

Workforce Innovation and Opportunity Act (WIOA)

Program Year 2018 Narrative Report



The WIOA Annual Narrative Report was developed and written in coordination with Title I, II, III, and IV Programs. The Partners wrote the Unified State Plan to the following Vision and Goals.

Vision: Wyoming's workforce development system will be fundamental in supporting robust regional and state economies and in producing a high-quality workforce valued by Wyoming employers.

Goal 1: Ensure Wyoming employers have access to a skilled, high-quality workforce in today's changing economy.

Goal 2: Ensure Wyoming people who want to work have access to an open, streamlined, and effective workforce development system.

Goal 3: Ensure all Wyoming Youth have access to opportunities to be career and college ready.

The Unified State Plan Vision and Goals are reinforced by the Department of Workforce Services' Mission, Vision, and Values and Adult Education's Mission and Vision

Department of Workforce Services (Title I, III, IV)

Mission: As public servants, we work hard every day to help ensure safe and fair workplaces with qualified workers.

Vision: Leaders in workforce and safety solutions that contribute to a prosperous Wyoming economy.

Values:

1. Integrity - Truthful, Ethical, Accountable, Consistent, Fair and Predictable.
2. Courage - Fortitude, Principle Over Expediency, Demonstrate Self-Initiative.
3. Discipline - Self-Control, Respectful and Objectivity.
4. Loyalty - Allegiance, Trust and Respect for Authority.
5. Diligence - Excellence, Dedication, Perseverance and Commitment.
6. Humility - Compassion, Servant Leadership and Recognize the Strengths of Others.
7. Optimism - Focus on the Future, Maintain Positive Outlook, Demonstrate Patience and Understanding.
8. Conviction - Approach Each Day with Confidence, Passion and Sincerity.

Adult Education (Title II)

Mission: By providing innovative and cutting-edge training, monitoring and leadership activities, the Adult Education Program will provide tools and strategies necessary for statewide program success to local adult educational programs so they may effectively and efficiently provide adult educational services to out-of-school youth and adults to carry out their roles as workers, parents, citizens and community participants.

Vision: Every Wyomingite will possess the knowledge and skills necessary to compete in a global economy, to exercise the rights and responsibilities of citizenship and as community members and to be involved in the lifelong learning process for themselves and family members.

Identify each waiver that the state has had in place for at least one program year and provide information regarding the state’s progress toward achieving the goals and performance outcomes in ETA’s letter of approval for the waiver (sec 189(i)(3)(C)(ii)) and outlined in the state’s waiver request (when applicable). Discuss how activities carried out under each approved waiver have directly or indirectly affected state and local area performance outcomes. To the extent possible, provide quantitative information.

Wyoming has two active waivers, that impact the WIOA program:

1. *Requirements to collect and report performance data on all students in programs on the State’s Eligible Training Provider List*

On April 19, 2019, Wyoming submitted a waiver to the Department of Labor (DOL) for the requirements related to the collection and reporting of performance data for all students participating in training programs listed on the state’s Eligible Training Provider (ETP) List. This waiver was extended by ETA on June 24, 2019. This waiver is approved through June 30, 2020.

Wyoming is working to leverage existing systems to assist with meeting the WIOA ETP performance reporting requirements. This waiver has helped Wyoming to further develop its workforce while continuing to focus on innovative strategies for a demand-driven workforce. The State has seen the following:

- a. An increase in training offerings for individuals;
- b. More training providers, and more robust demand-driven training options;
- c. Stronger partnerships and relationships between providers and the one-stop system;
- d. Greater utilization of the ETPL by individuals pursuing training in Wyoming related to jobs that are in-demand by employers now and in the future; and
- e. The Eligible Training Provider List is also a designated process to the ENDOW (Economically needed Diversity Options for Wyoming) Initiative. The ENDOW Initiative is an integral piece in meeting the State of Wyoming legislative goals to diversify the State’s economy and grow/expand opportunities to keep young people in Wyoming. Therefore, this will cause a major impact on our State’s goals and efforts.

2. *Requirement to Expend 75 Percent of Funding on Out-of-School Youth Expenditures to be Reduced to 60 Percent for Program Years 2016 and 2017*

On February 28, 2018, Wyoming submitted an exception request to the Department of Labor (DOL) to decrease the percentage of funds spent on the State’s out-of-school youth program from 75% to 60% for program years 2016 and 2017. On April 11, 2018, the State received a letter from DOL approving the request. The expiration of this exception is the end of the program year 2017 expenditure period June 30, 2020.

On September 3, 2019, Wyoming submitted a waiver request to the Department of Labor (DOL) for the requirement to expend 75 percent of funding on the out-of-school youth population. Wyoming requested that this percentage be lowered to 60 percent for Program Years 2018 and 2019. To date, this waiver has not been approved by the Department of Labor.

Wyoming continues to implement new and improved strategies in an effort to recruit and serve the state's out-of-school youth population. These efforts include, but are not limited to:

- a. Enhance Partnerships with community partners, other State agencies (Department of Family Services, Department of Education, and the Division of Vocational Rehabilitation), schools and businesses to increase youth opportunities. Wyoming is working on strengthening the state's referral processes, increasing collaboration among youth service organizations, organizing and participating in youth career fairs, and strengthening the current partnership with Adult Education programs. Although many new out-of-school youth applicants are referred by a previous participant, we are continuing to work with partner agencies such as the Division of Vocational Rehabilitation and Department of Family Services for regular referrals and to continue to provide wraparound services to the State's out-of-school youth.
- b. Increase Work-Based Learning Services to youth despite their education status. This includes: work experiences, internships, pre-apprenticeships, on-the-job training and job shadows.
- c. Increase Career Exploration and Employability Services to youth despite their educational status.

Identify the two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot. If the state is piloting a state-established measure of Effectiveness in Serving Employers, or has any other metrics to assess employer engagement, describe the measure or metric as well.

The Wyoming Workforce Development Council (WWDC) selected Employer Penetration and Retention with the same Employer 2nd & 4th quarter after exit as Wyoming's focus for the Effectiveness in Serving Employers performance pilot indicators. Wyoming has placed an emphasis on Business Engagement and Outreach to promote Business Services that can assist employers with recruitment and retention strategies. Workforce Center Managers are coordinating outreach efforts in various forms such as monthly goals to ensure local areas have strategies to increase awareness of labor exchange services offered at the American Job Centers. We have Business Representative and Rapid Response training scheduled for two sessions for the Fall of 2019. Services are also coordinated with Vocational Rehabilitation's Employment First program consultant to identify businesses that are interested in hiring persons with disabilities. The Employment First consultant also provides training to businesses about disability topics on an as-needed basis.

Include brief descriptions of: (a) current or planned evaluation and related research projects, including methodologies used; (b) efforts to coordinate the development of such projects with WIOA core programs, other state agencies and local boards; (c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically; (d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations; and (e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

a) Current or planned evaluation and related research projects, including methodologies used.

Research & Planning (R&P) has completed and is currently revising/refining a quasi-experimental matched control group program evaluation of the WIA\WIOA programs. The evaluation includes Adult, Youth, and Dislocated Worker programs that received, at a minimum, some level of training. Control groups were statistically matched from individuals who did not participate in a WIA\WIOA program but had characteristics similar to the participants, such as

gender, age, quarters worked in the period prior to training, and quarterly mean wages in the period prior to training. R&P is currently refining the control group selection in order to further evaluate the outcomes. Outcomes will be evaluated related to earnings and labor force attachment (*See Appendix A-WIOA R & P*).

b) Efforts to coordinate the development of such projects with WIOA core programs, other state agencies and local boards.

In Program Year 2018, Wyoming served:

1. Title I: 396 adults, 83 dislocated workers, 289 youth aged 14-24 years of age.
2. Title III: 9,514 job seekers, including Veterans; and
3. Title IV: 4,406 individuals with disabilities

Wyoming has increased efforts to improve employability of individuals with barriers to employment, such as, low income individuals, public assistance recipients, basic skills deficient and English language learners by working with all partners in the one stop delivery system to maximize resources. Some of the efforts started with training. Wyoming updated the WIOA Policies and Procedures Manuals to strengthen the definitions of the WIOA priority of service. From having a better understanding of these definitions, the state has been able to provide targeted outreach and collaboration efforts.

Outreach Efforts

The Wyoming Workforce Centers have focused WIOA outreach on the identified WIOA Priority of Service. This includes regular presentations at:

1. The Department of Family Services
2. Homeless shelters
3. Transitional Living Centers for ex-offenders
4. Probation and parole offices
5. Mental health counseling centers
6. Youth Conferences, specifically had a presence at the Latino Youth Conference
7. Youth Alternatives
8. Churches
9. Job Corps
10. Adult Education Programs
11. Community Colleges
12. Chamber of Commerce meetings and events (Business After Hours, Red Carpet events, Job Fairs)
13. High Schools, specifically working with the Drop Out Prevention Counselors
14. Division of Vocational Rehabilitation
15. Worker's Compensation
16. Senior Community Services Employment Program (SCSEP)

Wyoming coordinates services with a variety of organizations/agencies in an effort to reach the WIOA Priority of Service. This includes:

1. The POWER Program – POWER is a cumulative effort between the Wyoming Department of Family Services (DFS) and the Wyoming Department of Workforce Services (DWS), working together to assist Wyoming families in need.
2. DAD's Making a Difference – The Nationally recognized Dads Making a Difference program is a training-to-work program for low income custodial and non-custodial fathers who are experiencing multiple barriers to self-sufficiency. The Dads Making a Difference program provides the services necessary for the participants to actively improve the quality of their own lives, as well as the lives of their children and families. Each participant is provided with job training in high growth, high demand occupations, followed by placement assistance in high paying jobs.
3. Job Corps – The Wyoming Workforce Centers are working closer with the Riverton, Wyoming Job Corps Center and have been taking tours in an effort to learn more about the Job Corps program. There are Job Corps Offices throughout the state that we are beginning to coordinate with.

Collaboration Efforts

The Wyoming Workforce Centers collaborate with partners on a daily basis. Some specific examples are:

1. Monthly WIOA Workforce Specialist Conference Calls, during these calls we invite partner programs to attend and share specific program information and discuss best practices for serving individuals in need.
2. Monthly Employment and Training / Vocational Rehabilitation Meetings within the Workforce Centers.
3. Agency Training opportunities, the Agency is providing more training that is being offered to all staff.

WIOA Partners' Day

As in previous years, our WIOA Partners Day at our Summer Institute was a huge success as it brought together American Job Center Managers, Vocational Rehabilitation regional staff, and Adult Education (AE) staff and instructors. This year's presentations were delivered by speakers from the Wyoming Community College Commission, The Department of Workforce Services, and the Wyoming Department of Education on such topics as State efforts to unify multiple State and Federal efforts on education and the workforce. Examples of this included the ENDOW Initiative, which is aimed at expanding State efforts to diversify the Wyoming economy, Wyoming Works, a new grant program which provides funding for non-traditional students who are enrolled in a credential program, Perkins funds to assist students in Career & Technical Education (CTE) programs of study, and other State-wide initiatives.

WEX Technical Assistance

Project Overview

This project was designed to help Wyoming address challenges meeting the WIOA Youth Program requirements. The legislation requires that 75% of all local youth program funds be devoted to serving out-of-school youth. In addition, WIOA requires that 20% of all local youth program funds

be used to provide in-school youth and out-of-school youth with paid and unpaid work experiences such as summer employment, pre-apprenticeship programs, internships, job shadowing, and on-the-job training opportunities. To accomplish this, subject matter experts compiled promising practices, resources on allowable activities in the youth program, and techniques for expanding youth work experience.

A two-and-a-half-day training session was held from February 26 - 28, 2019, with approximately 50 statewide staff from Wyoming's Department of Workforce Services including WIOA Workforce Specialists, Business Representatives, and state program and administrative staff. The technical assistance offered was designed to complement training conducted by the state of Wyoming on data entry and coding of activities related to work experience and other youth program elements.

Goals of the Initiative (Project)

The main goal of this initiative was to share protocols and promising practices that would help Wyoming improve performance especially as it relates to allowable activities, expenditures, and the design and implementation of work experiences for youth.

One of the initiatives was the many reference tools provided for Wyoming to use to help meet the Youth Work Experience expenditure requirements and to improve service delivery and youth program outcomes. The in-person training and the many reference tools focused on these topic areas:

1. Strategies to target opportunity youth;
2. Characteristics of an effective Work Experience;
3. Designing work experiences based on the interests and abilities of the participant and the needs of local employers and the economy;
4. Promising practices in the design and implementation of work experience;
5. The different types of work experiences to consider;
6. How to evaluate the effectiveness of a work experience;
7. Outreach ideas to capture the interest of employers who may sponsor work experiences and hire youth;
8. Connecting education and training partners to design including evaluation of work experiences;
9. Allowable activities and expenditures that are connected to the requirements of youth programs;
10. Resource mapping and leveraging the local community's assets.

Next Steps/Action Items

1. Expand the collaborative efforts between workforce and education partners;
2. Create cross-training and mentor-learner teams within the state system;
3. Continue staff professional development around work experiences;
4. Work with partners at Medicaid, Child Support Services, and other State Agencies;
5. Conduct a Workforce Service Forum that combines job fairs with resource fairs;
6. Incorporate the Opportunity Youth Initiative into existing task forces and committees; and
7. Develop Pre-Apprenticeship and Registered Apprenticeship Programs including coordination with Vocational Rehabilitation to expand opportunities for individuals with disabilities to enter into Registered Apprenticeship programs.

WIOA Common Intake/Referral/Reporting

Wyoming continues the project to implement a WIOA Common Intake, Referral, and Reporting System. Currently, the Adult, Dislocated Worker, Youth, TAA, NDWG, and Adult Education programs are using the system including data integration from their case management systems, to promote referral and participant tracking between the Programs. The Vocational Rehabilitation Division has begun utilizing the system to send and receive referrals. Data integration between the Common Intake System and the Vocational Rehabilitation Division and with the Unemployment Insurance Division is ongoing but not yet complete. Wyoming continues to refine and improve the system in order to provide streamlined data collection and referral for WIOA programs.

Apprenticeship State Expansion Grant

Wyoming received the Apprenticeship Expansion Grant and secured an additional \$641,000 to support work on increasing the number and diversity of Registered Apprenticeship Programs in Wyoming as well as aligning with the state's employment, education and economic development systems.

Orientations

Adult Basic Education performs integrated orientations with partner agencies; Department of Workforce Services (DWS) and Vocational Rehabilitation (VR) that are held around the State.

Pre-Employment Transition Services

Vocational Rehabilitation identifies and coordinates services for both in-school and out-of-school-youth with disabilities. Counselors focus on assisting in-school youth with developing workforce readiness skills and exploration of potential careers including worksites.

c) A list of completed evaluation and related reports and links to where they were made accessible to the public electronically.

[Click here for a draft of this evaluation.](#)¹ The final revised evaluation will be made available at the same URL once the study is complete.

d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations.

All data, survey responses and other information related to these projects is and will be available for visits for Federal evaluations.

e) Any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

DWS and WWDC have procured the services of the Wyoming Survey and Analysis Center (WYSAC) to conduct confidential satisfaction surveys of individual customers and employers served over the past two years. The survey will be administered via email link from WYSAC to program specific customers who have provided an email address to the Department. All surveys will be administered from a third-party email to avoid an appearance of impropriety related to confidentiality. WYSAC has the capability to stratify by nearly every category on the survey on request. Once surveys are complete results will be provided to the WWDC for review and discussion regarding improvements to be made.

¹ https://doe.state.wy.us/LMI/wioa_evaluation.pdf

The Research and Planning data highlighted Wyoming's rural areas, which can have a lack of academic and economic opportunities. With this information, Wyoming conducted a Strategic Planning session. One area that was identified as a need was to increase the Eligible Training Provider capacity. The state has begun working on this with the assistance of the DWS Liaison to the Wyoming Workforce Development Council. Wyoming has made several presentations to WWDC regarding Eligible Training Providers and the state is exploring reciprocal agreements. Wyoming is also being more proactive with existing Eligible Training Providers by having discussions with them on programs not listed on the ETP and moving forward with sending applications.

Another strategy Wyoming implemented in the Fall of 2019, for continuous improvement, was the roll out of Bridges out of Poverty training to WIOA and Vocational Rehabilitation staff. This training takes a comprehensive approach to understanding poverty. It uses the lens of economic class and provides concrete tools and strategies for a community to alleviate poverty. Wyoming staff reviewed poverty research, examined theories of change, and analyzed poverty through the prism of the hidden rules of class, resources, family structure, and language.

Describe the state's approach to customer satisfaction, which may include such information used for one-stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state's methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate; 3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

1) The state's methodologies

The one-stop center certification asks whether activities are completed to ensure continuous improvements are made to respond to specific customer feedback. Each one-stop responded accordingly. The state utilizes an online feedback system accessible to all individuals and employers who receive services.

2) The number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate

A total of 408 individuals/employers who completed a customer service satisfaction survey in the online job matching system, Wyoming At Work. The overall response rate was low however typical compared to responses received for surveys. We are working with our vendor on additional ways to customize the survey. Once customized, we will send out email blasts to active individuals & employers to increase survey participation.

3) The results and whether the results are generalizable to the entire population of customers

The Wyoming At Work online survey has an overall good result however improvement continues to be explored. Some of the survey results showed that 88.73% visited the site for job search while 3.68% visited for career planning and occupational research. The surveys are geared toward both employers and jobseekers.

4) A description of any continuous improvement processes for incorporating the customer satisfaction feedback.

DWS and WWDC have procured the services of the Wyoming Survey and Analysis Center (WYSAC) to conduct confidential satisfaction surveys of individual customers and employers served over the past two years. The survey will be administered via email link from WYSAC to program specific customers who have provided an email address to the Department. All surveys will be administered from a third-party email to avoid an appearance of impropriety related to confidentiality. WYSAC has the capability to stratify by nearly every category on the survey on request. Once surveys are complete results will be provided to the WWDC for review and discussion regarding improvements to be made.

Progress made in achieving the state's strategic vision and goals, as described in the state's Unified or Combined State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

The Wyoming Workforce Development Council (WWDC) has worked toward the completion of strategic objectives which were the result of the vision and goal-setting process. Once strategic objectives were assigned to committees, work began to ensure employer needs were being met and economic growth and economic self-sufficiency were being supported.

Strategic objectives assigned to the Communications & Community Relations Committee included coordination of the development of a timely and relevant feedback system to obtain comments, development of an outreach plan that informs the public sector, private sector, job seekers and government of the WWDC activities; obtain and analyze data to understand why Wyomingites are leaving the state, and support of the Annual Workforce Summit to provide opportunities among all partners and promote education and training specific to developing the workforce system.

The WWDC and DWS have partnered with the Wyoming Survey and Analysis Center (WYSAC) to conduct confidential satisfaction surveys of individual customers and employers served over the past two years. The survey will be administered via email link from WYSAC to program specific customers.

In January 2019, the WWDC procured the services of a contractor to develop an outreach plan to raise awareness of WWDC activities and initiatives. Anticipated outcomes include increased participation at quarterly meetings and awareness and participation in Next Generation Sector Partnerships. The plan is progressing well and will be completed in Spring 2020.

Data was provided by DWS Research & Planning shortly after the identification of strategic objectives. Committee members reviewed the data and began supporting a rework and relaunch of the Wyoming Grown Program which was established to entice former Wyoming residents back to the State. A pilot of the reworked program is underway and the WWDC will review effectiveness.

The 2019 Summit was a great success boasting an attendance of more than 300 individuals. Two tracks of interest were offered, Workforce and Safety. The keynote speaker was well received and the Workforce Roundtable session provided some great feedback for the WWDC. All participants were provided networking opportunities as well as education and training about partner programs and hot workforce topics in Wyoming.

The Next Generation Sector Partnerships and Career Pathways Committee began work on its strategic objectives of which the sustainability of sector partnerships was, and continues to be, a high priority due to its significant benefit to the State. The WWDC held its 2nd annual Next Generation Sector Partnerships Academy in July 2019 which hosted over 100 participants from private industry and individuals who represented community and state supported programs. The focus of the Academy was the sustainability of sector partnerships launched under the Next Generation Sector Partnerships model. One of the many results of the Academy was the development of a sustainability toolkit developed by the facilitating team. In less than two years Wyoming has worked within its 10 regions that have developed no less than 13 sustaining sector partnerships. Many of the partnerships have developed strong relationships between employers, K-12, post-secondary and many other partners across the state. As a result, career pathways from K-12 to employment have begun to form.

The Strategic Performance and Finance Committee meets monthly via conference call to review and discuss budgets and expenditures, Eligible Training Provider applications, new and revised policy, and provide guidance related to compliance with WIOA.

These are just a few examples of the great work of the uncompensated volunteer Wyoming Workforce Development Council.

Progress made in implementing sector strategies and career pathways. The discussion may include: business engagement strategies, work-based learning (including apprenticeship), and work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

As stated above, one of the WWDC's high-priority initiatives is Next Generation Sector Partnerships. Sector partnerships discussed in the previous reporting period have begun to thrive and we are seeing results. The Next Generation Sector Partnerships model paves the way for each industry to develop relationships with K-12, post-secondary, internship programs and apprenticeship programs. This groundwork will now lead to the development of career pathways that are industry-specific and, more importantly, specific to the unique cultural requirements of each region. Specifically, as the result of one partnership, a local school district hired an industry liaison to work with industry and the local community college to identify and develop curriculum specific to industry need. Another partnership identified the need for a reworked operator training that could be provided by a community college; that program was reworked and the community college is currently enrolling. Further, each regional group has the opportunity to apply for funding to develop apprenticeships through the Registered Apprenticeship funding received from DOL or complementary state funds, the state funded Workforce Development Training Fund and, if a participant meets the requirements of WIOA, through WIOA funding.

Several WWDC members joined the Wyoming State Director, Office of Apprenticeship at Governor Mark Gordon's Wyoming Apprenticeship Week Proclamation signing on November 4, 2019, and continue to work closely with the State Director on opportunities for Wyoming.

If the state has received a small state minimum allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

Wyoming was granted a small state minimum allotment exception to decrease the percentage of funds spent on the State's out-of-school youth program from 75 percent to 60 percent for program years 2016 and 2017. Most recently, Wyoming submitted a waiver request to the Department of Labor (DOL) for the requirement to expend 75 percent of funding on the out-of-school youth population. Wyoming requested this percentage be lowered to 60 percent for Program Years 2018 and 2019. To date, this waiver has not been approved by the Department of Labor.

The decision to submit the small state exception and new waiver request was subsequent to evaluating Wyoming's out-of-school youth population, the lower youth unemployment rate and higher "on-time" graduation rate. The number of youths between the ages of 18-20 in Wyoming's workforce has declined by 22% over the last decade. Part of the reason for the decline in hiring activity over the past decade may be due to a decrease in population of youth ages 18-20 residing in Wyoming. The state must also factor in the high school graduation rates which have increased for the fifth consecutive year during the 2017-18 school year. Students achieved an "on-time" graduation rate of 81.7 percent in 2017-18, an increase of 1.5% over last year. The Wyoming Department of Education has also put a focus on long-term planning for youth and are inviting postsecondary programs (Colleges, Universities, and Trade Schools) to meet with students as early as their junior year in High School. With this focus, approximately 60% of Wyoming high school graduates enroll in a postsecondary school prior to graduation.

Regardless of these factors, Wyoming must continue to implement new and improved strategies in an effort to recruit and serve the state's youth population. Wyoming Workforce Centers provide services to both In-School and Out-of-School youth; however, we have turned the state's focus and outreach efforts to the out-of-school population. The youth services provided to any youth, are individualized and are driven from the objective assessment and needs of the participant. All Workforce Centers ensure the Youth 14-Program Elements are intertwined and available to all youth. Here are five Youth Programs that are established in Wyoming's larger counties.

These areas are:

1. BOOST, Evanston, Wyoming

BOOST is a program designed to assist youth, ages 16-24 who have dropped out of school with educational instruction for self-sufficiency, the HiSec preparation, employment skills training, and life skills training. Additional classes are on writing a resume, dress for success, how to interview, Bring Your "A" Game, being a good employee, Reality town, transferable skills, career pathway discussions, Cent\$ible nutrition, first aid/CPR, defensive driving, drug alcohol and tobacco guidance.

2. SCOPE, Sheridan, Wyoming

SCOPE is a program designed to assist youth ages 16-24 who have dropped out of school with educational and tutoring for Hisec completion, employment skills, and life skills training. Through the SCOPE Program different individuals and organizations from the local community participate

in classroom presentations which will consist of various activities and presentations with their Case Managers and Community Partners such as; Budgeting, Credit, Banking, Drug & Alcohol Consequences, Community Service, Employer Presentations, Problem Solving, Health & Wellness, Interviewing skills, Mock interviews, Education and funding, Networking, Buying and maintaining a Car, Employer Tours, Suicide and Abuse Awareness, and Group Projects.

3. Leading Youth Forward Every day (LYFE), Cheyenne, Wyoming

LYFE is a program designed to assist youth ages 16-24 who have dropped out of school with educational support with the attainment of the Hisec, employment skills, and life skills training. All youth will be connected to training options and/or employers through a mandatory series of job readiness activities. Workforce Specialists will assess the youth's interests and goals on a case by case basis. Based on this, an action plan will be created that is tailored to the participant's assessment and goal results.

4. Advancement-Success-Purpose-Innovation-Reward-Education, (ASPIRE), Casper, Wyoming

ASPIRE is a program designed to assist youth ages 16-24 who have dropped out of school and are working on completing the Hisec Program, employment skills, and life skills training. All youth attend a 9-week workshop series twice a year to discuss Life Skills and Job Readiness Skills.

5. ADULTING 101, Laramie, Wyoming

ADULTING 101 is targeted to reach 14-to-24-year-olds. The program is set to run 16 weeks. It is broken down into four components: Personal Living, Applications, Employee, and Employer.

All programs have added career exploration and assessment modules that also address work readiness development. Many programs are providing a tiered approach to this starting with assessments, then exploration, then adding a business tour, then maybe a volunteer opportunity, and eventually identifying a work experience based on all of the tiers.

Additional strategies to better serve all youth include, but are not limited to:

Enhance Partnerships with community partners, other State agencies (Department of Family Services, Department of Education, and the Division of Vocational Rehabilitation) schools and businesses.

Wyoming is strengthening the referral process, which is increasing the collaboration among youth service organizations. Organizing and participating in youth career fairs, strengthening the current partnership with Adult Education programs, and working with partner agencies such as the Division of Vocational Rehabilitation and the Department of Family Services for regular referrals, and to continue to provide wraparound services to the State's out-of-school youth.

Each Department of Workforce Service region, county, city, and Workforce Center have unique partners and referral sources. Examples of local partners are:

1. Partnering State agencies
2. Vocational Rehabilitation
3. Job Corps
4. Adult Education programs
5. Alternative Learning Centers
6. School Counselors, Graduation Coaches, and Dropout Prevention staff

7. Community Colleges
8. Probation and parole (Circuit, Municipal and District Court Judges)
9. Youth group homes and homeless shelters
10. Residential treatment centers
11. Mental health programs and/or local counseling centers
12. Other community agencies
13. Employers

Increase Work-Based Learning Services to youth despite their educational status. This includes: work experiences, internships, pre-apprenticeships, on-the-job training and job shadows.

On February 26 - 28, 2019, approximately 50 statewide staff attended a youth training provided by Maher & Maher as a Department of Labor Technical Assistance Opportunity. This training allowed subject matter experts to compile promising practices, resources on allowable activities in youth programs, target outreach efforts, and techniques for expanding Opportunity Youth Work Experience. This training complimented the additional WIOA training that was rolled out during 2018 and 2019 for all WIOA Workforce Specialist's.

From the Technical Assistance, Wyoming reviewed all services and appropriate codes within the State's MIS. Following this review, new tools (cheat sheets) were created for the Workforce Centers to utilize. Wyoming trained on these tools with each Workforce Center in a one-on-one approach, spending time with the staff discussing work experience expenditures and how more work-based learning activities could be provided. These processes have improved Wyoming's tracking mechanisms and increased overall expenditures.

Another project that came from the Work Experience Technical Assistance, is only in the beginning stages, but is a partnership with WIOA, the Workforce Development Training Fund and a Cheyenne-based business, West Edge Collective. West Edge Collective is a team of marketing experts who are passionate about helping others grow their business. We will be partnering together on a youth internship program.

Increase Career Exploration and Employability Services to youth despite their educational status. The Department of Workforce Services has spent time training the WIOA Workforce Specialist's on the importance of individualized service strategies for youth. This training included the 14 Program Elements (definitions and types of services) and emphasis on work experience activities. There has been a huge focus on partnership with youth community partners, other State agencies, and employers to provide youth in Wyoming the exposure to various employment opportunities and knowledge of business needs. This increase in overall career awareness will allow youth to make informed decisions about their education and career pathway.

The state's performance accountability system, including:

Any specific state performance measures or goals and progress towards meeting them.

Wyoming does not have state specific performance measures or goals and works toward successful attainment of DOL measures.

Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

Wyoming is exceeding 90% of all except two performance measures. The two measures not yet met are:

1. Dislocated Worker Credential Rate – current performance rate 87.3%
2. Youth Credential Rate – current performance rate 79.8%

Wyoming is working to increase the Credential Rate for both Dislocated Workers and Youth. Along with ensuring applicable career services are completed prior to participation, increased case management contact after participation has been added to policy. Going forward, Wyoming will be developing reports to identify areas of concern and provide technical assistance.

The state’s common exit policy, including which ETA-funded partner programs are included in the state’s common exit policy.

A common exit occurs when a participant who is enrolled in multiple DOL administered partnered programs, has not received qualifying, participant-level services from any DOL administered program listed below for at least 90 consecutive calendar days, and no future services are planned (with the exception of self-service, information-only activities, or follow-up services).

A participant is only exited when all the criteria for exit is met for the WIOA titles I and III core and Trade programs. The WIOA title I and title III core programs, along with the Trade Act, are:

1. WIOA title I Adult program
2. WIOA title I Dislocated Worker program
3. WIOA title I Youth program;
4. Wagner-Peyser Act Employment Service program
5. Trade Adjustment Act (TAA)

Negotiated performance levels for local areas for titles I and III core programs for program years 2018-2019.

Wyoming is a single area state and has no local areas.

The state’s approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred.

Over the past year Wyoming has worked to create a validation methodology compliant with TEGL 07-18. Although this process has not been completed, the program team uses the quarterly and annual reports and data integrity reports from DOL to identify anomalies in the data and correct the issue. Wyoming is continually working on mapping the WIOA activities to the correct PIRL (Participant Individual Record Layout) element. Wyoming continues to use the allowable verification documents established under WIA for participant eligibility.

Wyoming conducts monitoring on an annual basis that assists in identifying issues prior to the case closing. Oversight and monitoring are a regular, systematic review, of programmatic activities, administrative systems, and management practices, to determine if they are appropriate, effective and in compliance with the Interagency Agreement, WIOA rules and regulations, Department of Labor (DOL)

directives and the Wyoming Workforce Development Council (WWDC) policies and procedures. If gaps or deficiencies are found during the monitoring process, the monitoring report will include recommendations to address the identified problem areas. The type and extent of the issues identified will dictate the required corrective action.

Activities provided by state funds:

Activities provided with the funds reserved by the governor, which can be up to 15% of the state's allotment.² In this section of the narrative, states may describe activities undertaken in whole or in part with their Governor's Reserve and how those activities have directly or indirectly impacted performance.

The Governor's Reserve is to be used for 12 Required Activities and 18 Allowable Activities. Due to the fact that Wyoming is a minimally funded, minimally staffed state, funding has been budgeted for the 12 Required activities operational costs.

As noted above, the WWDC continues its work on sector partnerships, which continue to be a high priority as they touch every corner and many industries in the State. In July 2019, the WWDC hosted its 2nd annual Next Generation Sector Partnership Academy which is by invitation only. At the Academy, the facilitation team walked participants through Wyoming's Next Gen journey. We heard from a panel of Wyoming Next Generation business champions. The facilitation team shared best ideas for growing business ownership in Next Gen Sector Partnerships. Regional teams shared strategies and personal commitments to grow business ownership and we heard from a panel who discussed Next Gen sustainability in their state. We discussed best ideas for increasing public partner support, ideas for making a shared commitment to sustainability, and completed sustainability action plans for each of the regions in attendance. Each region is now working through the sustainability plans and looking to identify additional strategies specific to their region.

In 2019, the DWS Liaison to the Wyoming Workforce Development Council traveled the state holding listening sessions to receive initial thoughts on what the ideal workforce in Wyoming looks like, how Wyoming's workforce development system adds value to the lives of Wyoming citizens, employers and employees, how the Wyoming Workforce Development Council could expand outreach efforts regarding the workforce development system, and sought feedback as to what should be measured to indicate Wyoming has an effective and efficient workforce development system. Sessions were held in:

1. Cody, Wyoming on May 9, 2019, at the WWDC quarterly meeting
2. Gillette, Wyoming on June 4, 2019, at 9:00 a.m., 1:00 p.m., 5:30 p.m.
3. Lander, Wyoming on June 11, 2019, at 9:00 a.m., 1:00 p.m., 5:30 p.m.
4. Rock Springs, Wyoming on June 25, 2019, at 9:00 a.m., 1:00 p.m., 5:30 p.m.
5. Cheyenne, Wyoming on June 27, 2019, at 9:00 a.m., 1:00 p.m., 5:30 p.m.

In 2018, Wyoming implemented a regional training approach, which kept the WIOA Workforce Specialist from extensive travel. This approach also provided more of an intimate setting with smaller class sizes. The WIOA 101 training including Wagner-Peyser remained a 2 ½ day opportunity, with a combination of policy/procedure, hands-on learning, and a file review. This training continued through 2019, with the following dates and locations:

² See WIOA section 128(a)(1)

January 29 - 31, 2019	Cheyenne
February 20, 2019	Laramie
March 26 - 28, 2019	Sheridan
April 9 -11, 2019	Gillette
August 20-22, 2019	Evanston
August 27-29, 2019,	Riverton
September 24-26, 2019	Jackson

Through the WIOA training, Wyoming learned that having one-on-one file monitoring meetings would aid in the Centers’ success. Therefore, in 2019, the state added file monitoring visits as a training tool and conducted these in the following locations:

January 18-19, 2019	Laramie Workforce Center
May 6-8, 2019	Cody/Worland Workforce Centers
September 9-11, 2019	Rock Springs Workforce Center
	Casper Workforce Center
	Cheyenne Workforce Center

Another approach to Wyoming’s training was to offer one-on-one opportunities with Workforce Centers on various topics. These training options were conducted via Google Hangouts and covered items such as, but not limited to:

1. WEX Expenditures
2. 14-Program Element Review
3. Objective Assessments
4. IEP’s and ISS Training

Also, during 2019, Wyoming implemented WIOA Center Manager training. These sessions include topics that are based on the needs of the staff and have been offered on a quarterly basis.

In addition, Wyoming still offers the monthly “Lunch & Learn” Google Hangout presentations for all staff who are interested. The presentations are offered at two different times during the month, as a way to accommodate the needs of the Center staff.

Wyoming continues to have monthly WIOA conference calls. A second call was added each month to ensure all WIOA staff could attend. During these calls the state shares pertinent WIOA policy and procedural information, discusses best practices, reviews performance and expenditure data, has partner/referral presentations, and highlights any successes.

Rapid Response activities and layoff aversion, which may include:

Data on number of companies served and number of individuals served.

Wyoming takes a unique approach by treating all layoffs, no matter the size, as a Rapid Response since we have minimal qualifying events. With this strategy, Wyoming’s Rapid Response team has contacted 52 employers including approximately 1,261 employees being affected through attempted efforts to provide Rapid Response services. We have been able to provide informational sessions including Rapid Response packets to approximately 346 employees since most of the affected workers are extended

offers to move to alternate locations and/or have found employment already due to Wyoming's current economic climate.

Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Adjustment Assistance and Dislocated Worker programs.

Wyoming applied for a Peer to Peer Grant and was approved for a customized training for our state. The state held two different training sessions in Casper on September 18th and September 20th, 2018. This approach gave all of the Workforce Center Managers and Business Representatives an opportunity to participate in this wonderful training opportunity to see the Mass BizWorks strategic model including extending invitations to economic developers. Additionally, Wyoming recorded this unique training opportunity and we utilize the YouTube Video on the Agency's Employment & Training Resource site for a continuous training resource for field staff. [Click here to view the Business Engagement & Rapid Response training video.](#)³

Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the state with respect to layoff aversion, such as return on investment or measures showing the economic benefits of Rapid Response and layoff aversion.

The Rapid Response Program served employers and employees where announced business closures and layoffs were occurring and where aversion efforts were unsuccessful. During the program year, Wyoming experienced numerous layoffs in the sugar, retail and service industries. Rapid Response was conducted by the local workforce centers in coordination with the Unemployment Insurance (UI) Division, Adult Basic Education, Wyoming Insurance Commission and community resources, to assist affected employees as requested by employers. Wyoming doesn't experience many formal Worker Adjustment and Retraining Notifications (WARN) since we offer rapid response services to all employers experiencing layoffs. Wyoming recently received approval from the Governor to move forward with a Request for Proposal (RFP) as a layoff aversion strategy to purchase a Mobile Workforce Unit including a Rapid Response staff member to operate the unit from a centralized location to various locations in Wyoming. The Mobile Workforce Unit will assist Wyoming communities with the importance of providing a more coordinated set of talent development solutions for their business and the constant changing of industries such as coal, retail, etc. A mobile unit would assist with integrating business services across workforce and economic development. The statewide mobile unit would assist Wyoming to increase business engagement and outreach to dislocated workers. The mobile unit can be utilized in a multitude of other workforce related events such as outreach, job fairs, informational sessions, natural disasters, etc. This supports the requirements outlined in 20 CFR § 682.300 for Rapid Response service delivery strategies that encompasses Business Engagement & Outreach requirements. We are exploring a Recreational Vehicle that would provide approximately 6-8 computers for labor exchange services such as registration in our Wyoming At Work system for re-employment services that promote rapid re-employment and layoff aversion strategies as required by the Workforce Innovation and Opportunity Act.

This would support a quick response as required to have the ability to dispatch the mobile unit to various events as stated in 20 CFR § 682.302 such as layoffs, plant/business closures (no matter the size), and natural disasters.

³ https://www.youtube.com/playlist?list=PLYazu559J4CuChsUTP9U_VcXBH-HdcmFK

Discussion of how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks or approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems or tools.

Wyoming's strategy on Rapid Response continues to grow with the increased efforts and emphasis on Business Engagement. The American Job Centers have Business Representatives that focus on this integral component to increase early notification. Several layoffs have given Rapid Responders the opportunity to connect affected workers with economic growth by having on-site job fairs which has expedited the goal of Re-Employment. Wyoming continues to train on the importance of collecting narrative data. However, the data isn't consistent to measure outcomes at this time. For example; an American Job Center became aware of a bankruptcy for a coal mine in a remote area in Wyoming. The Workforce Center Manager contacted Management to offer Rapid Response services. Additionally, the Workforce Center Manager collaborated with the Mayor and community leaders including participating with a Target Study. The company has emerged from bankruptcy and is now under new ownership, including a new operator of the coal mine. For now, 286 dislocated workers remain employed at the rural coal mine since the layoff was averted for the town.

Discussion of specific types of services or workshops provided to both companies and affected workers.

Rapid Response activities are carried out by the Department of Workforce Services, as designated by the State, in conjunction with local area partners such as Adult Basic Education and other stakeholders. Rapid Response presentations are customized to fit the needs of the employers and vary depending on the local and regional economy. Some Rapid Response presentations include job fairs of similar industries and/or transitional career opportunities to assist with layoff aversion. The American Job Centers have developed a great rapport with Unemployment Insurance partners. So, depending on the Rapid Response need or timing they are readily available to Rapid Response Teams in various modalities such as via teleconference, google hangout video, and in-person. The American Job Centers still encounter a reluctance from employers on providing informational sessions to staff being affected by layoffs so innovative sessions are offered through various methods. For example, a closure in a rural area of Wyoming occurred and a joint workshop was offered with Economic Development, Adult Basic Education, and Department of Workforce Services (Title 1, 3, and 4). Through the Rapid Response interaction with the workers, a customized welding training through the local community college was developed to fill the needs of job postings.

Activities provided under the Wagner-Peyser Act Employment Service section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

An initiative of Governor Matthew H. Mead, Wyoming Grown is administered by the Department of Workforce Services. The program started in May of 2015 and includes a statewide network of local employment experts who serve as personal recruiters for Wyoming Grown participants.

Analysis completed by the Research and Planning Division within the Department of Workforce Services finds that members of the baby boomer generation are retaining their employment in relatively stable jobs. In the case of educational services, health care, and public administration, the percentage of educated workers approaching retirement age is creating retirement bubbles potentially leading to a situation where supply may not keep pace with demand as baby boomers begin to retire. In the education sector alone, the

Research and Planning Division reported in 2014 that an estimated 29.6 percent of all workers in our education system are approaching retirement age.

Further exacerbating the situation is the exodus of young people. Of all 18-year-olds working in Wyoming from any given year only an estimated 40 percent are still working in Wyoming 10 years later. If not addressed, the convergence of the above-noted trends could have significant consequences for Wyoming employers and the state's economy. There is no doubt that Wyoming's economy needs diversity now more than ever. Workforce is a key piece to successful economic diversification efforts. With the right talent companies can expand and flourish creating prosperity for Wyoming's communities. For Wyoming employers who cannot find the human capital with the skills and expertise they need to be successful, Wyoming Grown is a critical tool.

In just over two years the Wyoming Grown Program has served 600+ individuals maintaining about 85 participants who are currently in the program. It has successfully connected 68 professionals with high-wage high demand careers in Wyoming yielding nearly four million dollars in salaries.

For the period of July 1, 2018, to June 30, 2019, the program assisted 56 active participants search for Jobs in Wyoming. During this period many job hunters were concerned about relocating to Wyoming because of the downturn in the economy. Additionally, a large percentage of participants were looking for positions in fields that were hit the hardest in Wyoming including oil and gas production.

The program has recently partnered with the Wyoming Business Council to join their subscription of a recruiting software and is looking at ways to assist Wyoming employers fill hard to fill positions. A pilot program utilizing the software is being tested in the Casper Workforce Center in partnership with the Casper Area Economic Development Association (CAEDA). The test project is working with employers who are trying to find workers for hard-to-fill positions. Wyoming Grown is working to find potential applicants for these companies by using the software to search the resumes of qualified people who are now in other states but have Wyoming ties. Individuals are being contacted by email and LinkedIn to share employment opportunities they might be interested in.

Any National Dislocated Worker Grants (DWGs) awarded to or within the state and how those funds are coordinated with state rapid response activities and dislocated worker programs, as well as how the DWGs fit in with state co-enrollment policies and disaster/emergency management activities, as applicable.

The Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative was awarded to the state with funding of 2 Million dollars with \$1,080,465.00 initially based on conditions of performance. This funding originally was for the period of performance from January 2, 2017 through September 30, 2019. This initiative, as the result of coal mine layoffs, resulted in a number of coordinated efforts under rapid response activities. Eligible participants under this grant opportunity were co-enrolled in Wagner-Peyser and WIOA. WIOA policies and procedures were followed in the enrollment, training, and career development of those eligible participants. A grant modification in September 2019 followed additional layoffs in the state resulting in a period of performance extension until June 20, 2021.

Any technical assistance needs of the state workforce system.

Wyoming has spoken with Clifftin Atkinson, Wyoming's Federal Project Officer, and he is performing research on Case Management Technical Assistance offerings. Wyoming looks forward to exploring these options including rolling out Case Management Technical Assistance to field staff.

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment, including information based on the state's evaluation and related research projects. This discussion should cover a broad range of at-risk and priority populations served, including out-of-school youth, low-income adults, dislocated workers, individuals who are basic skills deficient, individuals with limited language proficiency, individuals with disabilities, veterans, the long-term unemployed, and any other individuals with barriers to employment, or other populations the state may wish to discuss.

Travis - National Dislocated Worker COAL Grant

Travis was laid off from the Black Thunder Mine in April 2016 at the same time as several hundred other coal miners. He came into the Gillette Workforce Center requesting assistance with his Unemployment Insurance claim. It was during this meeting we discussed the programs offered through the Department of Workforce Services. Travis became interested in learning more about the WIOA Program and scheduled a follow up appointment with a Workforce Specialist.

During the next appointment with Travis, we learned he had started at the University of Wyoming several years ago with the dream of becoming a teacher. However, he had some family issues that made school difficult. He was forced to return to Gillette and began working a summer job at Black Thunder Coal Mine. The money was good Travis stated he was earning \$32.90 an hour plus overtime. He had worked in the coal mine for numerous years and despite the money, he explained that he really needed employment with more stability.

Travis gathered the required information and was found eligible for WIOA. He enrolled in college and started classes on June 5, 2017 at Black Hills State University. Travis remained in close contact with his WIOA Workforce Specialist and quickly reported that he needed a "survival job" once his UI benefits ended. Utilizing basic career services, Travis found a part-time job with the local school district making \$13.94 an hour. Travis maintained this employment while attending college and was able to not need any additional supportive services.

Travis graduated with his Bachelor's Degree on December 8, 2018 and was immediately hired on with the Campbell County School District #1 as a Special Education Teacher.

Cross – Out-of-School Youth

Cross came into the Laramie Workforce Center on June 4, 2019 to inquire about the Laramie Youth READY (Work Readiness, Exploration, Accountability and Development for Youth) program. Cross wanted to find meaningful employment and was seeking assistance from the Laramie Workforce Center. He reported being unemployed and only having worked a short time at a fast food restaurant. We learned Cross was basic skills deficient and had struggled in most academic settings. He shared that he was on probation for some "run ins with law enforcement" and that he had recently moved in with his pregnant girlfriend.

When meeting with Cross, we shared the WIOA Program and discussed the 14-Youth Program Elements. Cross was excited to begin and after becoming a WIOA participant, he immediately started the READY Program. Cross received the following services:

1. Financial Literacy Classes and through this opened his first checking account. The financial literacy classes covered a variety of money management topics, including setting up a personal budget.
2. Lessons on decision-making & problem-solving, including life skills training which included a parenting class for Cross.
3. Discussions on self-esteem building, positive job attitudes, and work ethic.
4. Interest and aptitude inventories.
5. Resume writing and interview preparation (dress for success).
6. Comprehensive guidance and counseling with his assigned Workforce Specialist.

During these meetings, the Workforce Specialist utilized Wyoming at Work to help Cross job search.

Through the workshops, Cross participated in a mock interview with a manager of a machine shop. This manager was very impressed with Cross during his mock interview and asked about WIOA Work Experience (WEX) program. Cross started his Work Experience with AVVID Corp., as a production assistant on July 15, 2019. The Workforce Center also assisted Cross with the required safety gear for this position. Cross did very well with this experience and the manager at AVVID is now working with Cross as a mentor.

Cross recently started taking classes through ACT NOW at LCCC, Albany County Campus, for Certified Production Technician (CPT).

Cross remains a WIOA participant and will continue to work with the Laramie Workforce Center until he completes his classes at LCCC and obtains employment.

Thomas – Adult

Thomas was a homeless veteran housed at the Sheridan Volunteers of America (VOA), when he came into the Workforce Center to ask for assistance “finding a job.” He met with the WIOA Workforce Specialist and they began utilizing Wagner-Peyser services to look for employment. During this initial appointment, staff shared information about the WIOA program and scheduled a follow up meeting to have Thomas meet with the Jobs for Veteran State Grant (JVSG) staff and herself. Both staff members partnered together to help Thomas remove his barriers and gain employment.

Thomas was very focused and had the goal of reentering the workforce in the oil and gas industry. Unfortunately, he had many barriers that needed to be addressed as he was searching for a job. The WIOA and JVSG staff worked together to find community resources and if those were not available, WIOA provided services to help Thomas. Thomas received the following services:

1. Counseling and guidance, job searching appointments
2. Career readiness, resume writing, interview skills, dress for success
3. Supportive services which included car repair

Thomas was looking for employment in the Sheridan/Gillette area. However, he received a call from a company in Texas that offered him a position as a gas plant operator. Thomas was thrilled and accepted the position.

Thomas stated he had no way to get to Texas and was trying to see if the Sheridan VA would assist him. It was through this conversation the Workforce Specialist explained the relocation assistance offered through WIOA. With this support, Thomas remains successfully employed in Texas and is earning over \$35.00 an hour

WYTEC, LLC - Business

WYTEC, LLC is a production company that services the global laboratory research market, allowing research facilities to dedicate more of their efforts towards scientific discovery than was previously possible. WYTEC primarily produces and assembles medical-grade products for Innovive Inc., the leading manufacturer of ready-to-use disposable husbandry solutions for the biomedical research industry.

When we opened our business in Cheyenne, WY, on April 1, 2019, our workforce consisted of 6 employees and 2 sonic welding machines. We reached out to the Workforce Services Center and they have helped us tremendously in our recruiting efforts. The Workforce Center staff took the time to learn about our business operations, our growth plans, and our hiring needs, and helped us screen for quality job candidates so that we could hire the right people at the right time. We were also able to participate in local job fairs and host hiring events at their facility. The Wyoming at Work website is a fantastic resource that allowed us to quickly post job openings online, and to proactively search for candidates who meet our job requirements.

In the six months of operation since, we have grown to 25 full-time employees, and added six additional sonic welding machines and two production lines. Without the assistance of Cheyenne's Workforce Services Center, we would not have been able to expand this quickly. The new staff has helped us continue to produce top quality products and services that we are committed to providing our customers. Workforce Services has been a true partner to WYTEC as we continue to grow in the Cheyenne business community.

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John - DVR/WIOA Participant

The Sheridan Employment and Training Division (E&T) partnered with Division of Vocational Rehabilitation (DVR) to assist a client that graduated from the University of Wyoming in May. DVR had worked with John and assisted him counseling and guidance services, and paid for his tuition, fees, and books throughout his Bachelor's Degree. As John began to look for employment, his DVR Counselor referred him to a WIOA Workforce Specialist. John received Wagner Peysner services and later was enrolled in WIOA. John worked with his WIOA Workforce Specialist and received help with Basic Career Services, which included creating a resume, completing job applications and preparing for

interviews. During this time, the WIOA Workforce Specialist also learned that John did not have proper interview attire, so we moved forward in purchasing him the necessary clothes for his interview. John interviewed with the University of Wyoming and was offered employment on 9/17/19. WIOA will assist John with relocating to Laramie to begin employment at the end of the month.

Scott - ABE/WIOA Participant

Scott came into the Evanston Workforce Center and stated he had been referred to the Center by the B.O.C.E.S (Adult Basic Education) Program. Scott talked to the Workforce Specialist and explained that he had dropped out of high school when his mother became ill and never returned to school. He stated he wanted to quickly earn his HiSec and gain employment, although he did not have a desired career pathway. Scott began working with the Workforce Specialist and enrolled in the WIOA Program.

Scott entered the B.O.C.E.S youth program in January 2018. B.O.C.E.S reported Scott was a bright young man and was an excellent student in the program, always applying himself with dedication. While enrolled in WIOA and B.O.C.E.S, Scott worked on his career goals and soon realized he was interested in becoming a welder.

Scott continued to prepare for his HiSet and also received the following WIOA 14-program elements (these elements were provided by instructors at B.O.C.E.S, with the WIOA Workforce Specialist, and with additional assistance from community resources). The elements include:

1. Pre-employment classes
2. Preparation activities to post-secondary (meet with a financial aid advisor as well as representatives from Western Wyoming Community College).
3. Career Exploration
4. Financial Literacy

Scott completed his high school equivalency the first part of April 2018. He enrolled in college classes for Fall of 2018 and began the welding program. Scott completed this program and became employed as a full-time welder at Union Tank Car Company, a local Evanston employer.

Vocational Rehabilitation Participant with a disability

The Lander Workforce is an affiliate American Job Center co-located with Vocational Rehabilitation (VR) and Employment Services that has made collaboration incredibly easy. A while back, a VR Counselor worked with a client who had a significant disability and was in her second year of an incredibly demanding nursing program. Halfway through her 3rd semester, her financial situation changed and partnering with alternative funding options for her school-related needs that DVR could not cover became necessary. The VR Counselor walked the client around the corner and met with a WIOA Workforce Specialist. Through collaboration, we were able to ensure that the student had what she needed to reach her individual employment plan successfully. WIOA covered the client's book package and VR covered the required iPad to complete clinical notes. Additionally, VR assisted the client with the remaining tuition costs that her financial aid and scholarships didn't cover. The client was able to graduate in May and passed her nursing exam the following month. The client is now successfully employed as the supervisory nurse at Wind River Dialysis Center and at the last check-in was doing marvelously well.

Any challenges the state workforce system faces, which may include policy, implementation, or other relevant challenge.

Wyoming continues to experience an uncertain future for the Coal Industry. The decline and increasing number of bankruptcies being filed has created distress for Wyoming workers. Wyoming has been encouraging usage of carbon-capture technology. However, the results aren't anticipated to be noticed for years to come.

Any strategies/policies relating to Pay-for-Performance contracting, which may include examples.

N/A