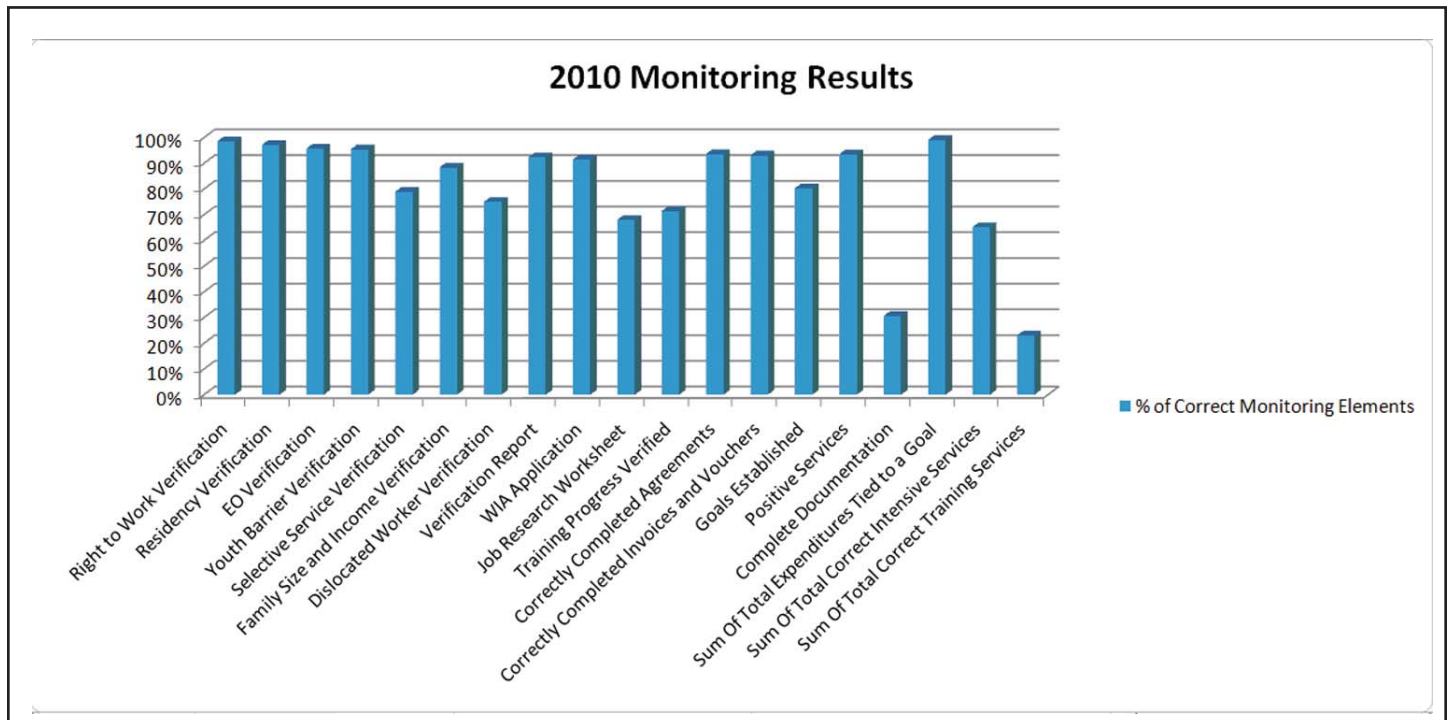
Other Industry Partnership Solution goals include: fostering innovation and a competitive advantage in global markets; implementing high-performance work organizations; and adopting new technologies, providing on-the-job training, developing and strengthening career paths within and across companies and industries to enable entry level workers to improve their skill sets and advance to higher wage jobs and to assist employers in maintaining a constant and sufficient supply of available and qualified workers.

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

The Employment and Training Division has also continued to partner with the Dads Making a Difference Program (DADS), the Registered Apprenticeship Program, Climb Wyoming (CLIMB), Sheridan/Johnson County Opportunity Project for Education (SCOPE), B.O.C.E.S. Opportunity for Self-Sufficiency Training (BOOST), Grasping Opportunities to Achieve Lifelong Success (GOALS), Academic and Workforce Education (AWE), and GED and Occupational Attainment for Life (GOAL).

DADS was created to assist custodial and non-custodial

**Figure 4**  
WIA Monitoring Results



Wyoming Department of Workforce Services

fathers in achieving employment and in contributing to the well being of their children. By participating, the dads can access training to prepare for a worthwhile career with higher paying wages, become gainfully employed, self-sufficient and contributing to their dependent children's financial well-being, become more involved in their dependent children's emotional, social and physical development, acquire skills for good parenting, and, when possible, work together as a team with the custodial parent for the benefit of their children. The program is funded through Temporary Assistance for Needy Families (TANF) monies, associated with the Employment and Training for Self-Sufficiency program. Since the beginning of the program in 2008, DADS has helped more than 80 fathers in Laramie County, Casper and Rock Springs.

The Department is partnering with the Registered Apprenticeship Program in developing strategies to promote the use of the registered apprenticeship model in Wyoming's growing industries, including health care, green jobs, energy, manufacturing and information technology. The desire is to expand partnerships between the public workforce and education systems and increase opportunities for under-represented populations through the use of pre-apprenticeship models, that provide disadvantaged youths and adults career pathways that offer good pay and long-term employment.

CLIMB trains and places low-income single mothers in higher paying jobs. CLIMB partnerships are now located in Cheyenne, Jackson, Laramie, Rock Springs, Casper and Gillette.

The mission of SCOPE, BOOST, AWE and GOALS is to

create an employment atmosphere that will empower youth who have left high school, to become self-sufficient by providing employment training, life skill instruction and general education development test preparation, for the GED.

### Career Planning

During PY 2009, the Department began partnering with Kuder Inc. for an internet-based career assessment tool called Wyoming's Career Toolkit. The Toolkit also has the capability of providing valuable services to individuals who are contemplating training, particularly those who need help plotting a career path. It can be accessed through the Department's online job matching system Womingatwork.com. The current contract goes through March, 2012.

In PY 2010 Wyoming continued to utilize Career Readiness Certificates to help produce a skilled and productive workforce. The program 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 to provide 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 WIA participants are required to take the Career Readiness Certificate examinations.

As of the end of the program year, 3,360 certificates have been awarded to Wyoming workers. In addition, the Department of Workforce Services is partnering the Career Readiness Certificate program with the Wyoming Department of Education to license participating high schools to be able to

## Figure 5

PY 2010 WIA Financial Statement

PY 2010 Financial Statement				
Period:				
Youth	4/1/2010 - 3/31/2011			
Adult and Dislocated Worker:	7/1/2010 - 6/30/2011			
Fund Source	Funds Available	Expenditures	Unliquidated Obligations	Total Obligations*
Local Adults	\$2,602,055.00	\$2,068,262.00	\$533,792.00	\$2,602,054.00
Local Youth Out of School	\$1,753,743.00	\$1,318,882.00	\$196,188.00	\$1,515,070.00
Local Youth In School	\$1,993,571.00	\$1,393,352.00	\$146,949.00	\$1,540,301.00
Local Dislocated Worker	\$595,708.00	\$333,165.00	\$18,252.00	\$351,417.00
Statewide Activities	\$1,192,716.00	\$762,056.00	\$161,752.00	\$923,808.00
Rapid Response	\$60,000.00	\$23,792.00	\$0.00	\$23,972.00
<b>Total All Funds</b>	<b>\$8,197,793.00</b>	<b>\$5,899,689.00</b>	<b>\$1,056,933.00</b>	<b>\$6,956,622.00</b>

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

Wyoming Department of Workforce Services

administer the Workkeys assessments year-round. About 22 schools have signed up so far. For more information pertaining to the Wyoming Career Readiness Program program, visit <http://wyomingworkforce.org/crc/>.

### State Evaluation Activities

In 2010 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 around collaboration and teamwork.

Also in 2010 the quality assurance group was formed to help all programs (including WIA) to meet or exceed their goals and provide the support to identify concerns and provide possible solutions. This group, which includes monitors, auditors and the equal opportunity officer allows for greater response to the Agency's program needs.

An ongoing project that began in PY 2010 is the distance learning module project. The Agency is working with the University of Wyoming to develop a platform and curriculum to present training modules to individuals in the agency, through online distance learning methods. The current project is centered on WIA case notes to increase the Complete Documentation element for monitoring and streamline the writing of such notes. More modules are planned to roll out in PY 2011 that focus on Individual Employment Plan writing and doing assessments, to include the objective assessment.

In addition to program monitoring, the Employment and Training Division again utilized data validation reviews to evaluate WIA program reports and reporting processes

throughout the state, and in accordance with federal validation guidelines. Validators provided feedback to each local Workforce Center that was reviewed, regarding issues that were found in case files. Case Managers and Workforce Center Managers had the opportunity to respond to these issues, which enhanced the quality of the reviews. The PY 2009 validation results were submitted timely to ETA.

### Cost Analysis

Figure 5 provides the PY 2010 WIA financial statement for Wyoming's programs. Total expenditures from this statement were used to calculate the average participant cost. However, in order to obtain the other average costs that are presented in this analysis, expenditure periods were chosen that matched the time periods from which corresponding performance data were drawn for the WIA Annual Report. This was done to insure that the average costs pertained to the actual outcomes being presented in the report. Each of the analysis periods began in PY 2009 and ended in PY 2010.

**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 23,422 combined participants were served, at an average cost of \$102.53 per participant. Overall, the Employment and Training Division served increased numbers of Adult and Dislocated Workers on a smaller budget, compared to PY 2009.

Average participant costs for Youth, which were based on staff-assisted services, only, were significantly higher than the Adult–Dislocated Worker average, as a result. Also, the Division chose to devote a greater percentage of its budget to serving the youth during PY 2010. A total of 892 youth participants were served, at an average cost of \$3,040.62 per participant.



**Cost per Entered Employment** – A total of 235 Adults were employed in the first quarter following their exit from WIA, at an average cost of \$9,577.00 per participant. This represents a 30 percent improvement over PY 2009. The average cost for Dislocated Worker exiters, who entered employment in the first quarter following exit, was only \$5,415.00, based on 47 workers who were employed in the first quarter, after exiting from WIA. The average cost of helping Dislocated Workers enter employment rose by more than 300 percent during PY 2010, yet is still significantly lower than the average cost of assisting Adults. The difference between Adult and Dislocated Worker average costs may be partially due to the amount of effort that was required to overcome barriers to employment, which are common among the Adult population.

**Cost Per Retained Employment** – Of the Adults who were employed in the first quarter following their exit from WIA, a total of 241 of them retained employment during the second and third quarters after exit, for an average cost of \$9,902.00. The average cost for the 35 Dislocated Worker participants who were retained in employment was \$1,877.00. In PY 2009, the average cost of employment retention for Adults and Dislocated Workers was combined. By combining the average retention costs for PY 2010, a total of \$11,779 is obtained, which represents an 8 percent increase over PY 2009.

**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 WIA participants. For the measurement period, 192 participants became employed or enrolled, at an average cost of \$11,843.00 per placement. This is a 27 percent improvement over PY 2009.

### **WIA Performance**

In PY 2010, the Employment and Training Division continued to concentrate on improving its performance outcomes. One of its goals was to equal, or exceed, the performance levels it negotiated with the Employment and Training Administration, in accordance with Wyoming's State Plan. To facilitate accurate data, the Division utilizes Version 10.0 of the Wyoming at Work online job matching system which includes necessary program items needed to collect information for WIA and ARRA reports. Version 10.0 also includes the latest fixes and system enhancements that would benefit the Division's programs. Wyoming at Work is a constant work-in-progress system and is continually being updated, to keep up with new federal requirements as well as features requested by Wyoming staff and administration.

Wyoming employs a user group for Wyoming at Work that is facilitated by staff from the administrative team. This group of 16 employees from local Workforce Centers meets bi-weekly, by telephone, to discuss issues with Wyoming at

## **A Success Story...**

Kevin came into the Riverton Workforce Center a year ago, wanting help to get into some kind of work that would allow him to make a good living, provide for his family and give him the chance to progress in life, maybe someday owning his own business. He wasn't sure exactly what he wanted to do or which direction to go. He finally decided on the occupation of electrician, but there wasn't an electrical place hiring, except for journeymen.

Riverton Workforce Specialist Terry Settlemyre, called a friend in the refrigeration business who didn't have an opening, but because he expected the business to pick up, was willing to pick Kevin up as a beginner trainee, with Workforce Center financial support. Each month when Terry would go to have the invoice signed, he could definitely see the improvement in Kevin's attitude and the confidence he had in his ability to do the work. Clint, the employer, had nothing but glowing remarks about Kevin's work and has kept him on as a permanent employee, fully expecting to make him a journeyman refrigeration technician.

Kevin's pay is increasing as are his job duties. He is willing to go the extra mile for the employer, stay the extra hour and doesn't complain about the occasional callouts. Both Kevin and Clint have gained greatly from this relationship. Terry would not be surprised to see another refrigeration outfit spring up in about five years.

Work and share information on best practices. When necessary, 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 PY 2010 to assure the accuracy of reporting data in Wyoming at Work. With administrative guidance and training, Workforce Specialists checked follow-up records and case closures, to assure that data are being entered accurately and completely.

### **The Effects of WIA Waivers**

The Workforce Investment Act, at section 189(i)(4), provides increased flexibility to states and local areas in implementing reforms to the workforce development system in exchange for state and local accountability for results, including improved programmatic outcomes. In PY 2010, as in PY 2009, Wyoming had three active waivers that were extended by the U.S. Department of Labor, Employment and Training Administration (ETA), for its regular program under WIA Title I-B. These were: (1) a waiver of the funds transfer limit between Adult and Dislocated Worker Programs, to allow local areas to respond to the particular needs of their customers

and labor markets; (2) a performance waiver that allowed the Division to concentrate on nine common performance outcomes for ETA, instead of the original 17 measures (i.e., 15 core measures and two ETA-designed customer satisfaction measures); and (3) a waiver to postpone the implementation of the subsequent eligibility process for Eligible Training Providers, as described in the Workforce Investment Act, Section 122(c)(5) and WIA Regulations 663.530. A fourth waiver was also utilized pertaining to Wyoming's Youth program under the American Recovery and Reinvestment Act (ARRA) of 2009.

**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. Because of constantly changing needs between par-

ticipant populations, this waiver has been very beneficial to the Division. Wyoming's Dislocated Worker participant population was up during PY 2010, on the tail end of the recession. In the past few years, however, there has been a greater need to serve Adult participants. In the event such a condition arises again, as expected, this waiver will provide the Employment and Training Division with needed flexibility.

**Common Measures Waiver** – Performance increased in seven of the nine measures during PY 2010, compared to PY 2009. This waiver has definitely made it easier for staff, partners and other interested customers to follow Wyoming's WIA 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. The increases in performance appear to be one of the results occurring because of this focus.

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

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

They also expressed concern regarding the confidentiality of data that were being collected in order to comply with this requirement. These concerns caused some providers to withdraw from the program, and others to consider following suit. Also, the requirement added significant workload to the Workforce Development Council, which is charged with determining provider and program eligibility from year to year, and to Employment and Training Division staff, who were responsible for enforcing the requirement and working directly with the providers. Also, limited staffing would make it increasingly difficult to maintain the necessary effort, over time, to monitor subsequent eligibility for all providers and programs, as more training providers become potentially available to partner with the Division and the Council.

The waiver has definitely reduced the administrative workload and costs experienced by the Workforce Development Council, Employment and Training Division staff and the training providers. Feedback regarding the change continues to be positive. Training providers are continuing to partner with the Council and the Employment and Train-

## A Success Story...

Debra Horvath, an adult WIA participant, started coming into the Laramie Workforce Center years ago, but wasn't making much headway in obtaining and keeping long-term, unsubsidized employment. During PY 2010, she participated in a work experience at the Workforce Center. She knew nothing about working in an office, including how to use Microsoft Word, Excel, PowerPoint and other programs. But with determination and the help of the Workforce Center staff, Cana Ivie, Amelia Kelso, Ashley Laughlin, Jamie Weingart, Nick Giraldo and the "best boss of all" Annette Mello, she learned that she could fulfill a dream to work in an office setting.

Debra felt the Laramie staff care about people. She said, "They have shown me kindness, compassion, given me the chance to learn about myself, and to grow as an individual. That I can do anything I want to do, if I set my mind to it . . . I cannot praise these people enough for all the time and effort to help me succeed in the new phase of my life. I have all the tools I need and if I should need more help, I know they are there to help me. I know what I have accomplished came from within me; I would not have been able to achieve the position that I have now without the help of the employees of the State of Wyoming. I just wish other people would take advantage of the time, knowledge and help that these fine young people have to give to them."

Debra now works in an office for the South of Laramie Water and Sewer District as an administrative assistant. She was hired to help organize 16 years of filing. Thanks to her work experience at the Laramie Workforce Center, it is a challenge that she is more ready to tackle. She has even been able to teach her new employer a new thing or two about different programs, with the knowledge that she learned during the four months she worked at the Workforce Center.

ing Division, which is giving more training options to participants. The providers still must comply with rigorous initial application requirements, that have a tendency to weed out organizations and programs that aren't seriously committed to providing quality training.

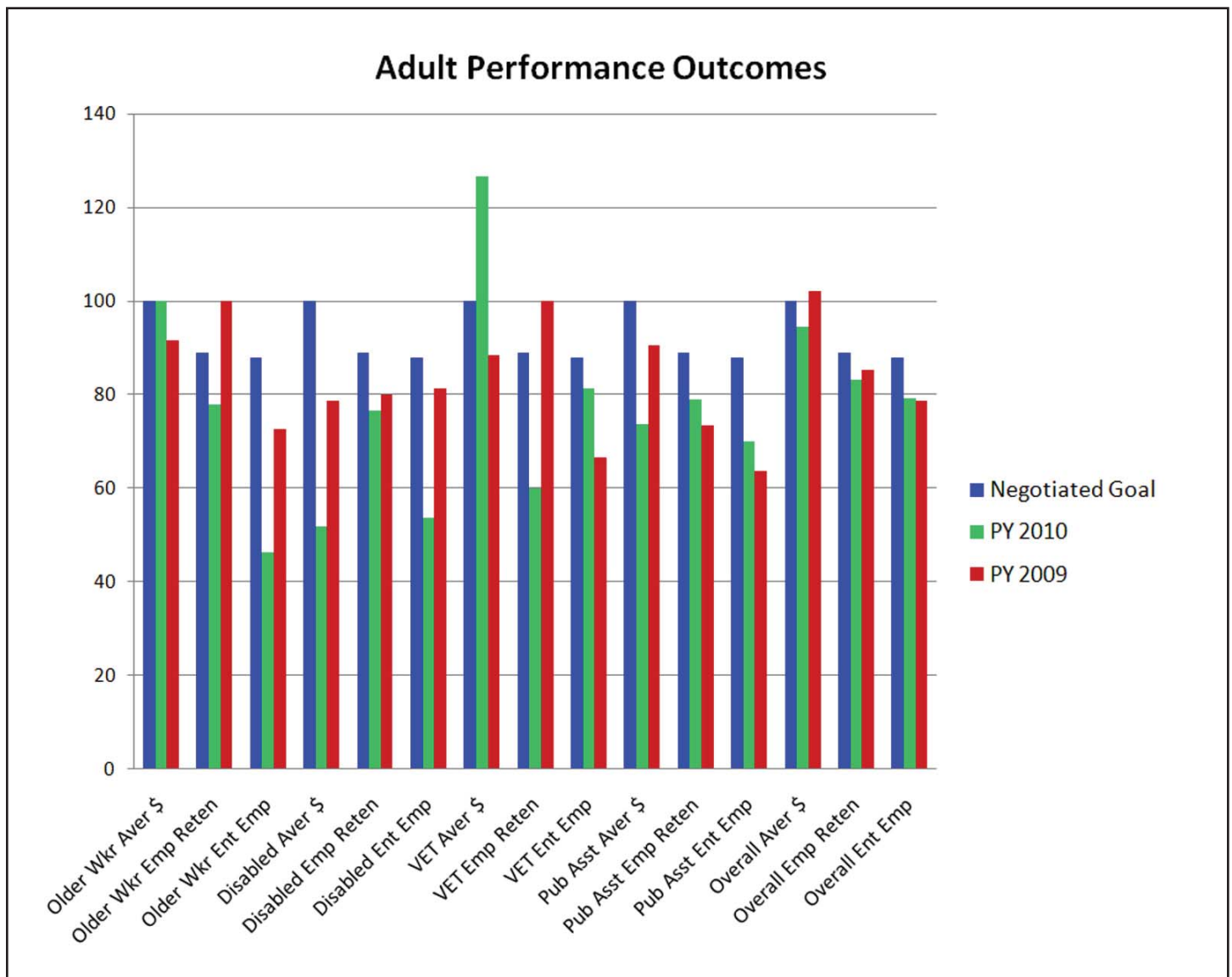
The Employment and Training Division has not yet undertaken a study of the cost and time involved in developing a reporting system which will gather information relating to wages and/or placement of individuals participating in its programs, as indicated in its waiver request. However, this is still being planned. The Division is in the process of developing a web-based eligible training provider system, called the Provider Services System, which is expected to be a valuable tool for anyone wanting information about local and state colleges, universities and other public and private institutions of learning.

Provider Services are being designed to continuously gather and update high-demand occupations, course offer-

ings, credit hours, costs, rates of completion, employment, and pay and other information, that will enable the user to choose between available training options. The system has an implementation date of September, 2011.

**ARRA Youth Waiver** – This waiver was requested to allow the use of the work readiness indicator as the only indicator of performance for older, out-of-school youth, who participate in work experience. The waiver allows the Employment and Training Division to continue serving these youth in a constructive manner, concentrating on their needs, without being obligated to concentrate on other federal Youth measures. It gives Workforce Specialists more latitude to serve this population in potentially new ways, after their Summer Youth component ends. It also enables them to focus particularly on the work-readiness and career exploration objectives. The timing of this waiver was beneficial because of the high unemployment rate throughout the state, and the anticipated temporary nature of ARRA. In PY 2010, the

**Figure 6**  
Adult Performance Outcomes



Wyoming Department of Workforce Services, Employment Services Division



Wyoming at Work system reported that the Employment and Training Division funded a total of 403 Youth summer work experiences and 22 other work experiences through ARRA monies.

Still other youth were served during the program year by the Workforce Development Council and the Employment & Training Division. The Council funded 29 summer work experiences and the Division funded 75 more summer work experiences through WIA monies. A total of 224 other work experiences were also provided during the year by the Division using WIA funding, while numerous youth were served through workshops and other support services.

### **Overcoming Barriers to Employment**

The commitment to overcome employment barriers is one that is shared by all Divisions of the Department of Workforce Services, as well as the Wyoming Workforce Development Council and other partners of the Department. Through WIA and partner programs, the Employment and Training

Division continued to work in PY 2010 to overcome barriers that keep individuals from becoming employed, or advancing in unsubsidized employment. As provided in the annual strategic plan, the Department of Workforce Services and its Employment and Training Division view intensive counseling and guidance services and other intensive services as valuable resources for overcoming existing barriers. Also, as indicated in a later section of this report regarding Youth barriers, the Division periodically adjusts its focus on specific barriers, to correspond with existing needs.

The Division will continue to use appropriate intensive services, including intensive counseling and guidance services, along with coordinated case management, to address future demands from populations with significant barriers to employment. Participant barriers and the Division's response to them will continue to be tracked through the Wyoming At Work system.

**State-Defined Youth Barriers:** During the period of September 13-30, 2010, the U.S. Department of Labor, Em-

## **A Success Story...**

Robert Stuart came into the Laramie Workforce Center in October 2010. Workforce Specialist Cana Ivie noticed he was always there early in the morning and almost every day. After a few weeks of consistently seeing him job hunt with office resources, she asked him how his search was going. From his patient and calm manner, she never would have guessed that he was in such a bad situation. He had been laid off from a mason company and bills were piling on him quickly. Robert and Cana worked together for a temporary fix to get his bills paid and, within two months, had two part-time jobs for Robert.

Unfortunately, his unemployment ended because he was working, and the two part-time jobs did not equal a full-time position. He had mentioned a few times how much he would benefit from getting a commercial drivers license (CDL). He had seen several postings for this work during his job searching and, while working for the mason company, he had seen several drivers being hired on for a better wage than he was making as a laborer.

Cana told him that due to the decreasing national labor market trend for driving positions, the Workforce Center was unable to pay for CDL training and he was turned down for WIA funding. But he never gave up. For four months he continued to cope with long hours and low pay and work the best he could. Through it all, he maintained the same patient, calm kindness that he had walked in with, months earlier.

In the mean time, from October through January, Cana and Jamie Weingart, Laramie Business Representative, monitored the local labor market for CDL driving positions. Even though the national statistics were decreasing, Wyoming was holding steady for growth in CDL driving positions. They found that Laramie was posting between

four and six CDL-required driving jobs per month. With Robert's persistence and willingness to complete any and all WIA tasks that were required of him, it was petitioned to have WIA funding pay for his training at SAGE Technical Driving School in Cheyenne.

The request was accepted, and Cana and Jamie began planning how to help Robert successfully complete the training. He planned to keep one of his part-time positions and drive back and forth between Laramie and Cheyenne to continue to support himself and pay what bills he could. However, the week that he began his training, many obstacles presented themselves. His car would not start in a January freeze, he could not drive more than 45 mph because his tires were badly worn, and he could not continue driving back and forth. None of this stopped Robert from being determined to finish. Through some supportive services, working with the Workforce Center's good business partner, SAGE, and taking a leap of faith, Robert pursued the training. A training that takes some people up to six weeks to complete only took him two and one half weeks.

Going back on the job hunt the Monday after he earned his CDL, Robert was able to apply for many companies. Because he was diligently in the Workforce Center every day searching, when a prospective employer from LaFarge came to pick up applications, Cana was able to introduce the manager to Robert. They had an on-the-spot interview and two weeks later Robert had a permanent, full-time position. In his previous jobs he never made more than \$13.50 per hour. Now Robert is starting out at \$14.00 per hour with many opportunities to advance. He is also looking at ways to give back to the Laramie community by volunteering with some agencies in town that helped him get his footing.

ployment and Training Administration (ETA) conducted an on-site program review of the Department of Workforce Services Workforce Investment Act Title I programs. Response to the September review, with regard to Wyoming's state-defined youth barriers, issued by the Dallas Regional Office November 15, 2010, was as follows:

"The Wyoming Department of Workforce Services should work with the state Workforce Board and Youth Council to more specifically define the state's priorities regarding which youth are most in need of WIA services, and redefine the state-defined barriers to more clearly reflect those priorities."

As a result, Wyoming's Workforce Development Council – Youth Council formed a sub-committee to work with the Department of Workforce Services' WIA Program Manager, and a Workforce Center Manager to evaluate and re-define the WIA state-defined youth barriers.

The original 17 barriers were narrowed to six by the sub-committee, and were accepted by the full Wyoming Workforce Development Council on June 8, 2011. These barriers are chronic school absenteeism and truancy, youth in single-parent family, remoteness, limited English language proficiency, lacks employability skills (older youth only, 19-21 years) and chronic mental, behavioral and/or medical health condition.

With regard to Veterans, the Employment and Training Division's Veterans Program Manager holds monthly conference calls and annual training with local Veterans representatives, to help them stay current on Veterans policies and procedures. The Division makes it a priority to serve Veterans throughout the state, using available resources. Disabled Veterans Outreach Programs Specialists are partnering with WIA Case Managers when providing training services to eligible Veterans.

Veterans, as well as Individuals who are receiving Public Assistance, Disabled Individuals, Displaced Homemakers and Older Individuals are identified in the performance outcomes for special populations in this report. Individuals with other barriers to employment are not separately reported, but are included in the performance outcomes for Adults, Dislocated Workers and Youth.

### **Performance Outcomes**

PY 2010 was another successful performance year for Wyoming's WIA program. The Division negotiated performance goals with ETA for each of the nine common measures. (See the performance tables included in this report for the final outcomes compared to the negotiated levels of performance.) The state was required to achieve at least 80 percent of each negotiated goal, in order to avoid possible sanctions that could be imposed by ETA. If the state was successful in achieving at least 90 percent of each negotiated goal, it would be eligible for available monetary incentives.

Wyoming exceeded the negotiated level in five of the nine measures (Dislocated Worker Entered Employment, Dislocated Worker Employment Retention, Dislocated Worker Average Earnings, Youth Attainment of Degree or Certificate and Youth Literacy and Numeracy Gains). The 90 percent

## **A Success Story...**

Marco came to the Riverton Workforce Center for help in getting a summer job in May of 2010, just before he graduated from high school. He is from a single-parent, low-income family, so he was eligible for WIA funding. His mother had a stroke several years earlier and is unable to work to support her family. Marco had not had his first job yet, and plans to attend college to become a math or history teacher.

Workforce Specialist David Hill reported that Marco was put into a WIA Work Experience with a small building contractor for the summer of 2010. He was described by the employer as enthusiastic and a hard worker who enjoys learning and experiencing new things.

With his first paycheck from his WIA work experience, Marco bought lawn care items to work on improving the yard at his mother's home. Marco finished up his work experience and enrolled in college. Due to a disability Marco was also helped by the Department of Workforce Services' Vocational Rehabilitation Division, which partnered with the Workforce Center WIA program by funding college tuition, books and fees.

After the work experience ended, his employer kept him on as a regular employee, letting him work occasionally when Marco didn't have classes. He is working for the same employer in the summer of 2011, and will be able to work part-time during the school year.

Marco did well in his first year at Central Wyoming College, and plans to continue there for another year before attending the University of Wyoming. His Case Manager thinks he is a great success and has a bright future as a teacher.

Success came to Marco because of a great partnership between the Riverton Workforce Center, the Vocational Rehabilitation Office and the employer. The challenge was to get everyone on the same page, assisting Marco to work toward his true capacity. All three entities came together to serve Marco and motivate him to continue his education at Central Wyoming College, which was a fourth partner. This partnership not only gave Marco exposure to work experience and work readiness skills while at the employer's business, but also gave him exposure to higher education, to expand his skills and assist him on his way to a career and self sufficiency.

threshold was exceeded in the categories of Adult Employment Retention and Adult Average Earnings. Adult Entered Employment barely missed the 90 percent threshold by less than one percent. Only Youth Placement in Employment or Education, which was 86.1 percent, scored lower. Performance is only calculated and reported for participants who receive staff-assisted services.

In this report, performance is also reported for special Adult and Dislocated Worker populations served by the



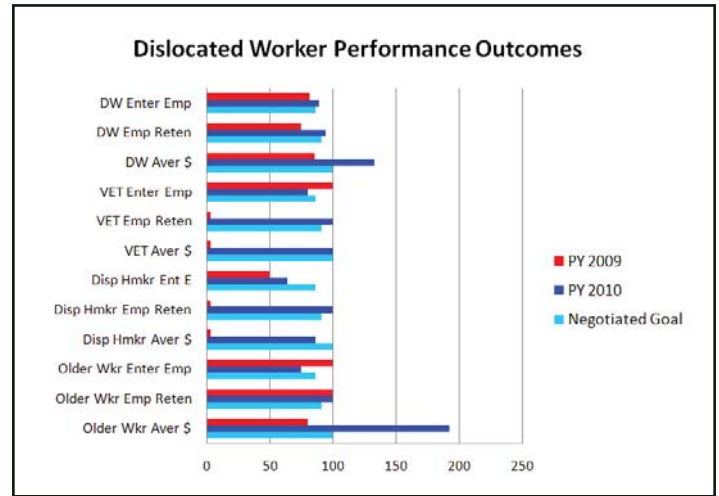
Employment and Training Division. No goals were actually negotiated with ETA regarding outcomes for these groups. However, the negotiated levels are included in the accompanying graphs, to illustrate how well Wyoming's performance stacks up against the goals that were set for Adult and Dislocated Worker populations overall.

**Adult Performance**

In PY 2010, a total of 23,280 WIA Adult participants were served by Wyoming, of which 690 received staff assisted services. The 23,280 participants represent an increase of over 23 percent compared to PY 2009. The increase occurred among participants who self-served using available WIA resources. Among staff-served clients, there was actually a 15 percent decrease in PY 2010. A total of 39,930 WIA Adult participants were served through the ARRA program by the end of June 2011.

While performance improvements were realized in most programs during the year, Adult performance outcomes generally were lower than they were in PY 2009, as illustrated in Figure 6. For the overall Adult participant population, the Entered Employment Rate increased by about 1.0 percent, whereas Employment Retention decreased by approximately 3.0 percent. In PY 2010 Adult Average Earnings were less than 6.0 percent below the negotiated level for the year, but they were 7.5 percent below the 2009 outcome, which had been an excellent attainment. PY 2010 performance outcomes for Adult special populations were also down generally, compared to PY 2009. The outcomes, for a number of these special population measures, undoubtedly were again affected by small exit counts, where one or two individual results made a considerable difference. However, they also

**Figure 7**  
Dislocated Worker Performance Outcomes



Wyoming Department of Workforce Services

reflect the performance decreases for the overall Adult measures.

The Employment & Training Division efforts in the Adult program were focused on training unemployed adults and ensuring that supportive services and needs-related payments are available to support the employment and training needs of priority populations, including recipients of public assistance and other low-income individuals.

In an effort to make the Department's WIA Workforce Specialists' time more productive, manual collection of post-exit data was no longer a mandatory requirement. WIA post exit data collection requirements are fulfilled automatically

**A Success Story...**

William (Bill) Kizer, who lived in Weston County with a family of six, was receiving Unemployment Insurance benefits for 10 months. In 2010, Bill was unable to find work and was utilizing Wyoming Workforce Services when he found out about the WIA training funds. Through WIA, he was able to attend Mountain West Truck Driving School. Three days after successfully completing the course, Bill was hired by Swift Transportation, driving over-the-road (OTR). Bill began earning enough monthly that he no longer needed benefits from Family Services.

Five months later, Bill went to work for Kissick Water & Oil services on a local route that allowed him to be home with his family, at a better rate of pay with overtime available. WIA training has allowed Bill to pay all of his bills and accumulate a credit score of 630! Bill feels that the services he received have not only improved his life financially, but also have helped improve his health and the health of his family.

He has been able to build his savings and is now driv-



ing a new car! Bill said, "Overall, WIA improved my quality of life and worked for me!"

He gives special thanks to the Newcastle Workforce Center, Candy Driver-Ratigan & Georgia Auch, for all of the help and encouragement they provided.



through the Unemployment Insurance data matching process. To help identify those participants who may not be found in the wage records, the Department's program staff will provide a Data Quality Report (DQR) identifying those exiters who have not been found in the wage records. If the Case Manager has not already provided the appropriate documentation, then the Case Manager is required to contact the participant, employer or appropriate data source to obtain the necessary information. This information is posted on the Wyoming at Work system under "Create a Follow-Up" within the appropriate quarter identified through the DQR.

Workforce specialists are required to be sure this data is entered on time with back-up case notes.

The new procedure is as follows. After entering the case closure information, the Workforce Specialist can then continue offering follow-up "F-Services" as appropriate. For adults, there is no set number of follow-up services that need to be entered. Follow-up services for adults and dislocated workers must be made available to the participant for a minimum of 12 months following the first day of employment.

Workforce specialists were provided with a standard follow-up letter to use once their participant(s) completed WIA and entered into the follow-up phase. This is a template document with the necessary areas designated, which will allow them to customize the letter to include: office and address, participant, Workforce Center, phone number, email address and signature.

### **Dislocated Worker Performance**

Dislocated Worker participation in WIA increased during PY 2010 by nearly 45 percent as the Employment and Training Division sought to help more workers return to employment. This can be attributed, at least partially, to the effects of the recession. A total of 178 participants received staff-assisted WIA services during the year, compared to 123 in PY 2009. Other Dislocated Workers were included among the 22,590 individuals who self-served only, through WIA, in PY 2010. In addition, 54 WIA Dislocated Worker participants received services funded through ARRA.

Each of the three PY 2010 Dislocated Worker performance outcomes were higher than they were in PY 2009 and exceeded the negotiated performance levels. This is very commendable given the state of the slowly recovering economy.

Entered Employment, at 88.7 percent, was over 9.0 percent higher than the outcome achieved in PY 2009, and exceeded the negotiated level by nearly 3.0 percent. Dislocated Worker Average Earnings were a respectable \$19,524. This achievement exceeded the negotiated goal by nearly 33 percent. The Employment Retention Rate increased from PY 2009 to PY 2010 by over 26 percent. The PY 2010 outcome was also nearly 4.0 percent higher than the goal.

Among Dislocated Worker special populations, the results were also mostly higher than they were in PY 2009, as illustrated by Figure 7. Again, however, these groups are particularly affected by small exit populations, which accounted for wide swings in some measures, and make it difficult to compare these outcomes.

## **A Success Story...**

Kevin came into the Cheyenne Workforce Center seeking employment and training assistance. Kevin was receiving Unemployment Insurance benefits that would soon be exhausted. He had been conducting a thorough job search but was unable to find new employment. His skills and work history were in a narrow field where there are few opportunities in the local labor market.

Kevin had 14 years experience with assistive and mobility equipment from sales, service, installation, maintenance and repair. Although Kevin was experienced in sales, service, installation and maintenance repair to specialized equipment he did not have a post secondary credential to allow him to expand on any of those skills used in his previous employment. He was seeking training in a new field that would offer him better employment opportunities.

With assistance from Judy Carroll, a Workforce Specialist in Cheyenne, Kevin visited with Brenda at Sage Technical Services and considered obtaining a commercial drivers license (CDL), Class A, which would allow him to drive over-the-road as well as to find local route driving positions. Sage offers a five-week training course that prepares their students to receive a CDL license and assists their graduates in finding employment. With training at Sage Kevin would be employable in an in-demand occupation. Kevin qualified for WIA Services under the Dislocated Worker program because he lost his employment through no fault of his own and was unlikely to return to his previous job. Kevin was presented before the WIA review committee for approval to attend Sage. With committee approval Kevin was accepted into Sage in May 2010 and has achieved his CDL Class A license. Kevin found full-time employment on July 19, 2010 with Gemini Motor Transport hauling fuel to Loves Truck Stops. He will be earning an average of \$46,000 per year.

The Average Earnings of Older Dislocated Workers, at \$28,275 for four workers, is an example of this problem. In 2009, only one worker was included in the measure and the Average Earnings was \$11,799.

Also, Veterans and Displaced Home Maker Employment Retention and Average Earnings appear to have increased dramatically. However, in PY 2009 there were no participants counted in these outcomes, for a comparison.

### **Youth Participants**

Wyoming served 892 WIA youth during PY 2010, which was 16 percent higher than the number served during PY 2009. Of this group, 648 participants were Younger Youth (age 14–18), and 244 were older youth (age 19–21). A

## A Success Story...

A project was designed to de-construct a finished home, down to the foundation, to salvage all possible fixtures and materials. The items were then sold to assist funding for new home construction in Park County under Mountain Spirit Habitat For Humanity goals.

Other funded project costs included supervision and instruction, supplies for laborers and other materials, tools, transportation and administrative and insurance costs. Although some of that doesn't sound glamorous, it was all necessary to complete the project.

Six youth were employed over the June through September period in paid work experiences. Youth barriers/issues ranged from living in a food stamp household to serious felony records. Ages ranged from 16-21. A terrific DVD of the project summary was produced and compiled for Department of Workforce Services' use.

According to Workforce Specialist Jim Delozier of the Cody Workforce Center, the organization had a generous donation of a relatively new home whose foundation had sunk approximately 11 inches on one end of the home. The problem could not be fixed, so the owners donated it to Habitat for Humanity. The salvage included cabinets, fixtures of all kinds, flooring, railings, roofing and many other materials from the home. Although some kids did not successfully complete their work experiences, all youth were provided with valuable construction labor

experience for use in future employment.

Kenny Lee, the Executive Director, and his additional Supervisor, Jesse Fowler, worked the project daily with the youth, instructing as they went along. The youth gained valuable insight into how a home is constructed due to the sometimes painstaking ways the demolition took place so material could be salvaged. Habitat for Humanity didn't just give them a work experience. They also provided detailed discussion regarding the purpose of the organization, its history and what their work on the project would mean to future recipients of housing through the organization.

An ongoing relationship was established between Habitat for Humanity and the local Workforce Center. They completed a "Re-Store" in Powell in May 2011. This store acquires, through donations, used building materials, fixtures, etc. to sell to the general public. This will be a major fund raising operation for Habitat for Humanity in Park County, to be able to raise money for new home construction.

In addition, the Workforce Center has secured a commitment to provide two to three WIA work experience positions at the store on a continuing basis. Two WIA youth worked there during the summer of 2011 under traditional youth funding. This will be a terrific worksite. This is one of the best outcomes of the project! Future eligible youth will also be the beneficiaries.

total of 396 of the Youth were out-of-school and 496 were in school at the time their service began. These numbers were also significantly higher than the numbers served in PY 2009, when the Division served 768 total youth, 528 younger youth, 240 older youth, 377 out-of-school youth, and 391 in-school youth. In addition, the state served 48 Youth with ARRA funds. Only the categories of out-of-school youth and in-school youth are included in calculating the common measure outcomes.

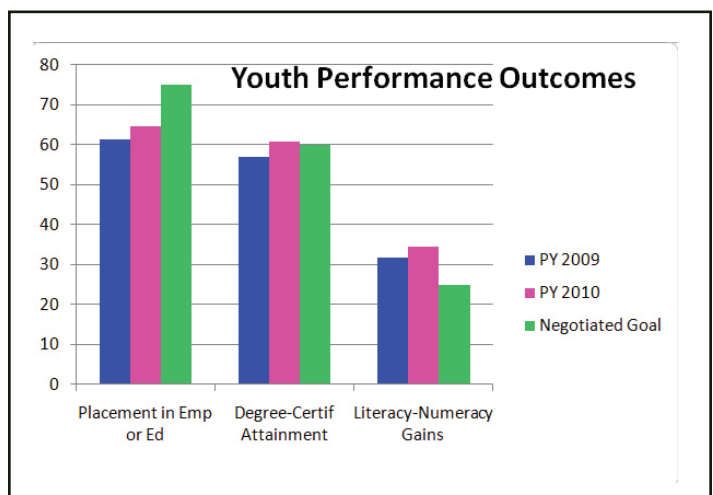
Performance outcomes for PY 2010 were up in each of the three reporting categories, compared to PY 2009. Placement in Employment or Education and Attainment of Degree or Certificate both increased by over 5.0 percent, while Literacy and Numeracy Gains increased by nearly 9.0 percent. Only Placement in Employment or Education did not exceed the negotiated level of performance.

With regard to Literacy and Numeracy Gains, PY 2010 is the second year in a row that increased performance occurred. Congratulations to Workforce Center staff for this accomplishment, as well as their performance in other areas.

Pursuant to the Workforce Investment Act (WIA) literacy and numeracy gains requirement from the Department of Labor, Employment and Training Administration and Training and Employment Guidance Letter 17-05, it was evident that the Tests of Adult Basic Education, TABE on-line system

was a program that would meet the needs of the Department of Workforce Services in the field offices, as the Department worked to provide an assessment of basic skills of WIA participants and determine each participant's readiness to take the General Education Diploma (GED) exam, and succeed in post-secondary education, as well as career technical training. It would also enable Workforce Specialists to focus

**Figure 8**  
Youth Performance Outcomes



Wyoming Department of Workforce Services



## A Success Story...

Nicholas Johnson came into Wheatland Workforce Center with his mother Kim looking for a summer job. Nicholas and his mom thought he needed more than video games to keep him busy for the summer months. They discussed the summer youth employment program with Workforce Specialist Linda Virant.

Nicholas had no actual work history, but had helped his father with his landscaping business and some remodeling before he passed away. Nicholas was shy and let his mom speak for him throughout most of the Wyoming at Work registration and completion of paperwork. When Linda would meet with him, it seemed as if she had to play 50 questions with him to get 20 answers, but at the end there was always a smile and a thank you for helping me. Linda's hope for Nicholas along with gaining his work readiness skills was to gain some self confidence also.

Nicholas was placed with a fencing contractor for his work experience. His co-workers included two college students who had just completed their freshman year. He seemed to bond well with his co-workers and they worked great together.

Nicholas was quick to learn many of the duties he was given; hence earning him the nickname "Quick Nick" on the job. Some of the other tasks took a few more times of repeating, but his supervisor was patient and fair with Nicholas. Many times his supervisor stated to Linda how impressed he was with how far Nicholas had come and what a great personality he has. "I could make a heck of a hand out of that kid," he said. Nick learned to watch for ant piles and rattlesnakes while rolling out fence wire and laying out fence posts. Also, he learned some basic work skills and made some friendships that will last a lifetime.

Nicholas also learned through the program what community service really means. Nicholas and eight other program participants volunteered for a full eight hours on a Saturday in August during Platte County's Green



Harvest Festival. The participants were given a choice of between one hour and eight hours of service. All 10 chose the full eight hours. Nicholas helped set up teams to block off streets, help with booths, set up trash bins, parade duty and answer questions posed by Festival attendees. Nicholas was the last one to leave that day. There were some additional festivities in the city park and he was headed there to see if Mr. Brecht, the Green Harvest Festival Coordinator, needed any help.

Nicholas also demonstrated great interest and leadership in work readiness workshops, making sure everyone completed the sign in sheet, and that all his co-participants knew where the cookies were, and made sure that they all had some. He was also willing to help wherever he could and to share his experiences.

Nicholas finished his work experience on August 20, 2011. He started school on August 23, 2011, and was hired by Coach Barb Schutt to place the goal posts in the ground during the football games for both junior high and high school games. Nicholas was chosen from 15 applicants. Great Job "Quick Nick"!

on basic skill gaps for all other clients throughout the state.

The TABE product offers a wide range of services and benefits that meet the specific needs of the Department's assessment effort on behalf of Wagner-Peyser and Workforce Investment Act (WIA) clients. The information delivery system, specifically getting reliable information fast, more flexible assessment delivery, and more dynamic reporting all combine to make the system very user friendly and provide relevant and usable information to staff.

**Youth ARRA Activities:** Youth goals are to provide to eligible youths seeking assistance in achieving academic and employment success, effective and comprehensive activities which should include options for improving educational and skill competencies, and provide effective connections to employers, employment goals, appropriate achievement objectives and an appropriate combination of services

to achieve them. The goal also strives to continue to build strong community-based youth workforce development systems, by expanding and further solidifying the established working relationships with the business community, local youth partnership councils, educators, public and private non-profit agencies involved in youth services, and any other appropriate youth providers in the community.

**2010 ARRA Summer Youth Employment Program:** Through the use of the 2009 Recovery Act funds, the Employment and Training Division, the Department of Family Services Temporary Aid for Needy Families (TANF), and the Wyoming Workforce Development Council, ran a second Summer Youth program in PY 2010 and served over 600 youths. The program gave each youth an opportunity to receive specific work experience relevant to their career goals, as well as develop work readiness and basic life skills.



## A Success Story...

Joey's Fly Fishing Foundation, Inc., created in 2007, secured funding through the support of the Wyoming Department of Workforce Services, to introduce two young at-risk individuals into a positive employment environment in Sheridan. Both of these individuals, Aaron and Savannah, were hired with these available resources by the non-profit Foundation and became valued seasonal staff. Joey's, which is still in its earliest years, was not able to hire this desperately needed staff due to limited funding and budget restrictions.

As an 18-year-old and soon-to-be graduate, Aaron had never been employed. He had previously been involved as a student at Joey's and it was suggested that a work experience would be helpful for future employment. This gave him work and mentoring experience that would help him gain the skills to be successful in the workforce. Aaron participated as a group leader helping one on one with the students in the program. He assisted with fly tying, casting and various other aspects of the program.

At 15, Savannah was getting ready for summer vacation. She was in need of work experience, mentoring and guidance in how to interact with people. She had been a previous student with Joey's Foundation and it was determined that she would definitely benefit as a staff member with the help she could secure with this work experience program. Her position allowed her to continue the mentoring opportunities and learn such soft skills as work ethic, professionalism, communication and interpersonal skills. Savannah assisted the program director in all facets of running day-to-day operations. These responsibilities included inventory and other organizational procedures and assisting with youth camps.

In June 2010, there was a new and critical need to hire a more permanent administrative staff member. At that time the Foundation's Board of Directors made the move to hire an administrative assistant. Again, budget restrictions would not permit the Foundation to hire a qualified, talented individual for this position. Through the assistance of the WIA program, an individual who could be trained in a new area of expertise was considered. Sheila Blackburn, who was perusing a career in the Sheridan area, was chosen for this position. She had personally interviewed for several positions in Sheridan and had not found the perfect fit. Although her resume was impressive, she lacked the skills

in development and grant writing – important elements for the administrative assistant position and for Joey's.

The Department of Workforce Services was able to help provide on-the-job Training for Sheila. This partnership with Joey's allowed for the training for her to fit the needs of the foundation, her own secured employment and the ability of the Foundation to continue to grow.

Continuing education is critical, especially with a young organization like Joey's. Sheila was able to access funds to supplement the on-the-job training program in the area of grant writing. The ability to acquire assistance through the Department's Workforce Development Training Fund allowed Sheila to secure training otherwise not approachable under a non-profit budget. The grant writing workshop she was able to attend has helped her tremendously! Sheila has now written three grants and has been promoted to the position of Executive Director.

Through these training funds, Joey Puetzman, Founder/Program Director was also able to attend an advanced rod building workshop that has enabled him to grow and strengthen the programs at Joey's. This training has now allowed Joey to instruct and help introduce over 40 at-risk area youth to the fine craft of rod building. Again, due to the non-profit budget of Joey's Fly Fishing Foundation, this class would not have been accessible.

As Executive Director, Sheila thanked the Department for its assistance to Joey's Fly Fishing Foundation, Inc. "I want to thank the Department of Workforce Services for the assistance you have shared over the past three years. Your continued support has allowed the Foundation to strive, grow and have a future. I personally want to thank you for the ability to help me have a career with an organization I am proud to represent. You have helped me acquire the training to help make changes. I have personally grown here at Joey's. Thank you. The people I have worked with on an individual basis over the past 10 months have been amazing. I have been able to ask questions, secure advice and hear friendly voices. I offer a special thank you to Penny Wondra and Linda Barker, Workforce Specialists, Sheridan Workforce Center; Chanda Richards, Office Supervisor, Sheridan Workforce Center; Cathy Snyder, Fiscal Specialist, Cheyenne; and Penny Jemenover, Program Support Specialist, Cheyenne. Thank you again for helping us 'cast for a better future.'"

The Summer Youth Employment Program ran May 1, 2010 through September 30, 2010. Activities the state focused on were:

- Provide wages for summer work experiences so that significantly increased numbers of low income youth have the opportunity to earn and learn over the summer months;
- Expose young people to the workplace; enhance academic skills and increases marketable skills to help make

informed career choices;

- Provide career guidance, coaching and support for low income youth in all areas which include: employment, post-secondary education and training and alternative education; and
- Provide expanded basic academic and computer skills tutoring and remediation to more youth to prepare them for successful transition to post-secondary education, occupa-

## A Success Story...

Ariel Peck, Karmen Ogle, Victoria Wingett, Holly Alvarez, Gabriella Espinoza and Alex Kenton were honored as being the first six students from Whiting and Laramie High Schools to graduate from a joint program between the Wyoming Department of Workforce Services, Albany County School District #1 and community employers. The youths completed the Laramie Youth Work, Opportunities, Readiness and Key Skills (WORKS) Program.

"I am beaming with pride," Laramie Workforce Center Manager Annette Mello said. "We never had any plans for this program; we just kind of developed it based on the needs of what the school district told the Workforce Center it needed. So to see it come to fruition and see all of these students really blossom and flourish under it, and to see my staff so excited about working with the youth, I just can't even express how proud I am of all of them." Mello said.

WORKS was conceived when School District Transition Specialist Mary Hixson approached the Department's staff about how to help students prepare for life after high school. According to Mello, "She said she had some students that could possibly fall through the cracks because they were going to be graduating soon and didn't have the skills necessary to find employment, so we worked with her and came up with a plan for workshops that would get the kids ready and developed a work experience with local employers."

Mello also said, "Young adults are especially at risk of being left behind by today's employment marketplace . . . The most recent statistics are that teenagers who are coming out in the market, ages 18-23, their unemployment rate is 17.2 percent, so they have a real hard time getting employment because they don't have the experience yet;

they don't have the necessary skills. Giving these students workplace skills at least gives them an edge in that employment field."

WORKS students learned crucial job and life skills like resume building, proper work attire, sticking to a schedule, how to plan a budget and how to cook for themselves. One of the most helpful parts of the program was the mock interview, Mello said.

"They really enjoyed those. They kind of got a chance to interview with employers and we had representatives from Leadership Laramie this year who participated in interviews and interviewed each of the students," Mello said. "We also purchased interview clothes for all of the students so they would be properly dressed for their mock interviews, then eventually going on into the interviews for the work experiences."

Mello added, "Most of them are already working now . . . Some of them have gone on to full-time employment, so we hope for them to continue that, and for those going on to school, we hope they take those life skills with them to help support themselves."

A second group of WORKS students has already begun attending workshops. What has made the program successful are local employers willing to give students work experience opportunities, Mello said.

"This program's successful because of the partnerships that we've had working with Whiting High School, Laramie High School and community members like Leadership Laramie, and even personal donors who donated money for things like food. It couldn't be a success without those partnerships." (Adapted from a story in the Laramie Boomerang Newspaper, June 06, 2011)

tional training and apprenticeships.

Wyoming's PY 2010 summer youth work experience program was the largest in its history. 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 are responsive to the demands of regional economies. The Department of Workforce Services also utilized ARRA funding to provide educational, training and supportive services to youth as needed throughout the program year.

### Opportunities For Employment Through Training

As stated in its annual strategic plan, the Employment and Training Division provides training services to eligible individuals based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. The Division's goal is to add skills to the workforce. Wyoming's economy is continuing to become more of a knowledge-based economy where all positions are

requiring higher levels of technological expertise. The Division remains dedicated to meeting the current needs facing Wyoming's economy and future workforce demands as new industries evolve within the state. As the demand for higher-skilled, technological workers increases, the Division, alongside its partners, is working to create innovative strategies that identify those skills needed, develop training opportunities and style its services/funding streams to meet Wyoming's evolving economy.

As Wyoming's population and industry make-up continually evolve, so does the need to add skills to potential and existing workers. Typically, as workers or employers identify a skills need, the Agency facilitates access to training activities and supports to the Wyoming labor force and employers. Training Services that are offered by the Agency includes activities such as subsidized on-the-job training, classroom training and customized training. Supportive Services are also provided to assure successful participation in those activities, ultimately intended to improve success in employment.



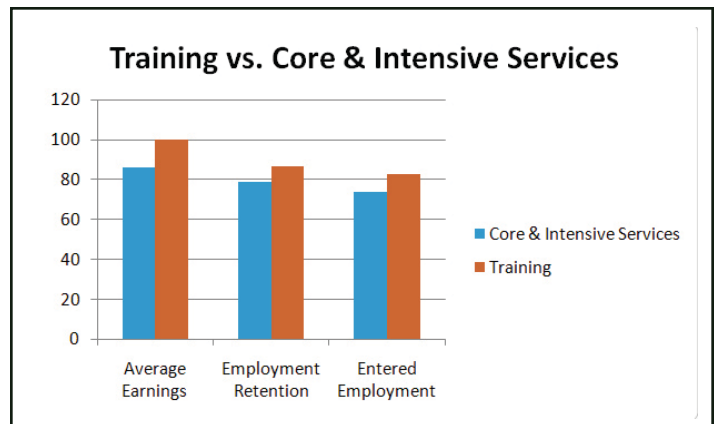
Training is provided through partner organizations and programs, which must pass through an approval process to ensure that each provider, and its programs, meets the Divisions' standards. The Division will continue to follow this required policy to assure the quality of training in the state.

As indicated in its state plan, Wyoming is continuing to increase the number and variety of approved training providers. This now includes the provision of automatic approval for all programs offered by an Approved Training Provider, which is facilitated by the eligible training provider waiver granted by ETA. The Employment and Training Division is also continuing to diversify and increase the types of supportive services available to eligible participants in training. In addition, Wyoming has continued its ongoing work with the community colleges and other training providers to develop and implement new curriculum and training programs, as dictated by changes in the economic market, rates of unemployed individuals and other state and local conditions.

The Employment and Training Division and the Wyoming Workforce Development Council operate an efficient and effective process for approving training providers and training

**Figure 8**

Training vs. Core & Intensive Services



*Wyoming Department of Workforce Services*

programs to be utilized by WIA Adult and Dislocated Worker participants. Currently, there are 75 active approved training providers. Some of these are in Wyoming and some are located out of state. As mentioned in the section on WIA

## A Success Story...

Workforce specialist Kaylene McCrann placed Marvin and Kevin Amadi at the Rock Springs Housing Authority. They began working for Dora Holbert on June 3, 2011 through the WIA program. They were contracted to work through July 22, 2011.

During that time, they exhibited an exemplary work ethic, willingness to learn, and were extremely productive. As a result of their work performance during the contract period, the Housing Authority extended their employment beyond the state reimbursement phase by five weeks, or approximately 200 hours each. During their employment period with the Housing Authority, they participated in many different projects and learned many new skills. These projects included grounds-keeping, painting (interior and exterior), landscaping, irrigation, and apartment renovation.

One particular project they were instrumental in was a landscaping project at the Thompson Heights Complex. This project consisted of renovating a dirt island in the middle of a large parking lot. They assisted in tilling, weed barrier installation, decorative rock application, pruning and trimming of existing plants and planting of new plants. Both Marvin and Kevin were creative and offered suggestions and ideas towards the overall design plan and worked diligently in converting the ideas to reality.

In addition to the projects they have participated in with the Housing Authority, the Superintendent of Parks for the City of Rock Springs utilized their services to trim trees for the Housing Authority complexes. Their work performance with him has opened up the possibility for re-hire in the spring of 2012 for the Parks Department.

Marvin and Kevin learned various new and useful skills



while working with the Housing Authority as they had never painted, trimmed trees, or done any creative landscaping; among other skills. They were always eager to learn, quick to adapt to new skills, interested in the outcome of each project and showed pride in the work they did.

The employment with the Rock Springs Housing Authority was beneficial to Marvin and Kevin Amadi due to the variety of work performed within the department, the various projects undertaken, and the diverse crew with which they worked.

In addition, their employment was equally beneficial to the Housing Authority due to their impressive work ethic and productivity. Dora said she would not hesitate to hire them again or provide a shining reference on their behalf to other prospective employers.



## A Success Story...

The Sheridan Workforce Center Summer Youth Program for 2010 was a unique approach to providing summer work experiences in addition to career readiness skills, life skills, leadership training and community service experience. The project was an agreement with Sheridan College, the local community college, to provide a project manager, project coordinators, and peer mentors to staff a youth program consisting of approximately 30 youth participants, ages 14-18.

Based upon their skills and interests, the youth participants were able to choose to participate in one of six different occupational work experiences. These were Engineering/Computer-Aided Drafting, Early Childhood Education, Animal Science/Agricultural Science, Horticulture/Landscaping, Computer Systems and Construction Technology. The model for implementation was designed to tie both workforce and academic training together, emphasizing the benefit of education to the youth participants. Each industry was tied to a college academic discipline, which provided continuity in participant training, and instilling participant awareness of the value of education.

The summer program began with an exceptional three-day leadership training given by Grand Dynamics, an experiential training and development firm. The leadership program, which was fun and interactive, utilized experiential learning and anchored key program concepts for the summer youth employment program. These were a series of frameworks for transferring and integrating youth leadership learning. Two days were spent in outdoor activities practicing and building leadership skills. An exceptional component that added greatly to the entire summer youth program was that Grand Dynamics implemented EQ University emotional intelligence pre- and post-SYEP assessment for all the youth participants.

The concepts covered included: (1) learning how to learn - developing on-going competence and confidence in learning; (2) leadership - what it means and how this can be applied to life; (3) developing youth potential - aligning what youth do to what they are capable of doing; (4) emotional intelligence - how understanding and managing emotions are critical to leadership success; (5) teamwork - team synergy concepts and initiatives; (6) belief systems - instilling a positive belief system and methods for reframing unfavorable outcomes into powerful learning experiences (failing forward); (7) action planning - insights from the program and applying lessons through a goal-setting model; and (8) celebration - celebrating the success of the program and individual participation.

The assessment results told a great deal about the participants and were a great tool for the project coordinators to work with throughout the summer youth program. The project coordinators were able to build upon the partici-

part's strengths and be aware of the weaknesses. The youth participants, project manager, project site coordinators, and peer mentors all participated in the leadership training giving them all a chance to get to know each other before the real work began!

The next two weeks consisted primarily of classroom training and pre-employment training for the respective industry chosen by each youth participant. The pre-employment training components were resume writing, interest inventories, life skills, job search and labor market information, and job retention. After the classroom training was completed, eight weeks of actual work experiences was provided for the youth, and based on a regular work schedule. Each work site had a program manager and a peer mentor (who was usually a couple years into the field of study of that particular worksite).

The experiences and accomplishments at each work site give a flavor for the value of each work experience. For example, the Animal Science/Ag Land Management participants were located at a mountain ranch, stayed in cabins, repaired fence for a working cattle ranch, and had many nights to roast marshmallows over their campfire. The Construction Technology participants helped to build a Habitat for Humanity home for a family. They worked alongside the family volunteers, but also had the experience of getting to know other volunteers from across the United States. The Landscaping/Horticulture participants were able to learn the art of caring for a test group of a different variety of grapes, to determine what would thrive the best in Wyoming climates. The Early Childhood Education participants worked at an actual day care. One of them hired on with the company after the summer work experience ended! The computer systems participants were able to set up all new computers for Sheridan College and wipe down all the replacement computers to be donated to non-profits around the community.

Each work site was also required to participate in some kind of community service of their choosing. At the end of the 10-week program, a reception was held for friends, family, and employers to celebrate the accomplishments of the youth participants. Each work site group gave a summary of their work experience, some of their accomplishments and highlights. The youth put a great deal of effort into their presentations as many had prepared full slide shows along with music.

In summary, the entire project was a success. Every single participant that summer stayed with their work experience until the very end; not one dropped out of their activity! It was innovative, thorough, creative, fun, and memorable. The participants gained valuable experience and education in the field of their choosing, work readiness skills, life-long leadership skills and immediate job opportunities for some.



**A MAJESTIC SCENE** -- Wyoming is known for its beauty. The Teton Mountain range near Jackson offers some of the most breathtaking views in the country.

waivers, the Division is developing a web-based Provider Services System, which will provide easy access to the Approved Training Providers list for users, and a host of current information about local and state education/training opportunities.

A promising training-related development is the sector strategy initiative, Industry Partnership Solutions, which is sponsored by the Workforce Development Council and the Department of Workforce Services. The industry partnerships are focusing on the critical skill needs of multiple employers within industries, fostering new technologies, which will open new job possibilities, and the provision of on-the-job training opportunities for available positions.

Also, they are assisting educational and training institutions to align curriculum and programs to industry demand. Wyoming's WIA program stands to benefit much from this initiative.

The Division's web-based workshop scheduling option, in Wyoming at Work, also enables the Division to coordinate more effectively with partners on training and other

planned events of mutual interest. As events are scheduled by the Division or the partnering organization, they are readily available to other units that have access to the website. This scheduling tool also allows the organizations to register event participants online, view the names of all participants planning to attend, and receive real-time reports on attendance.

During PY 2009, the Department also began partnering with Kuder Inc. for an Internet based career assessment tool called Wyoming's Career Toolkit.

The Toolkit also has the capability of providing 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.

With the infusion of participant dollars from the American Recovery and Reinvestment Act (ARRA), a larger population of Adults and Dislocated Workers were trained or re-trained to find sustainable employment opportunities, in PY 2010, particularly in the areas of green jobs, medical services and



other industry sectors.

In PY 2010, Wyoming's WIA performance results continued to support an emphasis on training, as illustrated by Figure 9. Adult and Dislocated Worker participants, who received training, entered employment at a combined rate that was nearly 11.0 percent higher than those who received only core and intensive services (82.8 percent compared to 73.9 percent). The training group also retained employment better (86.4 percent compared to 78.6 percent) and earned more, on average (\$13,698 compared to \$11,819). Similar outcomes have been consistent over the years.

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

In analyzing the data it is important to consider some important caveats. First, individuals who received only core and intensive services typically felt less need for assistance in finding employment than those who received training.

Second, due to the current economic conditions and lack of employment opportunities, individuals who did receive training may have done so in a field where jobs are not currently available – but by all indications – will be in the near future. Also, some probably had more employment barriers, or greater needs for skill development.

Third, not all individuals who started training successfully completed. Either they dropped out of training or failed to pass their coursework. Fourth, some of the workers who were trained obtained employment outside of the classification for which they were trained.

### **Description of WIA Common Performance Measures**

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

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

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

**Adult & Dislocated Worker Average Earnings** – Of those participants who are employed in the first, second,



and third quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of participants who exited during the quarter.

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

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

**Youth Literacy & Numeracy Gains** – Of those out-of-school youth who are basic skills deficient: The number of participants who increase one or more educational functioning levels divided 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 from 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	79.1	235
			297
Employment Retention Rate	89.0	83.1	241
			290
Average Earnings	12,932	12,233	2,642,405
			216

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	69.9	51	81.3	13	53.8	7	46.2	6
		73		16		13		13
Employment Retention Rate	79.0	49	60.0	9	76.5	13	77.8	7
		62		15		17		9
Average Earnings Rate	9,516	456,775	16,376	131,009	6,709	80,507	12,916	77,494
		48		8		12		6

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals who Received Training Services		Individuals who Only Received Core and Intensive Services	
Entered Employment Rate	81.8	180	71.4	55
		220		77
Employment Retention Rate	85.1	183	77.3	58
		215		75
Average Earnings Rate	12,602	2,028,898	11,155	613,507
		161		55

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	88.7	47
			53
Employment Retention Rate	91.0	94.6	35
			37
Average Earnings	14,700	19,524	663,816
			34

## Tables F-K

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced	
Entered Employment Rate	80.0	4	100.0	1	75.0	6	63.6	7
		5		1		8		11
Employment Retention Rate	100.0	2	0.0	0	100.0	5	100.0	6
		2		1		5		6
Average Earnings Rate	9,357	9,357	0.0	0	28,275	113,101	12,705	76,232
		1		1		4		6

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals who Received Training Services		Individuals who Only Received Core and Intensive Services	
Entered Employment Rate	88.1	37	90.9	10
		42		11
Employment Retention Rate	96.4	27	88.9	8
		28		9
Average Earnings Rate	20,488	532,699	16,390	131,117
		26		8

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	75.0	64.6	192
			297
Attainment of Degree or Certificate	60.0	60.7	196
			323
Literacy and Numeracy Gains	25.0	34.5	50
			145

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 Earnings Increase (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Worker)		Placements for Participants in Non-traditional Employment		Wages at Entry into Employment for Individuals who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	87.3	247	3,886	952,092	8.1	19	6,454	1,400,523	51.7	93
		283		245		235		217		180
Dislocated Worker	84.0	21	94.6	397,462	8.5	4	8,830	406,182	40.5	15
		25		420,177		47		46		37

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	23,422	18,725
Total Adult self-service only	22,590	18,253
WIA Adult	23,280	18,671
WIA Dislocated Worker	178	64
Total Youth (14 - 21)	892	422
Younger Youth (14-18)	648	271
Older Youth (19-21)	244	151
Out-of-School Youth	396	229
In-School Youth	496	193

Table N - Cost of Program Activities

Program Activities	Total Federal Spending	
Local Adults	\$2,068,262	
Local Dislocated Workers	\$333,165	
Local Youth	\$2,712,234	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$23,972	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$371,395	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Council Budget	\$207,420
	Discretionary	\$183,241
Total of All Federal Spending Listed Above	\$5,899,689	



# Table O

Local Area Name: State of Wyoming, Department of Workforce Services	Total Participants Served	Adults	23,280	
		Dislocated Workers	178	
		Older Youth (19-21)	244	
		Younger Youth (14-18)	648	
ETS Assigned #:  56005	Total Exiters	Adults	18,671	
		Dislocated Workers	64	
		Older Youth (19-21)	151	
		Younger Youth (14-18)	271	
		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	88.0	79.1	
	Dislocated Workers	86.0	88.7	
Retention Rate	Adults	89.0	83.1	
	Dislocated Workers	91.0	94.6	
Average Earnings	Adults	12,932	12,233	
	Dislocated Workers	14,700	19,524	
Placement in Employment or Education	Youth (14 - 21)	75.0	65.0	
Attainment of Degree or Certificate	Youth (14 - 21)	60.0	61.0	
Literacy or Numeracy Gains	Youth (14 - 21)	25.0	35.0	
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	

# Wyoming Workforce Development Council

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# Wyoming Workforce Development Council

## Council Vision

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

## Council Mission

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

## Council Goals

1. Encourage development of a robust diversified economy by identifying and responding to the workforce needs of existing and emerging businesses and industries.

2. Support future and current career development of incumbent workers and remove barriers to employment for all.

3. Increase individual academic and technical skills, access to educational and training programs and foster life-long learning.

4. Promote coordination and collaboration of workforce, education and economic development systems to afford Wyoming a competitive advantage in the global economy.

5. Provide sound governance and oversight of financial information and compliance with the Workforce Investment Act of 1998.

The Council operates with five committees. These are 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;

- 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 5% 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.

## Workforce Development Council Discretionary Activities:

The Wyoming Workforce Development Council engaged in important activities during the year that benefited Wyoming's employers and workforce.

As mentioned in the Partnering for Success section of this report, the Council coordinated with the Department of Workforce Services to organize and execute the Governor's Summit on Workforce Solutions providing a platform for employers to discuss a variety of workforce challenges identified within their particular industries. Additionally, the Council and Department have experienced unique success derived from utilization of the Industry Partnerships Solutions approach, which other states have been referring to as 'Sector Solutions'.

To date, the Council has supported two healthcare projects, one manufacturing initiative, an information technology program, oil and gas development, and the hospitality industry. With these partnerships, the Department and the Council have been successful in bringing economic development to Wyoming, supporting community colleges and training providers, and realizing data which will prove useful for further funding mechanisms.

Discretionary funding was also utilized to provide grant opportunities for high school youth. Recipients of the grants were: the FFA, Distributive Education Clubs of America, Future Business Leaders of America, and SkillsUSA. In addition, funding was provided to the Wyoming Youth Latina Conference in support of their annual program addressing leadership, education, and workforce initiatives focusing on young, Latina women.



## **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 to address workforce development issues at a state level. The Wyoming Workforce Alliance (WWA) was formed in the fall of 2002 to improve the access to short-term training, develop the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market. Also, the Alliance works to respond to employers' need by connecting them with qualified employees that will help to successfully operate their businesses.

## **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 (TANF) – Personal Opportunities With Employment Responsibilities (POWER) program, Employment and Training for Self Sufficiency program, Vocational Rehabilitation services, Disability Determination Services, Veterans Employment Services, Senior Community Service Employment programs (also known as 55+ Employment Network), Trade Adjustment Assistance program under the Trade Act, Food Stamp Employment and Training, Alien 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, JobAssit 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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