

Workforce Innovation and Opportunity Act (WIOA)

Wyoming Annual Narrative Report

Program Year 2020



The Wyoming Department of Workforce Services (DWS), in collaboration with its partners, is proud to present the Program Year 2020 Annual Report. This narrative is a collaborative effort among the six core programs (Title I-Adult, Dislocated Worker, Youth, Title II-Adult Education (AE), Title III-Wagner-Peyser, and Title IV-Vocational Rehabilitation). Collaboration was paramount, not only to the completion of this report, but to the success of the WIOA program in Wyoming.

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 had two active waivers that impacted the WIOA program:

- 1) WIOA Waiver Request - Requirement to expend 75% of funding on out-of-school youth expenditures to be reduced to 65% through June 20, 2022

The State of Wyoming requested a waiver from WIOA Sec. 129 (a)(4)(A) and 20 § C.F.R. 681.410, which requires that not less than 75% of funds allotted to states under WIOA Sec. 127(b)(1)(C) and reserved under WIOA Sec. 128(a), shall be used to provide youth workforce investment activities for out-of-school youth. Wyoming requested this percentage be lowered to 65% for Program Years 2020 to 2024.

Two interrelated workforce problems are prevalent in Wyoming. From the perspective of businesses and employers, Wyoming does not have enough workers in many technical fields, which is a barrier to economic growth. Wyoming has companies that do not expand, or that turn away business, because they cannot hire enough skilled workers to do the work. Almost any business owner will identify workforce availability as a significant concern.

While this situation is not unique to Wyoming, it is amplified by Wyoming's low unemployment rate, low population, lack of skilled workers, and problems related to COVID-19.

- 2) WIOA Waiver Request - Requirement to collect and report performance data on all students in programs on Wyoming's Eligible Training Provider List. This waiver expired on June 30, 2021.

The Research & Planning Unit (R&P Unit) of the DWS conducted a study and published a white paper on the feasibility of creating Eligible Training Provider (ETP) performance reports. According to WIOA, all eligible training providers are required to report data on both WIOA-funded and non-WIOA-funded training program participants. During the study period, 169 approved ETP programs were active but only 47 reported both participant and non-participant data to the DWS. To fill in some missing parts of the non-participant data, college and university data were used by matching the training provider and CIP code. An example of this is Casper College's Fire Science/Firefighting program. The report only includes participant outcomes data on 50 programs as most program-specific results were non-disclosable because of the confidentiality requirements in 20 C.F.R § 603. The report emphasized the need for collection of more non-participant data to provide a clearer picture of employment and wage outcomes for training programs. The report was shared with DWS staff, the Wyoming community colleges, the Community College Commission, and the University of Wyoming. The full study can be accessed [here](#).

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 quarters after exit as Wyoming's focus for the Effectiveness in Serving Employers performance pilot indicators. Wyoming does not have any state-established measures.

Include brief descriptions of:

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

As noted in the waiver section, the R&P Unit of DWS conducted a study and published a white paper on the feasibility of creating ETP performance reports. According to WIOA, all eligible training providers are required to report data on both WIOA-funded and non-WIOA-funded training program participants. During the study period, 169 approved ETP programs were active but only 47 reported both participant and non-participant data to the DWS. To fill in some missing parts of the non-participant data, college and university data were used by matching the training provider and CIP code. An example of this is Casper College's Fire Science/Firefighting program. The report only includes participant outcomes data on 50 programs, as most program-specific results were non-disclosable because of the confidentiality requirements in 20 C.F.R § 603. The report emphasized the need for collection of more non-participant data to provide a clearer picture of employment and wage outcomes for training programs. The report was shared with DWS staff, Wyoming's community colleges, the Community College Commission, and the University of Wyoming. The full study can be accessed [here](#).

The R&P Unit of DWS provides:

- A monthly *Trends* publication that is available to the public at <https://doe.state.wy.us/lmi/trends.htm>
- Wyoming Post Secondary (Colleges & University) Employment Outcomes <https://public.tableau.com/app/profile/tony.glover/viz/WyomingPostSecondaryCollegesUniversityEmploymentOutcomes20201106/OutcomesDataFigure>
- An annual Workforce Report https://doe.state.wy.us/lmi/annual-report/2021/Annual_Report_2021.pdf
- A series of Labor Market Information webinar videos <https://doe.state.wy.us/lmi/presentations.htm>
- Commuting patterns <https://doe.state.wy.us/lmi/commute.htm>
- Current employment statistics <https://doe.state.wy.us/lmi/CES/TOC.HTM>

Wyoming will release a Request for Proposal for evaluations. Evaluations are paramount for crafting and executing strategic planning goals and objectives to reach Wyoming's workforce development needs for a thriving economy.

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

Department of Family Services Partnership (DFS) (POWER and WIN Programs)

The Department of Family Services (DFS) and DWS partner together to create self-sufficient, responsible, and successful individuals through the Personal Opportunities with Employment Responsibilities (POWER) program. Using DFS federal TANF funds, POWER allows Wyoming parents with barriers to employment to earn cash assistance through an employment-focused, pay-after-performance TANF work program administered by DWS. The individuals who enroll in POWER also meet the eligibility requirements of WIOA.

As a result, over the past year, program efforts were directed to cross-training workforce specialists and POWER case managers with the goal of increasing co-enrollment efforts.

The Wyoming Child Support Program (CSP), in partnership with DWS, established the Work Initiative Network (WIN) program to improve earning outcomes for Non-Custodial Parents (NCPs). The program used a coaching and case management approach that increases the participants' capacity to move toward permanent unsubsidized employment so they can make reliable child support payments, which improves the financial well-being of both custodial and non-custodian parents and their children. Because WIN participants also meet the eligibility requirements of the WIOA Adult program, Workforce Services partners with the case managers to ensure that eligible participants are co-enrolled in WIOA and ensures that funds can be leveraged to provide additional services.

The Dads Making a Difference (DADs) program is a DWS initiative in partnership with DFS that uses TANF funding. The nationally-recognized DADs program was developed in 2007 as a training-to-work program for low-income custodial and non-custodial fathers in Laramie County who experience multiple barriers to self-sufficiency. The DADs program is intended to work to provide services necessary for fathers to actively improve the quality of their lives, as well as the lives of their children and families. The dads enrolled in the program meet the requirements of the WIOA Adult program, so information about WIOA is provided to evaluate the possibility that co-enrollment could help them reach long-term employment goals.

DFS and DWS continue to work together to provide a holistic approach to serving individuals with the long-term goal of self-sustainable employment.

Adult Education (AE) Expansion

Throughout FY 20/21, AE worked closely with DWS to expand collaboration between the core partners. This collaborative effort saw bi-weekly meetings between the State One-Stop manager and the State AE director to plan expansion efforts. One of the initial processes completed was cross-training all AE local directors and DWS center managers so that each partner understands the offered services. Cross-training was one of Wyoming's key goals for the fiscal year; new employees, center managers, and directors needed to be trained so that effective WIOA core partnerships could be established to provide enrolled participants with opportunities to advance (or gain) employment and education, or to obtain the training services that they may need. This training was followed by the launch of quarterly 'Meet & Greets,' where DWS center managers and AE program directors made joint presentations on regional collaborative efforts.

The year also saw an expansion of integrated 'Youth' programming, where AE and DWS worked hand in hand to co-enroll qualified youth in a standardized State incentive program for high school equivalency completions. By the end of the fiscal year, this incentive program was expanded to an RFP process in multiple areas of Wyoming.

AE and DWS also worked collaboratively with several Next Generation Sector Partnerships to develop integrated programming aimed at promoting/advancing regional economic efforts. One example of this was a year-long Project Management Team training program for qualified youth. The overall program goal was to provide career and training services that were designed to meet the needs of local employers involved with the Next Generation Sector Partnerships in the Tri-county area of Goshen, Platte, and Niobrara counties. Participants were tasked with developing a 'mixer' whereby county health professionals were given the opportunity to meet and greet colleagues throughout the three counties. Student interns for this project learned financial management skills, digital literacy, event planning, employability skills, and academic skills needed for success. Interns were paid through DWS Work Experience funds for the time they were involved

with this project. Before the year's end, a very successful 'mixer' was held and was attended by many tri-county health professionals.

Collaborative efforts also provided joint presentations by DWS, DVR, and AE at new student orientations, the facilitation of 'shared space' at the community colleges, and employment placements for qualified participants. The primary goals of these joint presentations were to find ways to increase co-enrollments for qualified participants, and to help facilitate the 'Referral' processes in place by the core partners.

Division of Vocational Rehabilitation (DVR)

The majority of the Division of Vocational Rehabilitation (DVR offices are collocated with local Workforce Centers, which allows individuals to easily work with both programs. Both programs are thus committed to increasing collaboration to assist individuals. These efforts include: 1) Cross-training and knowledge-sharing opportunities; 2) Exploring more co-enrollment opportunities; 3) Joint meetings with clients when they are working with both divisions.

During the pandemic, many Workforce Centers, also known as One-Stop Centers and American Job Centers, provided paid work experiences to DVR Clients which opened the door to training and provided clients with additional job skills.

Department of Corrections (DOC)

DWS has been partnering with the Department of Corrections (DOC) Reentry Program Manager for the past several months. During collaboration meetings, items under discussion included inmate education on DWS services (Wyoming at Work, WIOA, Wagner-Peyser), training resources that include resume writing, job application completions, interview skills, job openings, as well as a listing of employers who hire felons, and siting a Workforce Center at prison locations.

DWS has also contacted the Wyoming Honor Conservation Camp (WHCC) in Newcastle, WY to discuss a pilot program at that location. DOC staff would identify inmates qualified to participate in the reentry program and provide them with access to DWS training. The pilot is scheduled to start by January 2022 via both in-person and virtually. The proposed pilot would include an introduction to DWS, Wyoming at Work, services provided, and location of Workforce Centers across Wyoming.

Alternative High School Internship/Work Experience Opportunity and Wagner-Peyser Services

In Spring 2021, DWS teamed up with an alternative high school in Sheridan to assist youth in the community. The initial focus was on Wagner-Peyser services, including career exploration and development of work readiness skills. Approximately 30 youth were identified as needing career exploration and guidance to determine their long-term career paths. The DWS Business Representatives identified businesses throughout the community that were willing to provide unpaid work experiences to community youth. The Business Representatives assisted the school with placing the 30 students in work experiences that fit their areas of interest. DWS and the school identified six youth who had significant barriers and needed additional assistance. Those youth were enrolled in the WIOA Youth program for access to additional services.

DWS also began working with an alternative high school in Gillette, starting from the successful Sheridan program model. Approximately 25 youth enrolled in the school's career mentoring class; DWS Workforce Specialists met and discussed different Wagner-Peyser services over five weeks. Students were provided the opportunity to create resumes for their job-shadowing assignments.

Job Corps

The COVID-19 pandemic negatively affected DWS' outreach to the Job Corps; however, regular contact is now being made with the Admissions Counselor. DWS is creating an outreach plan for the upcoming PY.

Senior Community Services Employment Program (SCSEP)

During PY2020, DWS connected with the new providers of the Senior Community Services Employment Program (SCSEP) program, and invited them to attend Workforce Center staff meetings to share information about the services that each program provides. The Rawlins Workforce Center held an on-site SCSEP participant training where the participants learned to use Wyoming at Work, and staff assisted job seekers in the resource area.

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

The R&P unit of DWS provides:

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- Wyoming Post Secondary (Colleges & University) Employment Outcomes <https://public.tableau.com/app/profile/tony.glover/viz/WyomingPostSecondaryCollegesUniversityEmploymentOutcomes20201106/OutcomesDataFigure>.
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- A series of Labor Market Information webinar videos <https://doe.state.wy.us/lmi/presentations.htm>.
- Commuting patterns <https://doe.state.wy.us/lmi/commute.htm>.
- Current employment statistics <https://doe.state.wy.us/lmi/CES/TOC.HTM>.

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 are and will be available for Federal evaluations.

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

The One-Stop System in Wyoming has looked at many ways to implement continuous improvement throughout PY20. Wyoming has used the One-Stop Center certifications, NASWA committee meetings, WorkforceGPS webinars, and discussions with other states when evaluating best practices. During PY20, we researched and are in the process of implementing the following:

- To establish an electronic tracking system for all walk-in clients, the State of Wyoming purchased iPads and stands for the front counters in all Workforce Centers. The sign-in data collection will be the same for all 20 Workforce Centers. This data will be used to inform the decision-making processes needed to strengthen the services delivered.
- Wyoming will provide more training opportunities to all Workforce Center staff. We are in the process of publishing a training calendar to include an "all staff" training conference.
- Through the completion of the One-Stop certifications, more educational materials are shared with all staff on the WIOA programs and required partnerships.
- During PY20, many One-Stop staff were involved in the Strategic Planning Task Force. These individuals were part of the team that refined the agency's mission, vision, and goals. The team is currently working on the rollout of the agency's goals.

- The One-Stop team is always working on continuous improvement strategies, finding the best methods to ensure that tasks are completed in the most efficient, effective, and productive ways.

AE providers were part of the national Teaching Skills that Matter cohort throughout fiscal year 20/21. Strategies and evidence-based practices learned in this national initiative were rolled out to all instructors in August 2021. Several providers and the State Adult Education director completed the national IET Design Camps in Spring 2021. Training and practices learned have continued in the current fiscal year.

DWS has noted a significant drop in Wyoming Youth enrollment and has created a youth workgroup that is comprised of Wyoming Center staff. Depending on topics, DWS will include youth as participants. The group is working on continuous improvement of the services DWS provides to youth in Wyoming.

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

1) The state’s methodologies

The Workforce Centers employ an online feedback system that collects data in real time from all individuals and employers who receive services through Wyoming At Work.

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 769 individuals/employers completed a customer service satisfaction survey in the online job-matching system, Wyoming At Work. This number decreased significantly from the 949 completed surveys at the time of the last report.

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. The survey results indicated that 47.7% visited the site to perform a job search, while 0.8% visited for career planning and occupational research. The surveys are geared toward both employers and job seekers. 50.5% of respondents agreed that the site was easy to navigate, and 40.9% of the survey respondents indicated their visit to the website was ‘Good’ on a scale of ‘Poor’ to ‘Excellent’.

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

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5) 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 following outlines the vision, mission, and goals outlined in Wyoming's Unified State Plan:

Vision: Wyoming's Workforce System fosters a vibrant Wyoming economy through collaborative industry-led partnerships that provide diverse and comprehensive services to job seekers and employers.

Mission: Develop a quality and diverse workforce to meet the needs of Wyoming employers.

Goal 1: Use an integrated approach to increase the effectiveness of the Workforce Development System:

- Develop a comprehensive outreach plan to promote opportunities available from various one-stop partners;
- Improve career pathways through coordination of education and training efforts among one-stop partners; and
- Prepare and respond to the changing employment landscape through leveraging integrated partnerships.

Goal 2: Increase internal and external communication and outreach efforts:

- Explore new resources and utilize those already available through one-stop partners to promote the one-stop system;
- Oversee the development and implementation of cross-training opportunities across one-stop partners to increase awareness of the Workforce Development System;
- Develop next steps for the WWDC Outreach Plan emphasizing increased communication among one-stop partners;
- Explore ways to highlight the personal impacts of the one-stop system; and
- Promote the WWDC's strategic planning efforts by highlighting achievements.

Goal 3: Provide customized support and resources to meet the diverse needs of Wyoming employers and job seekers:

- Leverage the Wyoming Grown program to encourage Wyoming natives to return to the state to live and work;
- Establish mechanisms to identify the specific support and resource needs of employers and job-seekers with the goal of streamlining services
- Implement one-stop enhancements to provide expanded outreach beyond one-stop centers;
- Coordinate with Wyoming employers to strategize ways to recruit out-of-state job seekers; and
- Coordinate with one-stop partners to provide skill development opportunities for in-demand and emerging jobs.

Goal 4: Develop and strengthen partnerships to leverage available resources:

- Leverage the Wyoming Grown program to encourage Wyoming natives to return to the state to live and work;
- Establish mechanisms to identify the specific support and resource needs of employers and job-seekers to streamline services;
- Implement one-stop enhancements to provide expanded outreach beyond one-stop centers;
- Coordinate with Wyoming employers to strategize ways to recruit out-of-state job seekers; and
- Coordinate with one-stop partners to provide skill development opportunities for in-demand and emerging jobs

Goal 5: Use the career pathways system to prepare the Wyoming workforce for career opportunities in all industries:

- Expand internal and external efforts to identify and place qualified participants into training programs aligned with career pathways;
- Evaluate mechanisms to promote career pathways to key one-stop partners;
- Explore opportunities to expand apprenticeships, internships, and mentor programs for those in rural and urban areas;
- Use the Career Pathways System to attract out-of-state youth to Wyoming and encourage existing Wyoming youth to stay in the State; and
- Leverage one-stop partnerships to prepare the next generation of the Wyoming workforce through youth-specific opportunities.

Wyoming is looking to career pathways that connect youth in more innovative ways by integrating the technologies youth are more apt to use in the Career Pathways System, thereby strengthening their ability to be career and college-ready. Wyoming is also developing more apprenticeship opportunities by launching apprenticeships in non-traditional occupations, and in at least one of Wyoming's correctional facilities.

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.

Next Generation Sector Partnerships are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development, and community organizations to address workforce and other needs of the targeted industry. Community partners face increased pressure to engage the industry more deeply. Secondary and postsecondary educational institutions are being called upon to engage with industry and align their curriculum and programming in new innovative ways; workforce boards are called upon to increase partnerships with industry through sector partnerships, and economic development organizations are experiencing a renewed interest in talent and skills as keys to economic vitality. Next Generation Sector Partnerships are industry-led (the agendas are based on industry-determined priorities, not public programs); community-supported (public partners from

workforce development, economic development, education, and others work together to convene and support the partnerships); and sustainable over time (because Next Generation Sector Partnerships are organized around topics that interested business leaders the most, and on what will ensure that their company thrives, the Partnerships are sustainable over time). Through the Next Generation Sector Partnership initiative, regional employers have identified talent as one of the greatest needs, and training programs have been developed in Wyoming to meet those needs. These include a dual enrollment program between K–12 and post-secondary education, and the development and implementation of new programs at Wyoming’s community colleges. Wyoming also hosts an annual Safety and Workforce Summit to provide education and networking opportunities for employers that allow employers to directly access economic development, workforce, workforce training programs, and educators.

The Next Generation Sector Partnerships are working on a talent pipeline initiative to establish opportunities for direct access to available employees and services in ways that better suit their needs. This will provide potential employees access to employers in a more efficient, streamlined way.

AE partnered with one Next Generation Sector Partnership and DWS to offer a specialized youth program on financial management, digital learning, and event planning that was completed in Spring 2021.

One of Wyoming’s active Next Generation Sector Partnerships is the High-Altitude Manufacturing Partnership (HAMP) of Albany County. Of the many goals identified by business champions in the partnership, recruitment and retention are top priorities. As part of these efforts, HAMP hosted a Business Expo and Job Fair at the Albany County Fairgrounds on June 11, 2021. This event was opened by Wyoming Governor Mark Gordon, attended by more than 40 local employers, and involved almost 200 local job seekers in attendance. HAMP also took part in the University of Wyoming’s Engineering and Business Job Fair on September 29, 2021. HAMP has begun planning and will soon be conducting ‘Lunch and Learns’ for local employers that will involve various topics that include recruitment, interviewing, retention, and supply chain issues. HAMP works closely with support partners that include DWS, Laramie County Community College, University of Wyoming, Wyoming Women’s Business Center, Laramie Main Street Alliance, and many others. The local Laramie Workforce Center attends every HAMP meeting and assists in planning events, and provides information on programs and services pertinent to the businesses in the partnership.

Apprenticeship State Expansion (ASE)

The Apprenticeship State Expansion (ASE) grant program through DWS received a federally funded grant of \$641,075.32 with a focus on expanding the number of registered apprenticeships in Wyoming. This grant has a three-year performance period (July 1, 2019 to June 30, 2022), and provides a one-time reimbursement to employees to offset costs related to on-the-job learning for each qualified apprentice who started after July 1, 2019, and who is registered with the Wyoming Office of Apprenticeship.

System-level advancements include completion of the manual tracking process and procedure to accurately collect participant data; this process is now implemented in daily procedures. Current expansion goals and efforts align with Wyoming’s educational attainment goals, with economic development strategies, integrate with current state efforts, and support rapid apprenticeship program development and enrollment. Formal outreach and communication campaign materials continue to bolster interest for employers and potential sponsors.

ASE program level accomplishments in this past fiscal year include facilitating collaboration among various workforce talent agencies that include businesses, community colleges/universities, local workforce centers,

trade associations, and economic development entities across Wyoming with the goal of fully integrating apprenticeship programs into Wyoming workforce strategies. The ASE team provided structure and process for potential registered apprenticeship programs regarding the benefits and supportive services available for apprenticeship programs, including WIOA, Workforce Development Training Fund (WDTF), ASE, and additional services provided by Wyoming Workforce Centers. The ASE team has established support and technical assistance for sponsors in the development of apprenticeship programs and registration standards, support and training for mentors of apprentices, and assists with the pipeline development of the recruitment and enrollment of registered apprentices, including those from underrepresented populations. An increase in grant participation has brought the ASE reportable individuals from six in Performance Year One to 54 in Performance Year Two, with seven Registered Apprenticeship Programs served.

As a result of problems associated with COVID-19, the Wyoming Workforce Apprenticeship Workgroup was put on hold. The ASE team continued to collaborate with the workforce partners during the COVID-19 pandemic to ensure the statewide growth of apprenticeship programs virtually; current conversations are underway between representatives from the Wyoming Department of Education, the Office of Apprenticeship's State Director, Wyoming Registered Apprenticeship Program sponsors, Wyoming community colleges, and the DWS ASE team to determine a date to begin meetings. The focus will remain on expanding educational opportunities, work-based learning, and related training with key attention to registered apprenticeships.

Wyoming seeks career pathways that connect youth in more innovative ways by integrating the technologies that youth are more apt to use in the Career Pathways System, thereby strengthening their ability to be career and college-ready. Wyoming is also developing more apprenticeship opportunities by launching apprenticeships in non-traditional occupations, and in at least one of Wyoming's correctional facilities.

In 2012, the WWDC developed a privately-funded, nonprofit entity, the Wyoming Workforce Innovations Foundation. The Foundation's current purpose is to assist participants with funding when Federal funding is not available.

If the state has received a small state minimum allotment exception to decreasing 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.

The state's performance accountability system, including:

In Program Year 2020, Wyoming was successful, reaching at least 90% of the negotiated goal on all Program Year 2020 primary indicators of performance except Employment Rate in the 2nd Quarter after Exit for Dislocated Worker (88.8%), Employment Rate in the 4th Quarter after Exit for Wagner-Peyser (84.4%), and Employment or Education rate in the 4th Quarter after Exit for Youth (87.1%).

In Program Year 2020, Wyoming served:

- Title I: 185 adults, 233 dislocated workers (174 DW, NDWG-COAL 28, NDWG-COVID 31), 233 youth aged 14–24 years of age;
- Title III: 7,422 job seekers, including 164 Veterans; and
- 5,029 self-service individuals.

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

Wyoming has not established any state-specific performance measures or goals for WIOA Adult, WIOA Dislocated Worker, WIOA Youth, AE, or Wagner-Peyser Programs.

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

Wyoming’s deficiencies are in Employment Rates and Employment/Education Rate after Exit. The attainment rates are very close to 90% of the negotiated target. Wyoming’s increased COVID-19 pandemic-related unemployment rate and business closures throughout Program Year 2020 have contributed to the lack of employment outcomes for all participants.

Program Year 2020 Performance Indicator Attainment

Program	Rate	Emp. Q2 after Exit	Emp. Q4 After Exit	Median Earnings	Credential Rate	Measurable Skill Gains
Adult	Neg. Rate	80.0%	70.1%	\$6,900	60.0%	76.7%
Adult	Actual Rate	77.6%	75.5%	\$6,608	73.9%	89.3%
Adult	% of Goal	97%	92.8%	95.8%	123.2%	116.5%
Dislocated Worker	Neg. Rate	84.1%	78.0%	\$7,450	57%	78.0%
Dislocated Worker	Actual Rate	74.7%	79.1%	\$10,669	79.3%	90.4%
Dislocated Worker	% of Goal	88.8%	101.4%	143.2%	139.1%	115.8%
Youth	Neg. Rate	65.1%	70.0%	\$2,821	52%	70.3%
Youth	Actual Rate	68.7%	61.0%	\$3,369	50.0%	75.0%
Youth	% of Goal	105.5%	87.1%	119.4%	97.1%	106.7%
Wagner-Peyser	Neg. Rate	64.5%	67.8%	\$5,251	N/A	N/A
Wagner-Peyser	Actual Rate	60.6%	57.2%	\$5,522	N/A	N/A
Wagner-Peyser	% of Goal	94.0%	84.4%	105.2%	N/A	N/A
Adult Education	Neg. Rate	44.7%	43%	\$3,566	41%	47%
Adult Education	Actual Rate	51.21%	51.43%	\$3,300.40	58.16%	58.37%

Adult Education	% of Goal	115%	120%	93%	143%	125%
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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 partner 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 (except self-service, information-only activities, or follow-up services).

A participant is only exited when all the criteria for exit are 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; and
5. Trade Adjustment Act (TAA).

Negotiated performance levels for local areas for titles I and III core programs.

Wyoming is a single area state and, as a result, does not have local areas. Below are the negotiated performance levels for Wyoming.

Employment Second Quarter After Exit

Program	PY 2020 Negotiated Level	PY 2021 Negotiated Level
Adult	80.0	80.0
Dislocated Worker	84.1	84.1
Youth	65.1	65.1
Wagner-Peyser	64.5	64.5

Employment Fourth Quarter After Exit

Program	PY 2019 Negotiated Level	PY 2021 Negotiated Level
Adult	75.5	75.5
Dislocated Worker	78.0	78.0
Youth	70.0	70.0
Wagner-Peyser	67.8	67.8

Median Earnings Second Quarter After Exit

Program	PY 2019 Negotiated Level	PY 2021 Negotiated Level
Adult	\$6,900	\$6,900
Dislocated Worker	\$7,450	\$7,450
Youth	\$2,821	\$2,821
Wagner-Peyser	\$5,251	\$5,251

Credential Attainment Rate

Program	PY 2019 Negotiated Level	PY 2021 Negotiated Level
Adult	60.0	60.0
Dislocated Worker	57.0	57.0
Youth	51.5	51.5
Wagner-Peyser	N/A	N/A

Measurable Skill Gains

Program	PY 2019 Negotiated Level	PY 2021 Negotiated Level
Adult	76.7	76.7
Dislocated Worker	78.0	78.0
Youth	70.3	70.3
Wagner-Peyser	N/A	N/A

Effectiveness in Serving Employers

Measure	PY 2020 Negotiated Level	PY 2021 Negotiated Level
Employer Penetration	Baseline	Baseline
Retention with the same Employer 2nd & 4th quarter after exit	Baseline	Baseline

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

For Titles I and III (WIOA Adult, DW, Youth, WP), annually, or upon special request, reporting and monitoring staff generate a statistical sampling of participant files in the Adult, Youth, Dislocated Worker, and Wagner-

Peysers programs using the PIRL Data Sampling Tool available in the Wyoming at Work Administration Module. This tool employs random statistical sampling methods to generate a list of files to be validated. The table below describes the sampling rate:

Sampling Rates

Program	Sample Size
Adult	20%
Youth	20%
Dislocated Worker	20%
Wagner-Peyser	5% sample; 25 random files within the 5% sample pool

Participant sampling is selected statewide from participants within the prescribed Program Year.

The data validation was performed for Program Year 2019. A total of 4,317 data elements could be selected for validation. Not every data element is applicable to every participant and/or program, thus 2,509 data elements were validated with an overall error rate of 19%. The table below describes the most recent data validation statistics.

Current Data Validation Statistics

Program	# of Files Validated	# of Elements Validated	Error Rate
Adult	69	997	19%
Youth	61	950	20%
Dislocated Worker	24	345	15%
Wagner-Peyser	25	200	20%
TAA	1	17	29%
Total	180	2,509	19%

To improve data quality, training is under development to target data elements flagged with a high rate of failure. This targeted training will be delivered to One-Stop Career Center staff throughout this program year.

Wyoming’s AE programs use a multi-tiered approach to data validity. Written protocols for data validation follow OCTAE guidance and contain a description of the processes for identifying and correcting errors of missing data. Monthly, quarterly, and end-of-year provider reports as well as state monitoring reports are geared toward ensuring data validity.

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. 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. Rapid Response activities and layoff aversion, which may include: Data on the number of companies served and the number of individuals served.

Wyoming takes a unique approach by treating all layoffs, no matter the size, as a Rapid Response since Wyoming has few qualifying events. With this strategy, Wyoming's Rapid Response Team has contacted 98 affected employers and approximately 4,763 employees, through efforts to provide Rapid Response services. Wyoming has been able to provide informational sessions, including Rapid Response packets, to approximately 2,488 employees. Because of complications related to the COVID-19 pandemic, 774 of the packets were disseminated to dislocated workers via electronic correspondence.

As a result of the COVID-19 pandemic, the Wyoming DWS conducted several virtual Rapid Response meetings. The Centers also shared Rapid Response materials electronically. To provide another option for businesses and laid-off workers, DWS recorded some sessions and shared them with the involved entities.

During this time, DWS also offered general town hall meetings. During the meetings, staff shared information provided to job seekers and to businesses.

This year, DWS strengthened its rapid responses and encouraged more partners to participate in these efforts with the inclusion of AE, DVR, unemployment insurance, 211 services, and Enroll Wyoming in Wyoming's Rapid Response efforts.

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.

Staff within the Workforce Centers continue to receive training opportunities and access to a variety of resources and tools during outreach for Rapid Response services, including layoff aversion strategies. During the pandemic, the American Job Centers have been using Virtual Rapid Response Webinars on a recurring basis to reach the mass number of dislocated workers. The Workforce Centers have recorded these sessions, making the sessions available to impacted job seekers when access is most convenient for them.

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 retail, coal, oil and gas, and service industries. Rapid Response was conducted by the local Workforce Centers in coordination with the Unemployment Insurance (UI) Division, DVR, 211 Services, Enroll Wyoming, AE, 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 it offers Rapid Response services to all employers experiencing layoffs.

Wyoming received approval from the Governor to move forward with a Request for Proposal as a layoff aversion strategy to purchase a Mobile Workforce Unit. The Proposal will include funding for a half-time Rapid

Response Program Manager to operate the Mobile Unit from a central location for efficient access to various Wyoming locations. The COVID-19 pandemic has also affected the potential Mobile Workforce Unit Proposal, which was placed on hold when the pandemic response made virtual delivery the prominent method for promoting employment and training services. The Mobile Workforce Unit is still a viable future strategy for expanding services; the Mobile Unit would assist Wyoming communities with the important task of providing a more coordinated set of talent development solutions for their businesses, and helping communities adapt to the constant changes in industries such as coal, oil and gas, and retail. A Mobile Unit would assist with integrating business services, including business engagement across workforce and economic development. The Mobile Unit can be used in a multitude of other workforce-related events that include outreach, job fairs, informational sessions, and natural disasters.

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.

The One-Stop operator and the Workforce Center managers work directly with the Unemployment Insurance (UI) Office. As a result of the pandemic, UI leadership explored the Short-Term Compensation (STC) program and, on February 9, 2021, legislation was signed authorizing Wyoming to implement and administer the STC. While the STC will not be effective until later, it will be an effective layoff aversion tool. DWS will incorporate STC into the portfolio of Rapid Response services and the Rapid Response team will follow up with employers at risk of layoffs with information about STC during the initial contact/meeting with the business as an alternative to implementing layoffs. Outreach for the STC program will include secondary or tertiary employers that may be impacted. The Rapid Response team will ensure business services toolkits have information on the STC program. A statewide toolkit will be developed for those areas that may need one.

Wyoming has been exploring a new way of doing business through the Talent Transition Project in collaboration with the Rapid Response Team. Before the pandemic, Next Generation Sector Partnerships across Wyoming had growing talent needs. With the pandemic, many more people have become available who could potentially fill those needs. Partnerships have been asked if they would like to participate in the Talent Transition Project, to receive targeted assistance from Wyoming's Rapid Response System to locate, refer, train, and otherwise support the transition of a new potential workforce into their industries. The goal is to help companies, workers, and communities benefit immediately, but also to demonstrate how Wyoming's state government and local institutions can work with the private sector to advance the economic vitality and diversification of the State's regions. The implementation plan to roll out this new business approach for workforce development is in the beginning stages, and the interest and involvement for this approach promise positive results. Wyoming will include this strategy as a project to be presented to the Governor in the coming months.

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

During the pandemic, Wyoming started implementing Virtual Rapid Response Webinars as a normal strategy to connect dislocated workers to re-employment and training services, including virtual job fairs and virtual town halls for job seekers and employers. The town halls have provided timely education on changing programs as a direct result of the pandemic. As another example of outside-the-box service delivery, a drive-through Job Fair at the Cheyenne Workforce Center promoted mass job opportunities. Rapid Response activities are carried out by the American Job Centers, as designated by the State of Wyoming, 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 combined job fairs for similar industries, and creating transitional career opportunities to assist with layoff aversion. The American Job Centers have developed a great rapport with Unemployment Insurance (UI) partners. Depending on the Rapid Response need or timing UI staff readily available to Rapid Response teams through various modalities, such as via teleconference, Google Hangout, and in-person. Wyoming is also exploring Virtual Job Fair modules for its statewide Management Information System (MIS). The American Job Centers encounter some reluctance from employers on providing informational sessions to staff being affected by layoffs, so innovative and personalized sessions are offered through various methods.

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).

A combination of factors, including the COVID-19 pandemic and economic uncertainty, has prompted waves of Americans to move from large cities and permanently relocate to more sparsely populated areas. The trend has been accelerated by technology and a shifting mindset toward working remotely. Individuals of all ages are moving in record numbers to suburban areas and small towns throughout the country. As Wyoming and the country continue to recover from the impacts of COVID-19, the Wyoming Grown program will play a key role in promoting Wyoming and its opportunities to the new mobile workforce. Wyoming, with its open spaces and abundant outdoor recreation opportunities, provides the perfect backdrop to capitalize on this national trend.

The Wyoming Grown Program connects individuals who have a desire to return to Wyoming with high-paying, in-demand career opportunities. Wyoming Grown recruits skilled professionals back to their home state, seeking individuals who have left Wyoming but who are considering relocating to the State. The Wyoming Grown Program partners, in part, with DWS's statewide network of employment specialists to work hand-in-hand with participants to connect them with employment opportunities and businesses throughout Wyoming.

In the past, the Wyoming Grown Program worked closely with the Wyoming Business Council and the Wyoming Office of Tourism to develop and deploy a recruitment strategy and marketing campaign to target the millions of Americans who seek life and work outside of urban areas. Wyoming Grown will continue to work closely with these partners to identify ways to grow and promote program outreach.

Another unique program for Wyoming is the Workforce Development Training Fund (WDTF), a grant program created to assist businesses with funding needs for professional development opportunities to increase employee skill attainment. Grant options include Business Training Grants, Pre-Hire Economic Development Grants, Pre-Obligation Grants, Internship Grants, and Apprenticeship Grants.

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.

In April 2020, DWS was awarded \$200,000 for a National Dislocated Worker Grant (DWG) and has since submitted a grant modification. The original DWG proposal sought to enroll 16 participants in grant-funded activities for training and employment services and six additional individuals in direct disaster relief employment. Program documents indicate that 31 participants have been enrolled, including five in direct relief efforts, exceeding the program goal by 40%. The original plan outlines a total of 21 services; 84 services

have been provided. DWS requested an increase in the amount of \$300,000 and a Period of Performance extension of two years.

Any technical assistance needs of the state workforce system.

Wyoming continues to work with Wyoming’s Federal Project Officer, and Teresa Theis, Performance and Reporting Workforce Analyst, on Measurable Skill Gains and Credential Attainment Rate for technical assistance. Wyoming is also interested in case management technical assistance for field staff when the opportunity becomes available.

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.

Success Story – Wagner-Peyser and TANF POWER Program – Co-enrollment

Justine is a TANF POWER participant who had been in the program for quite some time. While in the program, she enrolled in CLIMB Wyoming, a free job-training program for single moms. Justine completed the Professional Office Careers training and was looking for full-time, long-term employment.

Through Wagner-Peyser services (job application assistance, resume writing, interview skills, and a job referral), Justine landed a job with the Wyoming Women’s Business Council (WWBC) in Laramie, Wyoming.

Recently the DWS office received an email from Wendy Fanning, the new CEO of the WWBC in Laramie. They were looking for someone to join their team as an Office Support Specialist. A WFC staff member assisted with the job posting and indicated that the DWS staff would talk to program case managers and participants (WP, WIOA, POWER) about the position and would then make appropriate job referrals.

The POWER case manager mentioned Justine, who interviewed, and was offered and accepted the position. When she started her new opportunity, she was earning more than \$20.00 an hour.

This outcome was possible because of the amazing partnership between the Workforce Center, CLIMB Wyoming, and WWBC.

Justine is a pseudonym, as we did not have a signed release of information.

Success Story – JVSG Program

David is an SBE veteran who was enrolled in the Compensated Work Therapy program at the Sheridan VAMC. He met the local DVOP during an outreach presentation and they began working together, completing a comprehensive assessment and creating an employment plan.

The DVOP began meeting with David and provided basic career services. They created resumes to fit specific jobs and performed weekly searches for employment. The DVOP provided individual career counseling and made many community referrals for this veteran. After several months of searching for jobs, David was offered employment at the Sheridan VAMC as a housekeeper.

David has been working at the VA for approximately six months and is doing well. His life has stabilized and he contemplates a transfer within the VA system to New York State where he can be closer to family.

David is a pseudonym, as we did not have a signed release of information.

Success Story – JVSG and WIOA Co-enrollment

Kelly is an older (over 55) veteran and former rancher. His work experience includes a position as head groundskeeper at the Wyoming Boys School, and as a kindergarten teacher in Montana.

When Kelly first came into the Sheridan Workforce Center, he was homeless and living in the Sheridan VA Medical Center Domiciliary. He had no vehicle and limited funds for transportation. At the time, DVOP Justin Bleak worked with him to gain temporary housing with the VOA Freedom House and referred him to WIOA Case Manager Sally Thomas for assistance in upgrading Kelly's skills.

Kelly's interest assessment, physical capacity, current labor market information, and consumer choice led him to ask for assistance in enrolling in CDL school. After a couple of false starts because of COVID-19, Kelly successfully completed the SAGE Truck Driving's CDL course.

Kelly moved through several local positions as a driver but found them too physically demanding. During a Career Planning meeting, his case managers identified a bus driver position with Sheridan County School District #2 (SCSD #2). This tied Kelly's background of working with children with his new driving credential. His WIOA Case Manager and the DVOP worked together to assist Kelly with the SCSD #2 account creation, application, and cover letter. Kelly applied and was quickly hired. He is now successfully employed in a sustainable bus driving job that gives him time to do what he really loves... fishing.

Kelly is a pseudonym, as we did not have a signed release of information.

Success Story – WIOA and Adult Education Co-enrollment

Diana was referred to the Torrington Workforce Center by the local AE program as she had enrolled in their High School Equivalency Certificate (HiSEC) program. Diana was a high school dropout, and lacked basic employment skills. She was found eligible for WIOA and within a few weeks of becoming a participant, discovered she was pregnant.

Diana began working on her HiSEC, and within a couple of months, started her work experience with the NexGen Project in partnership with Eastern Wyoming Community College (EWC). Diana began to shine on the project; she is shy by nature and had to overcome that, but once she did, she became the most reliable and dedicated person on the team.

While working on her HiSEC and the work experience, Diana delivered her son and became a single mother. This required her case managers to adjust some of the program service delivery methods. After recovering from the birth, Diana returned to her work experience and demonstrated real leadership qualities.

In May of 2021, the WIOA youth NexGen Project Team put on and hosted a successful mixer for the Healthcare Alliance Next Generation Sector Partnership. Diana was one of three on-site youths who were serving, helping, and hosting the event. She did a great job interacting with the professional medical personnel there and was very active in making sure the evening went well for all the guests.

Diana started her HiSET testing and quickly passed three of the five tests, then completed her fourth test on May 18th. On June 12th, her house burned down. Diana had scheduled her final HiSET test on June 16th of 2021 and although her home was lost the weekend before, she was in the EWC center and tested out, earning her HiSEC certification that day. Diana recently started a CNA program. She wants to work within the medical field.

Diana pushed through despite many setbacks—having a child as a single mother, COVID-19 disruptions, the loss of her home—and earned her HiSEC certification. She is far from finished. Diana will be a success. She may need to proceed at her own pace, but she has proven she will not stop until she reaches the goals she sets for herself.

Diana remains an active WIOA participant.

Diana is a pseudonym, as we did not have a signed release of information.

Success Story – WIOA National Dislocated Worker Grants (NDWG) (COVID)

Kevin was laid off from the oil field as a welder because of COVID-19 and the downturn in the oil/gas industry in Wyoming. This had been his trade all his life. Kevin came into the Casper Workforce Center to file his Unemployment Insurance claim, and during this visit, learned about WIOA and how the Workforce Center staff could assist him with finding other employment opportunities. Kevin began working with a case manager and using Wagner-Peyser services. He was unable to find work because of his lack of training outside his welding profession, COVID-19, and the economic downturn.

With the financial assistance of the WIOA program, Kevin completed the Sage Truck Driving Training and obtained his CDL Class A license with endorsements. He landed a job as a full-time truck driver at Rock Hard Cementing. Kevin is now earning \$18.00 per hour, plus benefits.

Kevin also used WIOA support services to subsidize his purchase of the steel-toe boots the truck driving position required. Kevin is still employed and doing great.

Kevin is a pseudonym, as we did not have a signed release of information.

Success Story – WIOA and Vocational Rehabilitation Co-enrollment

Willow came to the Rawlins Workforce Center as a dependent in a TANF Program. Through these visits with her family, she learned about Wagner-Peyser and WIOA services.

Willow was found eligible for the WIOA out-of-school youth program and identified as needing employability skills, as she had never worked before. Willow was very quiet, but connected with her case manager and engaged in many career services. She performed her work experience with the Rawlins Workforce Center and was an Office Support Assistant. On Willow's first day of the work experience, she was barely able to speak to clients, but as time progressed and with many staff members providing her with daily coaching, she became very successful in this position.

Through coaching, Willow's WIOA case manager realized that a referral to Vocational Rehabilitation would be beneficial. The referral was made and Willow was co-enrolled in WIOA and DVR. Willow was diagnosed with severe social anxiety, but through the services offered in both programs, Willow worked to cope and use coping skills to be successful. At the end of the work experience through WIOA, DVR agreed to pay for additional hours as tasks Willow was still working on other tasks.

The two programs set different goals/objectives for Willow; but also had goal in common across both programs. With program consistency, Willow learned how to address her barriers and gained the confidence she needed to look for full-time employment.

Willow's WIOA case manager assisted her with the needed career readiness skills and Willow interviewed with Dalin Motors and the City of Rawlins. Willow was offered and accepted a position at Dalin Motors as their Accounting Assistant.

While Willow's WIOA case is now closed, she is still receives follow-up services and remains happily employed.

Success Story – WIOA and DADS (State TANF) Program Co-enrollment

Michael applied for the DADS program with the hope of finding a career to support himself and his new family. Michael and his fiancée are the proud parents of a baby boy and both had been struggling to make ends meet since the addition to their family. The DADS Making a Difference is a TANF program that gives job training and other services to fathers who need help supporting their children.

Michael was accepted into the DADS program and was co-enrolled in the WIOA and the SNAP E&T programs to leverage resources and expertise on his journey. The SNAP E&T program covered the tuition cost at Sage Technical Services where Michael completed the training necessary for him to obtain his CDL Class A license. The WIOA program assisted Michael with many career services, some unforeseen support services, and some basic life skills opportunities that included parenting and financial literacy classes.

Michael successfully graduated from the DADS program, having already been hired by Mead Lumber as a Class A truck driver at a starting wage of \$18.00 an hour with full benefits. Michael's aspirations include owning his own semi and a home for his family.

Michael is a pseudonym, as we did not have a signed release of information.

Torrington Workforce Center – Next Generation Sector Partnership

The Next Generation Sector Partnership Project in Torrington, Wyoming was developed to build relationships with local businesses and the Workforce Center. This partnership provides job seekers with the opportunity to access employment, education, and training. Gaining participation in the Workforces Center's Youth Work Experience Program has been a challenge because of past problems with some program participants.

The Torrington Workforce Center teamed up with the local Healthcare Alliance and Eastern Wyoming College (EWC) to identify improved ways to promote the Next Generation Sector Partnership Program and the WIOA Work Experience Program while keeping the center's youth fully engaged in the HiSEC program at EWC. After numerous meetings and discussions, the EWC Adult Education applied for and received approval for a grant to pay the salary of a part-time education coordinator who would manage a work experience program for WIOA youth. This program provided WIOA Program youth with the opportunity to work with the local health care alliance to plan, develop, and execute a social mixer, an established way for HiSEC youth to social network with EWC, gain work experience, and promote the Next Generation Sector Partnership.

To participate in the Next Generation Sector Partnership Project, the youth participants must complete training steps that include attending a workshop at which they were coached on interviewing, choosing appropriate attire for interviews, developing a resume and cover letter, and completing an interview. Three

out of seven youth participants in the Torrington Workforce Center program attended and completed the workshop.

The Torrington Case Manager was very involved in the program and maintained a strong working relationship with EWC and the local Healthcare Alliance. Over time she built trust and rapport by working with the students, the project leader, and the Adult Education Counselors. This increased contact assisted in building relationships, and improved communication among the Workforce Center, EWC, local Healthcare Alliance, and the youth involved in HiSEC.

Success Story – Employer Services

An employer called the Sheridan Workforce Center, desperate for help in finding employees. They indicated that in years past, they had too many applications/resumes to sort through, but were now struggling to find any qualified applicants from the few applications/resumes they received.

After DWS verified the employer’s account, staff members dove into identifying the services could be useful to the employer. Previously, the employer had not provided detailed job descriptions. Staff members offered recommendations to the job posting and job description and encouraged the employer to think about “selling” the company to others. The employer and program staff discussed how to paint a picture that described “why” someone should be enthusiastic about joining their team.

Through the discussions, DWS staff helped the employer to strengthen the job description, highlight the perks of the workplace culture and environment, wove in areas where flexibility could be used (hours of work, part-time or full-time opportunity), and indicated professional growth potential (certification/license).

With the company’s permission, DWS sent emails/messages (a MIS tool) to qualified and eligible job-seekers in northern Wyoming. The employer called five days later saying that he had filled the position with an outstanding candidate.

Adult Education

Adult Education programs in Wyoming began to expand their offerings of Integrated Education and Training models, most particularly in the Next Generation Sector Partnership areas identified for Albany and Uinta counties: Construction, Health Care, and Manufacturing.

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

COVID-19 has caused many challenges within the Wyoming Workforce System. The American Job Centers typically offer in-person services and have internet-equipped resource rooms, access to job postings, career exploration tools, and hard-copy resources. The COVID-19 pandemic required DWS to look at how services were delivered, something Wyoming must continue to evaluate, implementing ongoing changes to meet the needs of job seekers and employers.

The pandemic also put a burden on many businesses, making many businesses less willing—or less able—to work with youth and provide community youth with work experiences.

Wyoming applied for and received a National Dislocated Worker Grant for the COVID-19 pandemic and continues to see the benefit in U.S. DOL’s implementation of a streamlined application process and an automatic increase in Dislocated Worker funds to address the needs of Wyomingites more quickly.

Eligible Training Provider reporting requirements continue to be burdensome for the State of Wyoming and its training providers. The reporting requirements may impact the number and types of programs that request inclusion on Wyoming's Eligible Training Provider List (ETPL), which will impact customer choice.

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

N/A