



Matthew H. Mead
Governor

State of Wyoming

Department of Workforce Services

Office of the Director
614 South Greeley Hwy
Cheyenne, Wyoming 82002
307.777.8650 • Fax: 307.224-4178
www.wyomingworkforce.org



John Cox
Director
Jason Wolfe
Interim Deputy Director

January 2, 2019

U.S. Department of Labor
Employment & Training Administration
Frances Perkins Building
200 Constitution Ave., NW
Washington, D.C. 20210

Subject: Wyoming's WIOA Annual Report Narrative for Program Year 2017

Dear To Whom it May Concern:

In accordance with Training and Employment Guidance Letter (TEGL) 5-18, dated November 7, 2018. The accompanying Workforce Innovation and Opportunity Act (WIOA) Annual Report Narrative is being submitted, as requested for the State of Wyoming. This narrative is part of Wyoming's complete WIOA Annual Report. The performance report was submitted timely to ETA, and according to prior instructions.

Thank you for the opportunity to report regarding Wyoming's WIOA accomplishments for the program year. We will be pleased to respond to any questions you may have about the narrative or the related performance outcomes.

Sincerely,

John Cox, Director

Enclosure: PY 2017 WIOA Annual Report Narrative

Cc: Eva Drinkwine, Federal Project Officer, DOL-ETA Region IV
Teresa Theis, Workforce Analyst, Performance and Reporting, DOL-ETA Region IV
Nicholas Lalpuis, Regional Administrator, DOL-ETA Region IV

File Ref: JC-19-001



We Bridge Human and Economic
Development for Wyoming's Future.



Wyoming Department of Workforce Services

**Office of Policy & Communications
WIOA Program Strategy Team**

in cooperation with

Research and LMI

and

**Office of Workforce Programs
Workforce Center One-Stop Operations**

Workforce Innovation and Opportunity Act

**Activities in Wyoming
Program Year 2017**

Department of Workforce Services

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.

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 one active waiver which decreases the percentage of funds spent on the State's out-of-school youth. That waiver was extended by ETA on April 11, 2018.

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.

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, strengthening referral processes and increasing collaboration among youth service organizations, organizing and participating in youth career fairs, strengthening the current partnership with Adult Education programs, and utilizing social media as a way to broaden the network of possible youth contacts. Wyoming continues to work with partnering agencies like the Division of Vocational Rehabilitation, Department of Corrections, and Department of Family Services in an effort to provide wraparound services to the State's out-of-school youth.

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 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.

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.

Research & Planning (R&P) proposes to conduct a quasi-experimental matched control group program evaluation of the WIA\WIOA programs in the coming year. The program evaluation is dependent upon the availability of Social Security Numbers (SSN) for program participants. Currently R&P has SSN records available for the period from 2013Q1 to 2015Q2 (WIA) and is missing SSN data for participants from 2016Q3 to present (GeoSol is working on a solution). The evaluation will include Adult, Youth, and Dislocated Worker programs that received at a minimum some level of training. Control groups will be statistically matched from individuals who did not participate in a WIA\WIOA programs 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. Outcomes will be evaluated related to earnings and labor force attachment. Please see the following as examples of prior program evaluation research.

Workforce Development Training Fund

<http://doe.state.wy.us/lmi/trends/0116/0116.pdf>

Job Assist

http://doe.state.wy.us/lmi/w_r_research/JobAssist_Evaluation.pdf

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

Project Overview

A local area, the Casper Area Opportunity Youth Collaborative was established in April 2018 to improve the delivery of services to Casper's youth. Wyoming state leaders were also interested in conducting this project as a pilot that could be replicated across the state. Specific statistics were shared with a core group of local service providers and other stakeholders representing over 30 organizations in the Casper area. The group agreed to define "Opportunity Youth" as individuals facing serious barriers to employment who are more likely to come from vulnerable populations with severe challenges.

The characteristics of this population tend to be individuals:

- Between the ages of 16 and 24
- Having low literacy and numeracy skills as well as low educational attainment
- At-risk of being homeless or living in an unstable environment
- Previously or currently involved in the criminal justice or child welfare systems
- Pregnant, parenting or facing unaffordable childcare
- Living as a minority and/or facing discrimination in hiring or service delivery practices

The Collaborative agreed on these vision and mission statements:

Our **vision** is to improve the lives of Casper Area's Opportunity Youth by mapping our community's resources, streamlining and integrating our services and pursuing our sustainability objectives.

Our **mission** is to recruit and engage Casper Area's Opportunity Youth to deliver services that enable them to pursue effective career pathways through training, meaningful work experiences and the associated support services from the community.

Three Primary Goals of Initiative

To kick off this ongoing initiative, there were three primary goals set for the Collaborative to achieve in three months:

I. Define challenges and begin service integration

On April 5, 2018, the Wyoming Department of Workforce Services (WDWS) hosted a one-day convening of the partners to raise awareness about the resources available in the Casper area and begin a service integration process among the many providers.

II. Asset mapping and the creation of a resource directory

While an asset mapping process had already begun, this project was able to formalize the initiative and publish a Resource Directory that identifies service providers, their strengths in service delivery and their interests cooperating with other community stakeholders to streamline services, eliminate duplication and find synergy.

III. Identify gaps in service and establish an action plan going forward

WDWS hosted a second in-person convening of the Collaborative on May 8, 2018 to review the Resource Directory, identify essential services and create a consensus-driven action plan that addresses challenges and gaps in service delivery.

In addition, action items identified during the second in-person convening were also addressed.

Resource Directory

The Casper Area Opportunity Youth Collaborative used an asset mapping exercise to create a Resource Directory that includes over two dozen community organizations serving the area's youth. It is intended to be used by member organizations themselves, not the general public.

Essential Services Provided by the Casper Area Opportunity Youth Collaborative

During this group's engagement team members identified Essential Services offered to Opportunity Youth in the Casper Area. In addition, they identified two important gaps in service (adequate transportation and child care) that became action items for later discussion.

Pre-Apprenticeship and Registered Apprenticeship as Workforce Solutions

The Collaborative heard a presentation by Wyoming's State Director of Apprenticeship. Shared were some of the work she has been doing with other partners and employers across the state. Together they are focusing on developing programs for entry-level positions in health care,

automotive technology, culinary services, construction, and information technology among others.

Next Steps to Sustain the Collaboration

The Collaborative realized that every member organization can contribute to the work needed in these elements and they agreed to find ways to coordinate, streamline and simplify their service delivery while finding synergy, increasing capacity and lower overall costs. All partners were to populate a spreadsheet they developed to list the services provided to Opportunity Youth along with the name of the service provider.

In an effort to standardize training across the Casper area, they also developed a spreadsheet listing the workshops and classes that are offered to Opportunity Youth. The goal of standardizing Essential Skills training became an action item (# 5 below) during a later discussion.

Action Items for the Casper Area Opportunity Youth Group

The Collaborative began a plan of action to address the challenges facing Opportunity Youth. First, it was necessary to identify key challenges and to form groups that will study the issues and engage with other team members and the community to propose remedies and plans for future action. Key challenges and action items are as follows:

1. The need to standardize referral forms
2. The need to improve transportation services
3. The need for affordable child care
4. Engagement with Casper's Business Community
5. The need to standardize Essential Skills training
6. Developing Meaningful Work Experiences
7. The need to cross-train and update members of this collaborative
8. Exploring outside funding and resources

Other Considerations

- Identify and track Opportunity Youth
- Recommend changes in policy and regulations
- Follow and take advantage of technical assistance tools and publications
- Consider using Customer-Centered Design to achieve the Collaborative's goals

The full report can be reviewed via the following link:

<https://docs.google.com/a/wyo.gov/viewer?a=v&pid=sites&srcid=d3lvLmdvdx3eW93ZGN8Z3g6NDE5NjM2MGZkYmQyMDg3Yw>

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.

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.

1 & 2) The state utilizes an online feedback system accessible to all individuals and employers who receive services.

3) See *Appendix A*

4) The *Wyoming at Work* system facilitates common data collection for many of the Division's programs. The system is a work in progress that is continually updated, to keep up with new requirements and improvements that are required by the Act, as well as requested by staff and administrators.

Through the WP program, One-Stop staff used all available information and resources to streamline services to employers and refer eligible participants to employment openings. Employer needs were the focus of the business service representatives in each One-Stop center. Business representatives conducted initial and follow-up outreach to local businesses.

E&T administers a variety of federal and state programs, through its American Job Centers, which serve unique segments of Wyoming's population. The Division's overarching goals, in these programs, are to help eligible individuals and families address employment and training needs and obtain life skills, which will empower them to achieve self-sufficiency and increased earnings.

During the year, the One-Stop system continued to coordinate with a number of partner organizations, to meet the needs of its customers. Among the Division's partners were: the Vocational Rehabilitation, Unemployment Insurance, Enforcement, Research and Planning, and Quality Assurance Divisions of the Department of Workforce Services; various agencies within the U.S. Department of Labor's Employment and Training Administration (ETA); Wyoming Department of Family Services; Social Security Administration; Wyoming Department of Corrections and related service providers; Veterans Administration; Job Corps; educational and skill-attainment entities including the Wyoming Department of Education, Community College Commission and local colleges, University of Wyoming, Wyoming's secondary schools and local school districts, and other educational providers, the Wyoming Department of Administration and Information, Economic Analysis Division, Chamber of Commerce, and drug and alcohol rehabilitation centers and other clinics.

A copy of the most recent Customer Satisfaction survey results may be found in *Appendix B*.

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 made significant progress toward meeting the state's strategic vision and goals at each Quarterly meeting as well as on monthly conference calls. As a result of the revision to the Unified State Plan the WWDC broke down the Governor's Vision and Goals into thirty Strategic Objectives. Each Strategic Objective was then reviewed by the WWDC and it was identified that a new committee structure would be needed to accommodate the Strategic Objectives. The WWDC divided into workgroups to execute each initiative. The WWDC adopted the new Committee Structure at its May, 2018 Quarterly meeting and are as follows: Executive; Communications & Community Relations; Next Generation Sector Partnerships and Career Pathways; and Strategic Performance and Finance. The WWDC then assigned the appropriate Strategic Objectives to each Committee and began prioritizing within the Committees. *See Appendix A*

The Communications & Community Relations Committee is focused on bringing awareness to the one-stop system and transparency to its work. For example, each year, the WWDC partners on the Wyoming Safety and Workforce Summit. The Committee has determined that there continues to be significant benefit to employers who have the opportunity to participate in workforce-related breakout sessions at the annual Summit. The WWDC, based on recommendation from the Committee, has elected to support the 2019 Safety and Workforce Summit where it will host a business roundtable. Further, the Committee will be working with the Department to redevelop a timely and relevant feedback system, an outreach plan which will include promoting the one stop system with specific focus on Wyoming youth.

Ensuring training is predicated on labor market need utilizing updated and relevant labor market information, collaboration with governmental entities, expansion of sector partnerships, engagement with the business community to include alignment of education and workforce training opportunities, oversight of strategies to prepare targeted Youth for postsecondary studies or employment, and promotion of pre-apprenticeship and apprenticeship programs are on the list of opportunities being addressed by the Next Generation Sector Partnership and Career Pathways Committee. Successes to date include the launch of multiple Next Generation Sector Partnerships across the state in industries/sectors selected by regional groups based on updated data provided by the Research and Planning Division. The Committee is now working to identify data and a vehicle through which updated, relevant data will be provided to each of the regional groups, policy makers, etc. to ensure ongoing Next Generation Sector Partnerships and data based decision making for the State.

These are just a few initiatives underway by the volunteer Council. All efforts which will result from Committee/WWDC work are laying the groundwork to ensure Wyoming is developing its workforce and meeting employer needs to support economic growth and economic self-sufficiency.

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 main focus areas is the targeted launch of Sector Partnerships and Career Pathways in Wyoming. The WWDC has also contracted with one of the founding members of the Next Generation Sector Partnerships model to train and assist regions with the implementation of the model across Wyoming. At the most recent Quarterly meeting of the WWDC the Wyoming State Director, Office of Apprenticeship was invited to discuss the traditional and non-traditional apprenticeship opportunities in the state as well as new developments for Apprenticeship at the Federal level. The regional partnerships are gaining momentum in Wyoming boasting action plans in several regions with plans to move to action and implementation as well as scheduled launches in the remaining regions. Industry/sector specific needs have been identified through each regions launch and many have identified the need for a trained workforce. The Wyoming State Director has been involved with the regional groups and apprenticeship opportunities are being identified at the regional level. Further, some regions have begun working with the K-12 system in their area and are now partnering to specifically address curriculum development needed to ensure the talent pipeline will be effective in the future. The State of Wyoming boasts a robust Workforce Development Training Fund through which employers, trainers, and economic developers may apply for funding to train a workforce. This program is utilized by many in the state, is 100% state funded (general funds and interest earned from the Unemployment Insurance Trust Fund), and guidance for the program is provided by the WWDC.

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% to 60% for program years 2016 and 2017. The decision to submit a small state exception request was subsequent to evaluating Wyoming's out-of-school youth population, the lower youth unemployment rate and the higher "on-time" graduation rate. Wyoming recognizes the transition to serve more out-of-school youth will take time to implement new strategies and develop partnerships within the local communities.

Each Department of Workforce Services region, county, city and Workforce Center has unique socioeconomic indicators which may require a more customized plan for delivering youth services, which include the 14-Program Elements. This requires the Workforce Center Manager's and Youth Workforce Specialists to write and submit an annual Youth Plan. A major goal within the plans has been to establish partnerships that support the youth programs and continue to strengthen these relationships, as they are a crucial referral sources. Examples of local partners are:

- Partnering State agencies
- Job Corps
- Adult Education programs
- Alternative Learning Centers
- School Counselors, Graduation Coaches and Dropout Prevention staff
- Probation and parole
- Youth group homes
- Residential treatment centers
- Mental health programs/local counseling centers
- Other Community agencies
- Employers

Wyoming is continuing to serve in-school-youth; however, fewer resources under WIOA are being devoted to the in-school-youth. Wyoming and the local areas are identifying existing resources throughout the communities that can provide services for the in-school-youth population.

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 towards 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 not met are:

Adult Median Earnings – current performance rate 89.13% - Wyoming is working with eligible training providers, participants and employers, to provide training and employment to increase the median earnings

Youth Credential Rate – current performance rate 82.92% - Wyoming recognizes youth need intensive, hands on activities and the availability of the 14 youth elements. Wyoming has established a policy which requires regular contact and provision of the 14 youth program elements to assist youth with the attainment of a credential.

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, 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:

- WIOA title I Adult program
- WIOA title I Dislocated Worker program
- WIOA title I Youth program; and
- Wagner-Peyser Act Employment Service program
- Trade Adjustment Act (TAA)

Negotiated performance levels for local areas for titles I and III core programs for program years 2016-2017.

WIOA Adult - Summary Information				
Service	Participants Served	Participant Exited	Funds Expended	Cost per Participant Served
Career Services	65	53	\$155,532	\$2,393
Training Services	236	166	\$508,956	\$2,157
Percent Training Related Employment		Percent Enrolled in More Than 1 Program		Percent Admin Expended
2.8%		96.7%		24.3%
By Participant Characteristics				
Total Participants Served		301	Total Participants Exited	
			219	
		Numerator	Actual Rate	Negotiated Target
				Percent to Target

Employment Rate (Q2)	206	78.0%	73.7%	105.83%
Employment Rate (Q4)	100	75.8%	72.6%	104.41%
Median Earnings	NA	\$6,431	\$7,215	89.13%
Credential Rate	55	74.3%	67.0%	110.90%
Measurable Skills Gains	186	76.5%	Baseline	NA

WIOA DW - Summary Information				
Service	Participants Served	Participant Exited	Funds Expended	Cost per Participant Served
Career Services	5	5	\$26,123	\$5,225
Training Services	53	37	\$194,311	\$3,666
Percent Training Related Employment		Percent Enrolled in More Than 1 Program		Percent Admin Expended
3.6%		98.3%		9.5%
By Participant Characteristics				
Total Participants Served		58	Total Participants Exited	
			42	

	Numerator	Actual Rate	Negotiated Target	Percent to Target
Employment Rate (Q2)	54	79.4%	79.0%	100.51%
Employment Rate (Q4)	32	80.0%	77.0%	103.90%
Median Earnings	NA	\$9,457	\$7,624	124.04%
Credential Rate	28	90.3%	72.4%	124.72%
Measurable Skills Gains	33	63.5%	Baseline	NA

WIOA Youth - Summary Information				
Service	Participants Served	Participant Exited	Funds Expended	Cost per Participant Served
Career Services	188	133	\$327,075	\$1,740
Training Services	111	77	\$201,404	\$1,815
Percent Training Related Employment		Percent Enrolled in More Than 1 Program		Percent Admin Expended
2.3%		81.6%		84.2%

By Participant Characteristics

Total Participants Served		299	Total Participants Exited		210
	Numerator	Actual Rate	Negotiated Target	Percent to Target	
Employment Rate (Q2)	181	68.6%	67.0%	102.39%	
Employment Rate (Q4)	111	74.0%	63.2%	117.09%	
Median Earnings	NA	\$2,703	Baseline	NA	
Credential Rate	80	59.7%	72.0%	82.92%	
Measurable Skills Gains	166	61.7%	Baseline	NA	

Service	Participants Served	Participant Exited	Funds Expended	Cost per Participant Served
Career Services	14,678	19,069	\$3,277,565	\$223
Training Services	391	284	\$0	\$0
Percent Training Related Employment		Percent Enrolled in More Than 1 Program		Percent Admin Expended
2.6%		4.0%		NA

WIOA - Effectiveness in Serving Employers		
Employer Services	Establishment Count	
Employer Information and Support Services	4,593	
Workforce Recruitment Assistance	91,152	
Engaged in Strategic Planning/Economic Development	466	
Accessing Untapped Labor Pools	0	
Training Services	25	
Incumbent Worker Training Services	0	
Rapid Response/Business Downsizing Assistance	30	
Planning Layoff Response	13	
Pilot Approaches	Numerator	
	Denominator	Rate
Retention with Same Employer in the 2nd and 4th Quarters After Exit	7,278	
	11,827	61.50%
Employer Penetration Rate	7,606	
	26234 *	29%

*Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)

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

Wyoming is waiting for guidance regarding WIOA data validation. However, the program team uses the quarterly and annual reports including 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 which 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 state, funding has been set-aside for the 12 Required Activities and operational costs.

As noted above, a major priority and funding component has been the Council's sector partnership initiative, which touches every corner and many industries in the state. One major piece of this effort was the Next Generation Sector Partnership Academy, which was held in May of 2018. At the Academy, regional teams used data from Wyoming's labor market information office to select industry sectors with which they would most like to partner. Teams were also asked to consider leadership, history, local conditions, and external forces when choosing sectors. Robust discussions on the aging workforce, employee turnover, and attracting young talent ensued.

At the Academy, participants had a chance to ask questions and share insights with the whole group. Several groups reported that they selected industry champions to help drive sector partnerships, had chosen sectors, and were enthusiastic about the next steps. Manufacturing, healthcare, tourism, and construction were some of the industries selected for sector partnerships

throughout the state. Teams selected their sectors and reported out their selections to Governor Mead.

Since that time, eleven partnerships have launched in Wyoming. These industry groups are actively working with required government partners and other community associations to address workforce issues impacting employers. This work is bringing awareness to the federal one stop system and the resources available to employers in our state. This initiative is helping government partners build credibility with businesses, which may be, directly or indirectly, positively impacting business performance requirements.

The WWDC's Communication and Community Relations Committee is additionally seeking to implement ways to bring awareness to Wyoming's one-stop system. One of those avenues is the development of an outreach plan to target adult, dislocated and especially youth populations who could benefit from these services. This focus and the following technical assistance efforts, Wyoming believes, is positively affecting WIOA performance outcomes.

In 2017, the Policy and Communication team in partnership with One Stop Operator conducted WIOA convenings throughout the state. These convenings were offered in various towns and were meant to highlight the major WIOA program changes. These convenings were mandatory attendance and were offered on the following dates/locations:

October 3-4 2018, in Sheridan, Wyoming
October 5-6, 2018, in Casper, Wyoming
October 10-11, 2018, in Cheyenne, Wyoming
October 24-25, 2018, in Rock Springs, Wyoming

Wyoming has monthly WIOA Case Manager conference calls where important information and program updates are shared with the Center Managers and WIOA Case Managers

In the most recent months, Wyoming has created monthly training opportunities, "Lunch & Learn" Google Hangout presentations. The presentations are offered at two different times during the month, as a way to accommodate the needs of the field staff. Topics are based on the needs of the field staff.

In addition, Wyoming is attempting to utilize a more office/regional training approach. The focus is to keep the class sizes smaller, which provides a more intimate setting. The first training to be offered utilizing this approach was WIOA 101. The WIOA 101 training offered a 2 ½ day training opportunity. The feedback has been very positive, so we will continue to roll out most training in this fashion. WIOA 101 was offered on the following dates/locations:

October 16-18, 2018, in Cody, Wyoming
November 5-7, 2018, in Casper, Wyoming
December 4-6, 2018, in Rock Springs, Wyoming

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 58 employers including approximately 900 employees being affected through attempt efforts to provide Rapid Response services. We have been able to provide informational sessions including Rapid Response packets to approximately 270 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 the Dislocated Worker programs.

Wyoming attended the Rapid Response & Business Engagement National Summit in Boston, Massachusetts in September of 2017. The summit was a great networking opportunity that gave us innovative ideas to take back to Wyoming. We were able to apply for a Peer to Peer Grant and was approved for a more customized training for our state. The training was scheduled for the first quarter of Program Year 2018. The state has made plans to have two different training sessions. This approach gives all Workforce Center Managers and Business Representatives an opportunity to participate in this wonderful opportunity to see the Mass BizWorks strategic model including extending invitations to economic developers. Additionally, Wyoming has plans on recording this unique training opportunity to utilize on its Employment & Training Resource site for a continuous training resource for field staff.

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; where aversion efforts were unsuccessful. During the program year, Wyoming experienced numerous layoffs in the retail and service industries. Rapid Response was conducted by the local workforce centers, in coordination with the Unemployment Insurance (UI) Division, and community resources, to assist affected employees, as requested by employers. Wyoming doesn't experience many formal Worker Adjustment and Retraining Notifications (WARN's) since we offer rapid response services to all employers experiencing layoffs. For example, a college campus announced closure in a WARN and with communication with the Governor's office, economic development partners, and community partners including organizing rapid response presentations a plan resulted to avert the closure. A former president/student presented a plan to buy the college location and his plan was supported by the Governor with a \$5 million dollar loan. The new owner has plans to increase the number of students and employees. The full article can be found at this link,

http://www.laramieboomerang.com/news/local_news/former-wyotech-president-announces-proposal-to-purchase-wyotech/article_39cf7a02-2741-11e8-8e65-3be5329720b2.html

While some employees lost their jobs at the beginning of the WARN due to proprietary laws and the timing of the new business plan, several were able to remain employed without being dislocated so this was a very successful outcome of Rapid Response even though DWS had minimal involvement. It displays the power of communication with community partners for resources that proved to save numerous jobs for a decreased economic impact on the local area.

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 employer 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 explore new techniques to gather the data since the data isn't consistent to measure outcomes at this time. In efforts of solutions to companies in distress, Wyoming experienced a Senior Care Center gain the ability to access grants and loans instead of having to close the doors to approximately 40 employees and 70 residents that would have experienced displacement. The effects were minimized on family members as well since their travel distances would have increased significantly if the facility shut down.

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 areas, 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, an American Job Center became aware of a medium sized layoff and the doors of a call center closed suddenly. Some of the affected workers came into the Workforce Center and shared their layoff experience. Through these conversational assessments, the dislocated workers offered to add a Workforce Specialist to a chat group on their social media outlet for DWS to provide services to the workers. The AJC collaborated with the Communications Team on outreach materials to promote mini informational sessions that

included assistance on registration in Wyoming At Work (online job matching system), Career guidance and planning services, Veteran Services, Vocational Rehabilitation Services, and Training Services to make the connection to the dislocated workers. The out of the box strategy helped this group transition better by linking them to employment & training services including answering questions on unemployment insurance and community resources available to assist until re-employed.

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: 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, successfully connected 51 professionals with high-wage, high demand careers in Wyoming; yielding nearly three million dollars in salaries.

For the period of July 1, 2017 to June 30, 2018 the program assisted 62 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.

The Riverton/Lander Workforce Centers provide outreach services on the Wind River Indian Reservation on a weekly basis. Upon invitation staff present at workshops, i.e. Wind River Gathering on Economic Opportunity, (hosted by the Wind River native Advocacy Center), mock interviews with local school districts, etc. We continue to work towards a partnership with that will enable, DVOP, Disabled Veterans Outreach Program to be offered on a quarterly basis. These services are currently available, upon client request and scheduled appointment. Tribal businesses participate in the area Employment Expo, offered each spring in Fremont County. Rapid Response services have been offered, when appropriate.

Relocation of Tribal Social Services from Arapahoe to Riverton, has resulted in an increase in customer services provided at the local workforce center location, previously available at Arapahoe.

Riverton and Lander Workforce Center is a physical location where job seeker and employer customers can access programs, services and activities. We offer staff assisted services with registration for employment in the Wyoming at Work database, labor exchange information for employment opportunities, registration verifications and other program verification requirements.

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 \$1,080,465.00 for the period of performance of 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, career development of those eligible participants.

Any technical assistance needs of the state workforce system.

Work Experience Technical Assistance

Wyoming wrote a proposal for a WIOA Title I Youth Program, Work Experience (WEX) Technical Assistance (TA) Project request. This proposal has been approved and we have tentatively scheduled the TA for February 26 – 28, 2019. Wyoming needs to further develop and strengthen its statewide WIOA Youth Program, specifically Work Experience activities. This TA will provide additional training and professional development for the field staff to include:

- Identifying how each local workforce center operates the WEX component of the WIOA Title I Youth program;
- Identify short-term and long-term goals to expand WEX;
- Identify next steps toward achieving goals;
- Discuss allowable Youth WEX activities;
- Discuss techniques that the State can use to expand opportunities; and
- Develop a customized reference tool that includes short and long-term goals and an outline of next steps.

Through this Technical Assistance and additional reference tools, Wyoming will increase the number of out-of-school youth participants being served, expenditures will increase, and we would make gains towards reaching the goal of serving 75% of out-of-school youth and 20% of the WEX expenditure requirements.

In addition, the WEX Technical Assistance would guide and support the Workforce Center staff in building and strengthening our local community partnerships. The discussions and guidance to increase work experiences will also help our youth in developing and exploring their career pathway through opportunities in actual work environments, increasing their exposure to different occupations, and helping to assist the youth with their next move, which could be education, continued training, or employment.

Overall, this Technical Assistance will help the State improve Youth service delivery and program outcomes.

Case Management Technical Assistance

Wyoming has spoken with Eva Drinkwine, Wyoming's Federal Project Officer, and are beginning to explore the need for a Case Management Technical Assistance. This will be explored further in the near future.

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.

WIOA Success Stories

Tara, Out-of-School Youth

On May 11, 2018 Tara came into the local Workforce Center seeking assistance with obtaining employment. Tara explained she and her spouse had just moved from Montana and she was currently unemployed. She stated that they have two young children, and are receiving Supplemental Nutrition Assistance Program (SNAP) Benefits.

Tara explained she had dropped out of high school, as she struggled with her academics. Later, she returned to an Adult Education setting and earned her HiSet. Through TABE testing, staff learned that Tara was basic skills deficient. Tara and the Workforce Specialist talked about the Workforce Innovation and Opportunity Act (WIOA) as Tara was interested in the medical field and inquired about how to become a Certified Nurse's Assistant. During the course of the conversations with the Workforce Specialist, Tara was found eligible for WIOA as an Out-of-School Youth. With the assistance of WIOA, Tara enrolled in C.N.A. classes at a local Community College.

Tara began her C.N.A. classes on June 4, 2018 and completed them on June 26, 2018. Tara worked hard, and completed the class requirements. The WIOA program assisted Tara with the C.N.A. training and testing and licensing fees. Tara also received the following services:

1. Workshop on financial literacy, Tara was taught how to create a budget, and how to effectively manage spending, credit, and debt, including student loans, consumer credit, and credit cards. She received education on identity theft, credit reports, credit scores and knowledge on how to improve or maintain good credit.
2. Lessons on decision-making, problem-solving, including life skills training, which included a parenting class for Tara.
3. Discussions on self-esteem building, positive job attitudes and strong work skills.
4. Resume writing, interview skills classes with a mock interview at the Local Workforce Center.
5. Comprehensive Guidance and Counseling with her assigned Workforce Specialist. During these meetings the Workforce Specialist utilized Wyoming at Work to help Tara obtain employment, discussed support and follow up services.

Tara was hired as a Nutrition Support Aid at the local hospital while she was completing the C.N.A. training and given a contingent C.N.A. job offer upon obtaining her C.N.A. license. Tara took the licensing exam on July 21, 2018 and passed. She is now working full-time as a C.N.A. at the local hospital.

Drew - Adult

Drew graduated from High School and was raised in a single parent family household. As a young adult, Drew found himself facing the reality of being a felon and also a single parent. He lacked a skill set that could provide him with self-sufficient employment opportunities to support his two young children.

Drew enrolled at a local Community College and completed his first year of college where he took basic education courses. At the beginning of Drew's 2nd year of college, he was accepted into a Diesel Mechanic Program at the College. This was a two year commitment and even

though Drew was excited about the program, he had to face the reality of how he could complete school, meet child support obligations and take care of his children.

After completing the first semester of the Diesel Mechanic program, Drew could not afford the tools that were required for the training. He faced having to quit the program as he could not afford more student loans and his Pell Grant was not enough to cover the cost of the program, let alone any additional needed items.

Drew was working as many hours as he could to pay his monthly bills. He was feeling hopeless when he heard about the WIOA program. Drew met with a Workforce Specialist at the local Workforce Center in January 2016. Drew was eligible for the WIOA program and began to work with the assigned Workforce Specialist on creating a plan to achieve his goal of becoming a Diesel Mechanic. Drew continued to work part-time to meet his family obligations. The Workforce Innovation and Opportunity Act (WIOA) assisted Drew with tuition assistance, as he did not receive enough pell grant monies to cover 100% of the tuition/fees and book costs. Drew also received assistance with the purchase of the required tools for the Diesel Mechanic program.

Drew graduated in May of 2017 with an Associate of Applied Science Diesel Technology Degree. Once graduated, Drew worked with his Workforce Specialist to obtain employment in his career field. Drew was hired within a month from graduating at a local automotive dealership and is working as a full-time Diesel Mechanic. From this point on, Drew has been self-sufficient, and has been able to obtain a place of his own, meet his child support obligations and raise his children in a strong and secure environment.

Janika - Dislocated Worker

Janika was a devoted stay-at-home mom for 18 years, until she unexpectedly became a Displaced Homemaker in 2017. Janika tried hard to obtain employment without any assistance; however, she was not successful and ran out of her savings. Feeling desperate, Janika came into the local Workforce Center and asked for assistance in obtaining employment. The Workforce Specialist utilized Basic Career Services within Wyoming at Work and had Janika attend the Workforce Centers job readiness workshops, which included a mock interview panel. Still the employers were unwilling to take a chance on Janika as she had no prior work history or experience.

The local Workforce Center met with the Evanston Chamber of Commerce and set up a work experience (WEX) contract for Janika. Before the WEX was completed, the Chamber of Commerce board offered Janika a full-time position. They stated they were most impressed with Janika's strong work ethic, her positive attitude and her willingness to learn.

That was a year ago, Janika continues to be a great asset to the Chamber of Commerce. She is a cheerful and welcoming face to her customers in the community, and is always willing to take on new learning experiences.

Business Services continue to work with a variety of employers to assist them with their recruitment & screening needs. The Business Representatives assist by hosting job fairs at the

Workforce Centers and in coordination with community partners such as the Wyoming-Colorado Regional Partnership-Regional Consortium, to hold regional job fairs and other events, for Veterans and other workers, to bring them into contact with employers. The Casper Workforce Center held a Career/Job Fair on March 14, 2018 that had over 500 people in attendance including 53 Employers and Community Partners. Several Veterans and job seekers were hired from this event.

Disabled Veteran Outreach Program (DVOP) Specialist assisted a veteran with significant barriers to employment that was struggling in his job as a maintenance man with a local hotel. He had many years of medical experience, but was having no luck finding a job in his area of expertise. DVOP referred him to WIOA, and he was enrolled into the CNA program at Sheridan College. He is doing well, and will graduate soon. The DVOP will continue to work with the SBE Veteran on the next step towards employment.

DVOP worked with a 56 year old veteran who was laid off from his job and had no computer skills. A resume was developed and the DVOP discovered that the SBE Veteran had carpentry skills. As a part time business representative, the DVOP had recently taken a call from an employer desperately in need of a carpenter. The DVOP called the employer and set up an interview for the veteran. He was hired the same day on a trial basis, passed the trial, and continues to work for this employer full time making a good wage.

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

Wyoming will continue to see challenges related to its boom and bust economy in the coming years. In the 2017 Legislative Session, the Economically Needed Diversity Options for Wyoming (ENDOW) bill became law. This initiative seeks to diversify Wyoming's economy. We are looking forward to seeing, and participating in the positive long-term plan which will be provided as a result of ENDOW.

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

Wyoming does not utilize the Pay-for-Performance allowance in the Law.