Overview

This is Wyoming’s Integrated Workforce Plan for Program Years 2012 through 2016. The Workforce Investment Act (WIA) of 1998, as amended, requires that the governor of each state submit a WIA title I/Wagner-Peyser (W-P) Act State Plan to the U.S. Department of Labor that outlines a five-year strategy for its workforce investment system. States must implement approved state plans to receive formula allotments under WIA or financial assistance under W-P [WIA Section 112(a), W-P Section 8(a)]. The Department of Labor must approve a state plan 90 days from the date of submission, unless the department determines in writing during the 90-day review period that the plan does not meet the requirements of WIA, W-P, or implementing regulations, including the nondiscriminatory and equal opportunity provisions appearing at 29 CFR part 37 [WIA Section 112(c), W-P Section 8(d), 20 CFR 661.220(e)]. A state may submit modifications to its plan in accordance with WIA and W-P requirements (WIA Section 112(d), 20 CFR 652.212-214).

States have three options for State Plan submissions. The first option invites states to submit, in place of what used to be their stand-alone WIA/Wagner-Peyser five-year plan, an Integrated Workforce Plan that outlines WIA and Wagner-Peyser programs. In this option, states also must include a Wagner-Peyser agricultural outreach plan and a short description of their plans for coordination with Trade Adjustment Assistance (TAA). As the second option, states can include the Senior Community Service Employment Program (SCSEP) in their Integrated Workforce Plan. For either option, the plans should only include workforce programs under the jurisdiction of the Department of Labor and must comport with these requirements. As the last option, states may submit a State Unified Plan that encompasses not only WIA title I/W-P programs and other Department of Labor programs, but also certain programs administered by the U.S. Departments of Education, Health and Human Services, Agriculture, and Housing and Urban Development (WIA Section 501).

The Wyoming Department of Workforce Services (DWS) chose option 2 for submission of Wyoming’s workforce plan. DWS administers SCSEP in the state, so it is natural to include a plan for this program as part of the overall Integrated Workforce Plan. Also, this approach enables the department to insure greater program alignment and service quality between SCSEP and all other DWS programs.

DWS has framed its plan according to federal planning guidance (see State Integrated Workforce Plan Requirements for Workforce Investment Act Title I / Wagner-Peyser Act and Department of Labor Workforce Programs, OMB Control Number: 1205-0398 Expiration Date: February 28, 2015). The plan is organized into three key sections, which are:

- Section I outlines the elements required for the State Workforce Strategic Plan. These elements represent the high-level vision, goals, economic and workforce analysis, strategies, and outcomes that the Governor and strategic partners collaboratively identified for the state’s future. They are intended to serve as a vehicle for the Governor, state workforce investment board (SWIB), and other partners to identify broad goals and strategies for the state.

- Section II provides the elements for the State Operational Plan. The state’s operational plan makes clear how specific workforce programs will operationalize, administer, and implement systems and
structures to achieve the vision, strategies, and goals identified by the Strategic Plan. Virtually all items contained in this section are required by statute or regulation for inclusion in the State Plan.

- Section III provides a list of Assurances in which DWS underscores that it is complying with applicable law and, where appropriate, attaches policies or other supporting documentation. Although the Department of Labor requires states to submit all three sections to fulfill WIA planning requirements, states do not need to include all three sections in a single document, and may submit them separately. DWS has chosen to add the list of Assurances to Sections I and II when the Plan is submitted to the Department of Labor in September 2012.

In addition to following the section format, DWS utilized individual statements from the federal planning guidance to introduce what is included in each part of Sections I and II of the plan. These are highlighted in bold italicized print wherever they are included.
Section I. State Workforce Strategic Plan

A state’s Integrated Workforce Plan must identify the programs included in the plan, and include the following key elements. Please note that, where appropriate, narratives in each section of the plan may contain Web links to external supporting documents.

Wyoming’s workforce programs are administered by the Department of Workforce Services, which acts in partnership with numerous organizations throughout the state, under the direction of Governor Matthew H. Mead. This Integrated Workforce Plan covers the following programs: Workforce Investment Act Title I, Wagner-Peyser, Trade Adjustment Assistance, National Emergency Grants, Senior Community Service Employment Program, and related programs. Wyoming’s Agricultural Outreach Program is also included as Attachment A.

• Governor’s Vision: This portion of the Integrated Workforce Plan must describe the Governor’s strategic vision for the state’s economy and overarching goals for the state’s workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the Governor’s vision. The plan must specifically address the Governor’s vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service. It also must detail how programs and activities described in the plan will support the state’s economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan [WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).

Governor Matt Mead’s vision for a statewide workforce investment system prioritizes streamlining government, enhancing the value of the state’s current economic engines while simultaneously diversifying Wyoming’s economy, and promoting the integration of the state into the global economy as a means of creating jobs for its citizens.

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

Wyoming’s economic foundation is rooted in three sectors: energy, tourism and agriculture (listed in order of industry size). Under Governor Mead’s leadership, Wyoming has aggressively pursued technology as a target industry that may be mentioned in the same breath as Wyoming’s signature industries in the near future.

Wyoming’s economic framework is different than that of the U.S. and many other states. This is due, in large part, to the state’s status as a leader in energy production. Consequently, Wyoming’s economic circumstances fluctuate with mineral prices.

Due to an estimated reduction in natural gas extraction revenues, Governor Mead has asked state agencies to prepare for eight percent budget cuts in fiscal year 2014, which starts July 1, 2013. In addition, the Legislature has notified agencies to prepare for the eight percent cuts to extend into the 2015-2016 biennium.
Wyoming is eager to attract diversified economic opportunities that add value to the state’s established industries. Aligning these opportunities with the economic development needs of the state, its regions and communities, is a key component of Governor Mead’s vision for the future of Wyoming’s workforce.

In order to achieve this aim, the Governor is committed to collaborating on Wyoming’s workforce challenges with the Department of Workforce Services, the Department of Education, the University of Wyoming, Wyoming’s community college system, the Wyoming Workforce Development Council, the Wyoming Business Council and other experts in order to create new jobs that pay a livable wage for Wyoming’s citizens; and to produce a skilled and productive workforce that ensures Wyoming businesses will succeed in an increasingly competitive global economy.

Despite all of these efforts, success is not attainable without establishing safe workplaces. That is why Governor Mead has placed a special emphasis on improving the culture of safety in Wyoming workplaces. This year, with the Governor’s support, the Wyoming Legislature passed H.B. 89 Workplace safety-employer assistance, which arms the state’s Occupational Safety and Health Administration (OSHA) with seven new full-time safety consultants dedicated to the agency’s long-standing voluntary courtesy inspection program. Additionally, an OSHA compliance officer position was configured internally in collaboration with Governor Mead. The bill also sets aside $500,000 in grant money available to employers who want to establish or improve their own safety programs.

**Attracting, Retaining and Growing Business**

While Wyoming’s unemployment rate dipped to 7.5 percent in winter 2010, it has remained under 6 percent since June 2011 and currently stands at 5.2 percent, according to the latest reports.

Wyoming has encountered drastic growth and decline over the past decades based upon the boom-and-bust nature of the energy sector. The following economic development goals focus on diversification while enhancing Wyoming’s natural assets:

- Make Wyoming business ready, and ensure a prepared workforce at each level to meet employers’ ever-changing needs;
- Drive innovation in support of knowledge-intensive industries, as well as high-growth industries and entrepreneurs;
- Entice out-of-state employers to relocate to Wyoming;
- Encourage the backbone of Wyoming – local communities and their stakeholders (educators, community leaders, etc.) – to invest and get involved in workforce strategies.

**Catalyzing Global Opportunities**

There is no doubt that technology is shaping the future and those who do not innovate along with it will be left behind. The evolution toward a knowledge-based economy means Wyoming’s workforce will require specialized skills and education to meet the needs of the new economy.

Access is a key component in today’s business world, both in terms of new professional connections and technological connectivity. Reaching out to dynamic leaders to foster new relationships is an important aspect of empowering Wyoming’s economy. Additionally, it is essential that Wyoming citizens have the opportunity to connect with others via technology.
Governor Mead also instituted a Memorandum of Understanding under which the Chinese company New Channel International Learning will use Wyoming teachers employed by Cody-based Eleutian Technology to teach English over the Internet at its 66 educational centers in China. This agreement will result in Eleutian hiring an additional 50 to 100 teachers, most of which are Wyoming-based.

Data Centers in Wyoming

With data center recruitment, Wyoming is moving to the forefront of high technology in the U.S. In Cheyenne, state-of-the-art research and development is being conducted at the National Center for Atmospheric Research-Wyoming Supercomputing Center (NCAR) facility.

In April 2012, Governor Mead furthered Wyoming’s technology presence with the announcement of Microsoft’s plans to build a data center near Cheyenne. The $112 million data center will bring high-paying, technology jobs to the state.

During the 2012 Budget Session of the Wyoming Legislature, the Legislature and Governor committed $15 million to local governments for building infrastructure to enable recruitment and operation of data centers.

These data centers will be a catalyst for growth, and help position Wyoming as a leader in the technology sector.

Increasing Access

In 2010, the state’s major broadband provider serviced only two towns in Wyoming with high speed gigabit broadband. Thanks to a public-private partnership, this service now reaches an additional 18 Wyoming communities. In the past year, Wyoming has increased the scope of high-speed connectivity in schools by more than 250 percent. Wyoming’s information technology will continue to grow through the public-private partnerships with both large and small companies currently in development.

Technology Task Force

Governor Mead is assembling a group of industry leaders to help guide the state’s efforts in building a tier one College of Engineering and Applied Science at the University of Wyoming. The Governor’s Tier One Engineering Initiative Task Force will help create a program to provide University of Wyoming students with the opportunity to perform cutting-edge research and make technological advancements that will benefit the state and country.

Workforce Development Partners

Governor Mead has been actively involved in a comprehensive effort to include and engage key players in workforce development. From educators to industry leaders, the Governor and Legislature have engaged a broad spectrum of experts to determine the skills needed in the state’s job market, and to continue the progress Wyoming has made in aligning educational curriculum with the demands of the current job market.
The Wyoming Department of Workforce Services

The Department of Workforce Services (DWS) is dedicated to developing a demand-driven workforce that is responsive to Wyoming’s businesses, citizens and economy. DWS strives to bridge human and economic development for the betterment of Wyoming’s future.

The Wyoming Workforce Development Council

The Governor looks to the Wyoming Workforce Development Council (WWDC) as the source of workforce policy, coordination, and leveraging of resources and skills. The WWDC operates in conjunction with the Department of Workforce Services and acts as the state and local Workforce Investment Board under the Workforce Investment Act. Several state agency directors sit on this council with a powerful cross section of private sector individuals that represent the majority of Wyoming’s regions and industries.

The WWDC works to bring business, labor, and public sectors together to shape strategies that will best meet workforce and employer needs in order to create and sustain a higher-skill, high-wage economy. The WWDC’s vision of Wyoming is a state with a strong and growing economy populated by educated, economically self-sufficient people who enjoy a high quality of life. The council’s mission is to shape strategies and policies to develop, recruit and retain Wyoming’s workforce.

The WWDC is responsible for overseeing the creation of a strategic plan for the development of Wyoming’s workforce. Further, the WWDC is tasked with:

- Reviewing and making recommendations to align the workforce system, including education and economic development goals for the purpose of creating systems that are integrated and provide Wyoming with a competitive advantage in the global economy;
- Identifying the workforce investment needs of Wyoming business and industry, together with citizens of the state, so that each might respond to and meet the needs of the others and thus together build a robust, diverse economy;
- Reviewing and evaluating workforce development programs within the state; formulating recommendations to increase their efficiency and effectiveness; eliminating duplication; and aligning with economic goals. Recommendations shall be communicated to the Governor, Legislature, state and federal government agencies and appropriate individuals and entities within the private sector;
- Increasing academic capability and technical skills within the state workforce and fostering lifelong learning among Wyoming’s citizens;
- Strengthening collaboration among institutions which provide education and training, services, government, agencies that coordinate employment and other human resource investment activities, as well as businesses and industries, to create a seamless system that nurtures healthy economic development.

Wyoming Business Council
In 1998, the state of Wyoming created the Wyoming Business Council to focus public and private efforts on building a strong job creation base in the new economy. Since then, it has become a leader in Wyoming’s economic development. With manufacturing and technology as its core competencies, the council also focuses on strengthening the existing business and industry groups under alternative energy, agriculture, manufacturing, high tech, transportation and logistics. A few of these strategies are served through the following initiatives:

- **Agriculture Business Development and International Trade Development**
  
  The division’s international trade development efforts link Wyoming firms with new global markets, and provide protocol information, education and export promotion assistance. The Business Council leverages its state general fund dollars with federal grant dollars to implement its international marketing efforts.

- **2011 Wyoming Manufacturing Survey**
  
  The 2011 Wyoming Manufacturing Survey, administered by the Wyoming Business Council Business and Industry Division and University of Wyoming Partner Manufacturing-Works, gathered feedback from nearly 1,200 Wyoming manufacturing companies. The survey endeavored to determine which goods and services are being procured outside of Wyoming and to identify and translate trends into incentives that would encourage existing Wyoming businesses to expand, diversify and meet those needs.

- **The University of Wyoming Business Incubator**
  
  The Wyoming Technology Business Center (WTBC) is a business incubator program at the University of Wyoming. Established as a nonprofit, the WTBC focuses on nurturing high-growth oriented companies with an emphasis on technology. This key partnership strives to keep college graduates in the area by creating new high tech opportunities in Wyoming.

### Education Partnerships and Initiatives

Now more than ever, maintaining a high quality educational system is crucial to retaining and attracting jobs and investment in Wyoming. Due to its essential role in the state’s future, quality education is a natural partner in workforce and economic development. The advancement of knowledge and skills suited for the 21st century is crucial to the success of the citizens and the economy of Wyoming.

**Hathaway Scholarship Program**

During the 2006 legislative session, the Legislature established a generous scholarship program in the name of former Wyoming Governor Stan Hathaway. Hathaway Scholarships are designed to provide an incentive for Wyoming students to prepare for and pursue post-secondary education within the state. The program offers four separate merit scholarships, each with specific eligibility requirements, and a need-based scholarship for eligible students that supplement the merit awards. This program is a strong effort by the state to increase educational attainment while investing in long-term diversification. The Hathaway Scholarship Program is administered by the Department of Education. Since its establishment, the Hathaway Scholarship has been awarded to 11,301 different students.
Estimates indicate that another 2,500 students benefitted from the scholarship in the 2011-12 school year.

During the 2012 legislative session, the Wyoming Legislature allocated funding to assess the long-term impact of the Hathaway Scholarship program on retaining youth in Wyoming’s postsecondary institutions and subsequently, in the state’s labor force. The first round of graduates who participated in the Hathaway program are now reaching the point at which they could acquire a four-year degree and enter post-graduate employment. The Department of Workforce Service’s Research & Planning division has been tasked with collection and analysis of data to determine the long-term effects of the Hathaway student scholarship program on Wyoming high school students. The intent is to learn more about the employment, location of employment, and earnings level of Hathaway graduates after they leave a post-secondary education program at a college or the university.

Education Councils

Policymakers across the U.S. are increasingly looking for ways to raise student achievement from kindergarten through high school, and to improve college access and success. To do this, states are trying to create integrated systems of education in which all levels of education – prekindergarten through college – coordinate, communicate and educate as one system instead of several. These efforts have been clustered into councils: K-16, P-16 and P-20.

These councils focus upon:

- Expanding access to early learning for children ages 3 to 5 and improve their readiness for kindergarten;
- Smoothing student transitions from one level of learning to the next;
- Closing the achievement gap between white and minority students;
- Upgrading teacher education and professional development;
- Strengthening relationships between families and schools;
- Creating a wider range of learning experiences and opportunities for students in the final two years of high school;
- Improving college readiness and college success;
- Other activities including raising scholarships, creating promotional campaigns, and providing incentives or recognition awards for high academic performance.

Wyoming has adopted a P-16 council. The Wyoming P-16 Education Council is a non-partisan, non-governmental, 501(c)(3) organization made up of a partnership of state leaders from business, education, and government. It seeks to create greater coherence in Wyoming’s education system from pre-Kindergarten through the baccalaureate degree (P-16) to increase student success as they transition from each level of education to the next. All levels are to work as a coordinated system that nurtures the continuous, coordinated evaluation and improvement of five related P-16 system components: academic standards, curricula, assessments, instructional quality, and system accountability.

One of the P-16 Education Council’s major initiatives is in the area of Science, Technology, Engineering and Math (STEM) education. The future economic drivers of the state demand workers with knowledge and skills in these four important fields.

Improving State Standards
During his 2012 State of the State Address, Governor Mead called for further debate and discussion on common core standards. In April, the Wyoming Board of Education responded by voting to adopt the nation’s common core state standards. Implementation is moving forward to align education expectations and to make changes in curricula and statewide assessments.

**Workforce Training Partnerships**

A highly skilled, globally competitive workforce is essential to Wyoming’s future economic development and the ability of its industries to compete in the global marketplace. This ever-changing business environment requires the alignment of the workforce with the evolving needs of industry. Fostering successful partnerships with stakeholders at every level is the primary way to ensure Wyoming’s workforce is properly equipped with the toolkit that employers require.

**Industry Partnerships**

Conventional means have not adequately addressed Wyoming’s unique workforce issues. To this end, the WWDC released a Request for Proposals (RFP) to support industry partnership collaborations that bring together employers and employees around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges.

The WWDC's intent in supporting industry partnerships is to concentrate attention and resources on particular sectors that provide good wages and benefits, have the greatest potential for economic growth and/or face serious challenges to growth or retention.

Industry Partnership Solutions provide a strong footing for Wyoming’s demand-driven workforce development strategy. The program is designed to meet the workforce needs of businesses, the career goals and training needs of workers, and the economic development objectives of the state.

The expectation of this initiative is to realize successful Industry Partnerships, which have three key elements:

- They focus intensely on specific industries over a sustained period of time, customizing solutions for multiple employers within a region;
- They aim to strengthen economic growth and industry competitiveness, thereby benefiting individuals by creating new pathways into and through the industries that lead to higher wage jobs; and
- They work to promote systemic change that achieves benefits for the industries, workers, community and state.

Two recent Industry Partnership projects continue to move forward:

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

- The Boards of Cooperative Educational Services (BOCES) Health Industry Project funded $15,000 toward training 60 certified nursing assistant students. This program continues to move forward with training through funding pooled from local employers.

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

**Workforce Development Training Fund**

With the support of Governor Mead, the Wyoming Department of Workforce Services and the state’s economic development partners administer the Workforce Development Training Fund. The fund encourages business expansion within the state, or new employer relocation to Wyoming. The fund establishes the opportunity for flexible career training, and creates a jobs pipeline which benefits Wyoming’s economy, workforce and businesses. The fund operates three different types of grants: Pre-Hire Economic Development, Pre-Obligation and Business Training.

- The Pre-Hire Economic Development Grant program assists the Wyoming Business Council in recruitment of new businesses to the state. The grant helps create a successful start-up by deferring much of the training costs.

Applications are completed through a partnering of four entities that contribute separate needs or services to the program:

1. A training entity that can deliver the training, certificate or skills the business requires;
2. A business, group of businesses or an industry with a need for workers;
3. The local or regional economic development entity that will work within the local or regional economic network to provide assistance; and
4. The local Workforce Center, which will assist in the recruitment of potential skilled workers, along with placement of trained participants.

In Fiscal Year 2010, the Workforce Development Training Fund, Pre-Hire Economic Development Grants program approved 10 applications totaling $1,911,609.68 which provided training in six occupations for 749 individuals to become employed by 67 businesses at an average cost of $2,552.22 per trainee.

In Fiscal Year 2011, the Workforce Development Training Fund, Pre-Hire Economic Development Grants program served 9 applicants totaling $1,450,848.60 which provided training in five occupations for 1,422 individuals to become employed by 37 businesses at an average trainee cost of $1,020.29.
Pre-Obligation grant funding allows economic developers the flexibility to request advance allocation of Workforce Development Training Fund support for new or expanding businesses in Wyoming. Pre-Obligated funds may only be requested by economic development entities, and any funding allocated through Pre-Obligation must be disbursed through an approved Pre-Hire Economic Development Grant and/or a Business Training Grant for New Positions.

Business Training Grants are divided into two categories: Training Grants for New Positions and Training Grants for Existing Positions.

1. Training Grants for New Positions assist growing Wyoming businesses by deferring much of the training costs during expansion phases. These grants can provide between $1,000 and $4,000 per trainee per fiscal year, depending on the employee's full-time status and wage amount. Training Grants for New Positions also aid in new business recruitment and seek to help create a successful start-up by deferring much of its training costs.

2. Business Training Grants for Existing Positions can provide up to $2,000 per trainee per fiscal year for established Wyoming businesses. Businesses accessing these funds are required to match 40 percent of the total training costs and the Workforce Development Training Fund covers the remaining 60 percent, although restrictions apply. Funds for these grants are limited and only expenses will be considered.

In Fiscal Year 2010, $3,084,196.94 was allocated for the Business Training Grant program, which provided training for 469 businesses. In Fiscal Year 2011, $3,264,443.57 was allocated to the program, which provided training for 515 businesses.

The Wyoming Contractors Association’s McMurry Training Center

The Wyoming Contractors Association’s McMurry Training Center is a technical training facility focusing primarily on heavy industry trades. The Center provides industry driven, short-term, high intensity training programs that focus on knowledge and skills development.

Supporting the Needs of Younger Workers

The Governor believes youth are the key to Wyoming’s future. He remains dedicated to providing career opportunities for Wyoming youth that will allow them to remain in the state in a career they enjoy, while providing a wage which allows their family to prosper. The Governor is committed to the following youth-focused programs that allow for the development of their career goals.

Workforce Center Support

DWS has trained staff at 20 local workforce centers statewide that can meet with youth to help them determine career goals, appropriateness of job training, and/or additional education. Additionally, a statewide system of referral and resources provides:

- Well-equipped resource rooms featuring computers with resume writing software, various books and videos on resume writing and interviewing, college catalogs, typing and spelling tests, and other resource materials.
- Programs to start exploring career options, whether the youth is in high school, has graduated, has a vocational certificate, has a 2-year or 4-year college degree, or has knowledge and skills acquired through training centers, on-the-job training, or work experience.

- Job training programs can help pay for training so that a youth can attain jobs requiring additional skills.

- Adult Basic Education that provides individualized and group instruction in basic literacy for learners 16 years old and older: reading, writing, speaking, math and computer skills. English literacy instruction and civics classes are available for non-English speaking adults and those pursuing U.S. citizenship.

- GED testing centers that are responsible for administering the GED high school equivalency tests to adults ages 18 and over.

- Referral at Wyoming's community colleges, the University of Wyoming, and vocational preparation programs.

The Wyoming Children and Families Initiative

The Children and Families Initiative is the result of an act adopted by the Wyoming Legislature in March 2004. The initiative outlines that the Department of Family Services will collaborate with other state and local agencies (including the Department of Health, the Department of Workforce Services, the Department of Education, the Department of Corrections, The Wyoming Business Council, the University of Wyoming, Wyoming Community Colleges, the judiciary, private groups and businesses, including interested faith-based organizations and not-for-profit organizations) in the development of a comprehensive plan to improve the lives and futures of all children and families in Wyoming. Out of this initiative, three programs of significance were created and continue to be productive:

- Quality Early Childhood Care and Education, which resulted in establishment of the WyQuality Counts early childhood program with DWS.

- Expansion of the Healthy Living, Healthy Learning initiative, which emphasizes healthy lifestyles and good nutrition for public schools students.

- Establishment of Problem-Solving Courts, modeled after community drug courts, which allow judges to proactively assign counseling, treatment and education rather than simply imprisoning individuals.

 Wyoming Workforce Development Council – Youth Council

The Wyoming Workforce Development Council – Youth Council enlists members from business, education, community-based organizations, parents, youth and government. Under the Workforce Investment Act of 1998 (WIA), the Youth Council performs these duties, briefly summarized:

- Oversee the creation of a strategic plan for the development of Wyoming's youth;
- Build a system of public/private local youth partnerships;
Assess the adequacy of the existing youth development activities and services for all Wyoming youth;
Develop a performance measurement system for consistent and fair evaluation;
Make recommendations regarding the coordination of workforce development and youth development activities and services, so as to eliminate duplication and increase efficiency.

Addressing the Needs of Older Individuals

The 2010 Census revealed that more than 12 percent of Wyoming’s population was 65 years or older. By 2030, an estimated 32.2 percent of Wyoming’s population will be over 60, ranking Wyoming as the fourth oldest population in the nation. This populace is a crucial piece of the workforce equation. Addressing the barriers aging individuals face in Wyoming and ensuring employers benefit from the wealth of information and experience these workers bring to the workplace is important to Governor Mead.

Workforce Centers

The Wyoming Department of Workforce Services' 20 locations feature workforce specialists trained to assist older individuals in finding sustainable jobs in their communities. For older individuals, the workforce centers provide the following services:

- Career exploration and aptitude testing;
- Social Security Disability Determination;
- Veterans Services;
- Vocational Rehabilitation;
- Skill development through the Workforce Development Fund; and
- Training through the Industry Partnership program.

Senior Community Service Employment Program

The Department of Workforce Services administers the Senior Community Service Employment Program, which provides services to Wyoming residents ages 55 and older, whose incomes fall below 125 percent of the Federal Poverty Guideline; who are unemployed; or who have poor employment prospects. Services include comprehensive case management; employment training and up to 20 hours per week of part-time, subsidized community service assignments. The goal of these services is to transition the participant into unsubsidized employment earning a self-sufficient wage. As of May 2012, 49 individuals were participating in the program.

Next Cycle Works

The Next Cycle Works program is the result of an effort by AARP Wyoming and the Wyoming Department of Workforce Services, forged in 2003. The program is intended to help both businesses and workers ages 50 and older. Next Cycle Works aims to provide real-life examples of managers successfully meeting their aging employees’ needs while providing a flexible workplace for these workers.
ServeWyoming

ServeWyoming’s Volunteer Connection is a central clearinghouse designed to increase the number and effectiveness of volunteers in Wyoming. Volunteer Wyoming enables communities to recruit skilled volunteers into areas that lack professional assistance, engage volunteers with labor-intensive projects and connect people to both paid and unpaid work.

- **Economic and Workforce Information Analysis**: The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system is operating (including all the programs in the Integrated Workforce Plan), based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15). This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state’s workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan.

The state’s analysis of the current economy and future economic trends forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources. The state also should be informed by the business representatives of the state workforce investment board (SWIB). The Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:

The complete Economic and Workforce Information Analysis, which was prepared by the Department of Workforce Services’ Research and Planning Division – including related graphs and tables – is included in Attachment C of the Integrated Workforce Plan.

- **Demographics**

Race and Ethnicity

As of 2012, Wyoming’s total population was estimated to be 576,893, with 433,874 residents ages 18 and older (U.S. Census Bureau, n.d.). The information provided in this section refers only to the adult population, ages 18 and older. Of this population, 92.2 percent were white, 1.9 percent were American Indian, 0.9 percent were black, 0.8 percent were Asian, and 4.1 percent were other (see Table 1 and Figure 1 in Attachment C). In addition, 7.7 percent of Wyoming’s population ages 18 and older identified themselves as Hispanic, while 92.3 percent were non-Hispanic (see Table 2 in Attachment C). The term “Hispanic” refers “to persons who trace their origin or descent to Mexico, Puerto Rico, Cuba, Spanish speaking Central and South America countries, and other Spanish cultures. Origin can be considered as the heritage, nationality group, lineage, or country of the person or the person's parents or ancestors before their arrival in the United States. People who identify their origin as Hispanic or Latino may be of any race” (U.S. Census Bureau, n.d.).
Overall, 91.7% of the Wyoming population, 18 years of age and older, had a high school diploma or a higher level of education (Table 3a in Attachment C). Among the Hispanic population, 20.3% had less than a high school education, while 7.3% of non-Hispanics had not completed high school (Table 3b in Attachment C). Across racial makeup and age groups, 61.1% of Wyoming adults had greater than a high school education (Tables 3a and 4 in Attachment C).

Age

There appears to be no clear-cut trends regarding age and level of education. The 55-64 age group demonstrated the highest percentage of the population with a high school degree or greater, at 95.7%. The 18-19 age group had the lowest of any age group (72.8%), however this is largely a function of the lack of opportunity (i.e. time) to have achieved higher levels of education. All age groups, except for 18-19 year olds, displayed that the majority of the population had more than a high school education.

Gender

As of 2012, males (50.7 percent) and females (49.3 percent) each make up a similar percentage of Wyoming’s population ages 18 and older. A slightly higher percentage of males (9.6 percent) than females (7.8 percent) had less than a high school diploma. A higher percentage of females (63.1 percent) had some education beyond high school than males (56.8 percent).

Veterans

In 2010, there were 51,742 veterans in Wyoming, accounting for 12.3 percent of the state’s total population ages 18 and over. Veterans are defined as those who have served on active duty in the U.S. military but are not currently serving (U.S. Census Bureau, n.d.). Those who served in the National Guard or Reserves are not classified as veterans if they were not called or ordered to active duty. Wyoming’s veterans had a slightly higher level of education than non-veterans: 63.7 percent had some education beyond high school, compared to 59.4 percent of non-veterans. Only 7.1 percent of veterans had less than a high school diploma, compared to 8.9 percent of non-veterans.

An assessment of the current situation and projected trends of the state’s economy, industries and occupations, including major economic regions and industrial and occupational sectors.

According to the latest long-term projections from the Research and Planning Section of the Wyoming Department of Workforce Services, the next 10 years in Wyoming will be very similar to the last decade. The mining industry likely will continue to drive the state’s economy, and the aging of the baby boom generation will fuel the need for more workers to deliver health care services to Wyoming residents.

Across industries, a net growth of 35,842 jobs is projected over the 2012-2022 time period. Mining is expected to remain a primary economic driver in the Wyoming economy. As of 2012, the mining sector provided 37.2% of Wyoming’s total gross state product (U.S. Bureau of Economic Analysis) and 9.9% of total employment (Table 5). Employment in this industry is expected to increase 4.0% (1,114 jobs). In terms of total job growth, health care and social assistance is expected to experience the highest growth.
(7,207 jobs), followed by construction (4,966), accommodation and food services (3,802), and educational services (3,046). In terms of percentage growth, the highest growth industries are expected to be real estate, rental, and leasing (31.0%) followed by professional, scientific, and technical services (24.8%) and management of companies and enterprises (24.2%).

Agriculture and tourism, which are also key industries in the Governor's vision, are projected to have potential for growth. Table 5 in Attachment C shows the Agriculture, Forestry, Fishing, and Hunting Industry expanding by a projected average of about 27 jobs per year (1.0 percent), during the 10 year period. The Accommodation and Food Services Industry, which includes tourism, is expected to fare better with average annual growth of 380 jobs per year.

An occupation refers to a specific task or set of tasks performed by an individual. A single occupation may be present in a variety of industries. For example, accountants, in addition to working in accounting firms, may also work for mining companies, hospitals, state or local government, etc.

It is important to note that projections are based on historical trends, and at this time cannot account for factors such as rapid economic expansions or contractions, large-scale government investments and initiatives, revolutionary changes in technology, and other deviations from the general trend. Projections are updated annually and are available online at http://doe.state.wy.us/LMI/projections.htm.

This section also includes information on educational requirements, skill needs, and a description of the characteristics and employment-related needs of the state’s population and sub-populations. Many of the jobs projected to have the highest level of growth in new openings (16 of the top 20 growth occupations) require a high school degree or less (see Tables 6 and 7 in Attachment C.)

**Industry Projections: Mining**

The mining industry has long been the driving force behind Wyoming’s economy, and the global demand for coal will continue to present opportunities for the state’s coal producers, as long as the state is able to find ways of marketing this product. A projected rise in demand for coal is largely due to increased power demand in emerging economies, particularly India and China. According to the International Energy Agency (IEA, 2011), “the IEA projects average coal demand to grow by 600,000 (tons) every day over the next five years.”

Domestically, the gradual shift from coal-fired power plants to those that rely on natural gas may present opportunities for Wyoming’s natural gas producers. Power plants fired by natural gas are an attractive option due to low prices for the resource and stable capital cash costs for new plants. In addition, “natural gas has the lowest carbon content (CO2) of any other hydrocarbon fuel,” making it an attractive option for reducing carbon dioxide emissions (Langston, 2010).

Wyoming’s mining industry is projected to add 1,114 net new jobs from 2012 to 2022, an increase of 4.0 percent (see Table 5 in Attachment C). It is important to note that these annual openings are due to industry growth; these new jobs do not currently exist. However, the greatest opportunity for employment over the next 10 years will be the need to replace workers who leave the state’s workforce; this is referred to as replacement need. These job openings are due to workers.
permanently exiting Wyoming’s labor force because of retirement, death, family obligations, or other reasons. See Attachment C for more information regarding replacement need.

**Industry Projections: Health Care & Social Assistance**

The need for workers in health care-related occupations in Wyoming will grow considerably over the next 10 years. The advanced age of Wyoming’s population will have a major impact on this change. As people in Wyoming age, they will require more health care. Additionally, as more people employed in health care occupations reach the traditional retirement age of 65, their departure from Wyoming’s workforce will create a need to fill vacant jobs (Research and Planning, 2011).

Because of rapid, sweeping changes to health care, projections for this industry in particular are constantly changing, as they are influenced by a variety of factors beyond the historic trend line normally used to produce industry and occupational projections. Linear projections cannot account for changes caused by health care workforce-related legislation, such as the Health Information Technology for Economic and Clinical Health Act or the Patient Protection and Affordable Care Act of 2010. Other factors include: employers offering higher wages and more benefits; substantial changes in the economy; and new technologies and their diffusion, such as electronic medical records and voice recognition technology (Leonard, 2010).

Wyoming’s health care industry is projected to add 7,207 net new jobs due to industry growth from 2012 to 2022 (see Table 5 in Attachment C). Wyoming employers will need to add a projected 881 new registered nurses during this 10-year period, or 88 per year. Many of the other health care occupations projected to grow significantly are low-pay jobs that do not require as much education. Aside from registered nurses, four of the top five projected growth occupations in health care are paid a considerably lower wage than the annual industry average of $46,037. For example, personal and home care aides are paid $22,275 annually on average, while child care workers are paid an annual average wage of $23,076.

Employers in the health care industry also will need to fill many jobs annually due to permanent exits. Retirement will be a major contributing factor in the need to fill jobs. During the next 10 years, many of these workers will reach the traditional retirement age of 65, and these openings will need to be filled.

- **An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those capabilities identified by employers as necessary for economic growth in the state.**

Table 7 in Attachment C shows the total growth, average annual wage, educational requirement, and the knowledge, skills, and abilities (KSA) for Wyoming’s Top 20 Projected Growth Occupations, 2012-2012. Identifying the educational requirements and the knowledge, skills, and abilities necessary to perform a particular occupation is essential to ensuring employment training participant/occupation compatibility. For example, if a potential trainee has impaired vision that cannot be adequately corrected then job training as a heavy/tractor-trailer truck driver is not tenable. Skill gaps that can be closed can also be identified. For example if a participant possesses all the abilities required for an occupation except for oral expression then public speaking classes may provide a solution.

Examining the demographics of the Wyoming labor force (e.g. age and educational attainment level) and the long term projections for employment by industry and occupation provides insight
into the possible job openings that may provide gainful employment for job training participants. Examining the necessary education level and the knowledge, skills, and abilities required for these occupations enables those involved with job training programs to identify occupations that fit a participant’s capabilities and to identify any potential skill gaps that can be rectified with these job training programs.

**Projections: Educational Requirements**

**High School or Less**

Of the top ten growing occupations requiring a high school degree or less, first-line supervisors of construction trades and extraction workers ($65,890) and industrial machinery mechanics ($56,600) exhibit the highest average annual wages (see Table 6 in Attachment C.) Of the top ten growing occupations within this educational attainment level, combined food preparation and serving workkings, including fast food earn the lowest annual wages ($18,220) on average.

**Some College or Certificate**

The demand for heavy and tractor-trailer truck drivers is expected to produce 82 annual growth openings and 113 annual replacement openings and pays a higher wage ($46,350) than the average wage across all occupations. Demand is also projected to be strong for nursing and teacher assistants with job growth of 3,380 and 3,306, respectively. Within the top ten growing occupations in this education classification, the occupation earning the highest average wage is first-line supervisors of production and operating workers ($72,660). This occupation is projected to have 27 openings annually (growth and replacement openings combined.)

**Associate Degree**

Several occupations that generally are employed in the health care and social assistance industry are projected to show substantial growth within this education category. The demand for registered nurses and dental hygienists is expected to increase by 18.6% and 24.0%, respectively. These occupations along with the other occupations in this education category often employed in health care (e.g. respiratory therapists) all earn more than the overall average wage for all occupations.

**Bachelor’s Degree**

Job openings for general and operations managers, a relatively high wage position ($95,560 average annual wage) are projected to be 180 positions annually. Four teaching positioning are projected to have the highest growth in this education category. These positions (excluding substitute teachers) earn wages higher than the overall average wage.

**Master’s Degree**

The fastest growing occupations in this education category are dominated by occupations that tend to be employed in the health care, social assistance, and education industries. All of the top ten fastest growing occupations earn higher than the overall average annual wage. Annual openings for all occupations at this level of education over the 2012-2022 time period are 177 (growth and replacement combined).
Doctoral or Professional Degree

As in the Master’s degree category, the top ten fastest growing occupations in this category are largely occupations that are employed in the health care, social assistance, and education industries. The exceptions are lawyers and veterinarians with average annual wages of $89,280 and $76,410, respectively. It is important to note that while some occupations may not be projected to have a high level of net growth, job opportunities in these occupations are likely to become available due to replacement need. For example, while service unit operators (oil, gas, and mining) do not rank in the top ten occupations requiring a high school degree or less based on annual growth, this occupation ranks fifth across all occupations in terms of annual replacement need. This occupation also earns higher than the overall average wage at $50,000 annually. Please see for all occupational projections at: http://doe.state.wy.us/lmi/projections/2014/long-term-occupational_2012-2022.htm.

New Hires in Wyoming

Data collected through the Research and Planning Division’s New Hires Survey provide a rich level of detail not previously available from other surveys or administrative databases. From 2011Q4 to 2013Q3, Wyoming employers added an estimated 218,308 new hires with an average hourly wage of $11.00. This number represents the number of persons hired by employers for which they had not previously worked since 1992, the earliest year for which Research & Planning has comparable data. This number does not represent 218,308 unique individuals. Because many of the jobs that were filled were low-paying jobs with high rates of turnover, it is likely that one person was hired to fill more than one job over this four-quarter period. For example, a large employer may hire 15 people to fill one retail salesperson position over the course of a year due to the high rate of turnover. If those same 15 people are later hired by another employer for which they had not previously worked, they are again counted in the total number of new hires. Information from the New Hires Survey is available online at http://doe.state.wy.us/LMI/newhires.htm.

For the designated four quarter period, the survey shows the following results. A total of 8,605 people were hired as heavy and tractor-trailer truck drivers, at an average hourly wage of $18.00. A high school diploma or equivalent was required. Cashier positions, requiring less than a high school diploma, experienced a new hire level of 11,332 with an average hourly wage of $8.50. The combined food preparation and service workers category, which also require less than a high school diploma, experienced 10,784 new hires at an average wage of $8.00 per hour. Retail sales persons were hired at the level of 8,345 with an average hourly wage of $9.00, and 7,948 construction laborers, for which a high school diploma or equivalent is usually required, were hired at a wage of $13.00 per hour.

Conclusion: Training for the Future

○ Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan.
Wyoming Department of Education statistics show an average school dropout rate of just over 5.1 percent for the period of 2004 through 2008, and an average high school graduation rate of 80.5 percent for the period of 2005 through 2008. The evidence shows that high school graduation trended downward during those years. Also, as evidenced by the Economic and Workforce Information Analysis in this plan, some segments of Wyoming’s population particularly lack high school diplomas or equivalency. These are older workers, American Indians, black and Hispanic residents. These groups, in addition to other residents who lack a high school education, will be targeted by the Department of Workforce Services for assistance. While many available job opportunities, including jobs in the mining industry, do not require a high school diploma or high school equivalency, still the data support DWS’ plan to increase diploma and credential attainment. Workers benefit monetarily and in employment retention from increased education.

The Economic and Workforce Information Analysis section projects that, in the next 10 years, many jobs will require a post-secondary education degree or certificate, including most healthcare and social assistance employment opportunities. Yet Wyoming’s colleges and the state university are not producing a sufficient number of graduates to keep up with the demand. The Department of Workforce Services, with its partners, plans to continue facilitating post-secondary education for targeted individuals. This includes workers who would not otherwise have the opportunity, or would not take the opportunity for such education without appropriate guidance and support. Also, as needed, DWS will work with employers, through available programs, initiatives, and the agency’s electronic labor management system, Wyoming at Work, to recruit qualified workers from outside Wyoming to meet the demand for workers.

In the next 10 years, there will be some opportunities for employment in fields of lesser demand and a considerable need to replace workers who have left the state’s workforce. Also, there will be a continuing demand for truck drivers, across multiple industries.

- **An analysis of the challenges associated with the state’s population attaining the education, skills, and training needed to obtain employment.**

  Challenges include limited funding. Reductions in federal and state allocations have made it more difficult to serve the number of individual workers who could qualify for services.

  A second challenge stems from the fact that Wyoming, as a rural state with numerous small cities, towns and unincorporated areas, has fewer approved training providers within the state. Also, individuals must either travel to pursue educational goals, or enroll in available courses on the Internet.

  A third challenge, as indicated in the analysis of skill and education gaps, is reversing the downward trend in high school graduation and providing sufficient encouragement for youth to remain in school. Closely related is the challenge of helping dropouts obtain necessary skills and certification to become employable.

  Yet another challenge involves helping eligible workers, who need post-secondary education beyond two years, to qualify for career opportunities. DWS takes advantage of opportunities to provide one or two years of post-secondary education to workers, to enable them to qualify for jobs. Most clients who seek help have a pressing need to become employed. However, there are cases where further post-secondary education can greatly benefit clients. The issue is complicated somewhat by the fact that Wyoming has fewer post-secondary training providers that are located physically within state boundaries.
o A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state, and close any skill gap.

In this planning period DWS and its partners will work closely with employers to meet job replacement needs in all industries, particularly in the mining and health care and social assistance industries. Also, the department will work with employers individually and through industry partnerships to identify new employment opportunities. Training and credential attainment will be planned as part of these efforts, to enable workers to become qualified for available employment opportunities.

To overcome the challenge of limited state and federal funding, DWS will develop and nurture partnerships among service providers. More detailed descriptions of DWS partnerships and fund leveraging are contained in Section II of this Plan, in the discussions of Partnerships and Leveraging Resources.

With regard to the challenges posed by Wyoming’s rural setting, DWS’ eligible training provider waiver has contributed to the state being able to retain the approved providers that are already in the system, by reducing the data collection and paperwork requirements for providers that receive initial approval. Approval of the waiver again for 2012, by ETA, would continue to support Wyoming’s need in this area. Furthermore, the agency will continue to recruit more eligible training providers for clients to use.

On-line training has also helped to overcome remoteness problems, as well as limited training options, in Wyoming. In addition, Wyoming’s industry partnerships are focusing on particular employment opportunities and the training and credential attainment that will enable workers to become qualified for them. This gives greater assurance that the use of available resources will produce desired employment results. DWS will also continue to use on-the-job training opportunities to place workers in local employment.

The challenge of helping youth to stay in school is being met cooperatively through the partnership between DWS and the state’s Department of Education, the state’s school districts, local schools – including alternative schools, and the higher education system. This includes coordinated efforts to help students understand career alternatives and pathways to becoming skilled.

Wyoming’s Hathaway Scholarships are designed to provide an incentive for Wyoming students to prepare for and pursue post-secondary education within the state. The program offers four separate merit scholarships, each with specific eligibility requirements, and a need-based scholarship for eligible students that supplement the merit awards. This program is a strong effort by the state to increase educational attainment while investing in long-term diversification. The Hathaway Scholarship Program is administered by the Department of Education.

The state’s efforts to keep youth in school are also assisted through the DWS summer youth employment program. This program enables youth to gain work experience in areas of interest and helps the youth understand what is needed to prepare for a career. Like the overall youth program administered by DWS, the summer youth employment program stresses the youth program elements of tutoring, study skills, training and instruction leading to completion of secondary school, including dropout prevention strategies and alternative secondary school
services as appropriate. (See the discussion in Section II of the Plan pertaining to youth as a targeted population.)

For individuals who have dropped out of school, the agency works with the Adult Basic Education – General Education Development (ABE-GED) centers at the state’s community colleges, to provide assistance and direction in obtaining the General Education Diploma (GED), as well as further education. Basic skill testing is done at the colleges and may also be done at DWS One-Stop Centers.

To overcome the challenges related to longer-term post-secondary education needs, workforce specialists will continue to use WIA resources to pay for tuition, books, and fees for clients. Also, they will continue to refer them to other agencies or programs, such as Healthy Families Succeed and the Division of Vocational Rehabilitation for partnering assistance. Individuals will be encouraged to apply for FAFSA & Pell funds, that will work cooperatively, or in place of DWS funding. Frequently, clients utilize their Pell & FAFSA awards up front, when a four-year degree is being pursued, and then come back to the workforce center, during the last two years of their degree, to seek assistance. This is particularly true for adult clients, whereas youth participants are usually assisted monetarily by DWS during the first two years of their post-secondary education, depending on the length of the program. Clients are typically required to report monthly to a DWS workforce specialist regarding their educational experience and needs. Also, grades are monitored.

Another option that is utilized for longer-term post-secondary education is to enroll participants concurrently for associate’s degrees and bachelor’s degrees, and provide assistance toward obtaining both degrees, by helping the clients budget resources and utilize available sources of funding. An example of this is helping a person receive an associate’s and bachelor’s degrees in nursing. The associate’s degree enables the person to become employable. The bachelor’s degree makes the person’s skills even more marketable. Along with this, the workforce specialist makes appropriate referrals to community resources, to assist them with the whole financial picture and with options to achieve their goal of employment.

- **State Strategies:** The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the Governor’s vision and goals.

  **Cross-Program Strategies:** The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state’s economic analysis, strategies for meeting the workforce needs of the state’s employers, and regional and sector strategies tailored to the state’s economy.

The Department of Workforce Services engages in a number of cross-program strategies that benefit employers and workers. The following plan discussion first provides some general information regarding these strategies, in relation to the state’s economic analysis. Then, a more focused discussion follows of some primary strategies that Wyoming uses for target populations. Services are provided to employers and workers through DWS’ One-Stop centers and other workforce centers, which are part of the nationwide American Job Center network.

**Employers**

The DWS Research and Planning Division forecasts that from 2011 to 2021, Wyoming will add a projected 40,874 net new jobs, nearly half of which will be in the mining (8,458) and health care and
social assistance (9,258) industries (see Table 1 in Attachment C). These two industries will provide
the greatest opportunity for employment over the next 10 years. The next 10 years are expected to be
very similar to the last 10 years. The mining industry likely will continue to drive the state’s
economy, and the aging of the baby boom generation will fuel the need for more workers to deliver
health care services to Wyoming residents.

Much of the projected growth in educational services is attributed to rapid economic growth between
2005 and 2008. During the recent economic downturn, private industry responded by reducing their
number of employees. State and local governments are more sluggish in response to the economic
conditions and typically respond by lowering employment through attrition due to retirements or
persons leaving positions that are not filled. It is not anticipated that educational services will
continue to grow at the recent rate.

Employers in health care and social assistance will need to replace baby-boom workers who retire and
other workers who leave the state. There will also be significant need for workers to fill new positions
as well, considering that projections estimate the addition of more than 3,500 new jobs per year in
these sectors. Unfortunately, four of the top five positions projected for increased demand pay barely
or less than livable wages. Registered nurses, the remaining in-demand position, do earn a livable
wage.

Employers in other industries will have a comparatively less need for workers. An important role for
the workforce system will be to seek out available jobs that enable employees to live unsubsidized
through its relationships with employers, and match workers with those opportunities.

Services to employers are discussed in more detail in the Operational Plan (Section II). To help grow
the workforce, DWS will continue to provide labor market information to employers through its One-
Stop and other workforce centers and electronic labor management system, Wyoming at Work, a
web-based system. Through Wyoming at Work, job openings will be advertised within and outside of
the state, to recruit workers. Employers will be trained in and encouraged to use the Wyoming at
Work system. This will occur throughout the plan period. Through W-P, WIA, and other programs,
center business representatives will establish working relationships with employers to ascertain their
needs for workers, solve problems, create work opportunities, and refer eligible customers to position
openings.

Operating engineer jobs in the mining industry do not require education beyond a high school
diploma or Graduate Equivalency Degree (GED). However, there is opportunity to serve Wyoming
workers and subsequently, employers, by training workers with basic skills deficiencies, so they can
be ready for these positions and advance within the industry. DWS will also continue to utilize
options that will help these and other workers obtain basic workplace skills capability. Qualified
workers will be placed in jobs that become available in the industry.

DWS will continue to facilitate training opportunities that will provide certified welders, diesel
mechanics, commercially-licensed drivers, electricians, etc. for the mining and construction
industries, and for job openings that occur in other industries as well. DWS will also participate in
cooperative job fairs for these industries.

For the health care and social service industry, particular emphasis will be placed on providing
trained nurses. Some of these will start as certified nursing assistants and progress upward from
there. The agency will continue to coordinate with nursing programs at Wyoming’s community
colleges and the University of Wyoming. Training will also be provided for individuals in other
demand occupations in the industry.
DWS will continue to coordinate with its partners, to encourage youth to stay in school. The youth will be assisted in developing career awareness and aspirations, so they can truly become potential new employees and replacement workers for projected demand industries and occupations.

The Wyoming Workforce Development Council (WWDC) – Wyoming’s state workforce investment board (SWIB) – serves employers, workers and approved training providers through its committees and subcommittees, the Wyoming Youth Council, and industrial partnerships. The WWDC maintains required representation on the youth council to assure that employers’ and workers’ interests are considered. Industrial partnerships will play a key role in identifying employers’ needs, job opportunities, and educational requirements.

Employers also consider other services helpful. For instance, they regularly use workforce center facilities to meet with worker groups, interview prospective employees, and hold meetings. They also take advantage of the video conferencing facilities in workforce centers throughout the state, which provide opportunities for employers to link with other parties around Wyoming.

Through Work Opportunity Tax Credits (WOTC), DWS encourages employers to hire individuals with barriers to employment, including veterans, public assistance recipients, ex-felons, individuals with disabilities, and high risk youths. The main objective of this program is to enable the targeted employees to gradually move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers. At the state level, DWS works with the Department of Family Services on the WOTC program; it also works with the Social Security Administration, Department of Corrections, the UI Benefits Section, and the Veteran’s Administration. Information and technology specialists at DWS are working on a system that would automate applications and facilitate easier reporting of outcomes. WOTC will be marketed by putting fliers and other printed materials in packets given to employers. Also accountants will continue to be made aware of the program.

In addition to the employer services administered through the workforce centers, DWS hosts regular employer information seminars, and works with the Governor and WWDC to host an annual workforce summit that directly benefits employers and organizations that serve them. Multiple government agencies, non-profit, and private organizations use the summit as a means to meet with employers and initiate opportunities for services.

Through industry partnership collaborations, DWS and WWDC bring together employers, employees, economic development entities, training programs, local workforce centers, community organizations, and other key stakeholders. This is done around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges. Wyoming has fostered a number of these partnerships and will continue to do so during the plan period.

Business grants will be made available to employers through the Workforce Development Training Fund (WDTF), to foster economic development in the state, strengthen businesses, develop the workforce through training, and encourage workers to stay in Wyoming. These monies will be used in coordination with other funding and programs, so as to bring the most value to workers and employers.

Workers
All One-Stop and other workforce centers throughout Wyoming are required to offer core, intensive and training services for Wyoming’s adult, dislocated worker, and youth workforces, including Veterans, public assistance recipients, individuals with disabilities, older workers, migrant and seasonal farmworkers (MSFW), unemployed and under-employed workers, Trade Act certified workers, and anyone else needing assistance. WIA, TAA, and W-P services, and National Emergency Grant (NEG) programs, when utilized, will be provided through the Employment and Training Division by merit-based public employees, in coordination with other organizations both within the workforce centers and the communities served.

Core workforce services will be offered to workers through the Wagner-Peyser program, which is available in person and electronically through the Wyoming at Work system. In-person services include assistance with job registration through the Wyoming at Work system, resume preparation and repository, job matching, labor market information, skills testing, and career planning. Priority of service, enforced through federal and state policies, will be provided at all centers.

Staff-assisted services, including WIA intensive services and training, are also offered at the workforce centers. These services are coordinated with other programs, both within and outside of the workforce centers, for clients’ benefit. Through the centers, workers will also have access to the full array of other services provided by DWS, including access to the unemployment insurance (UI) system. (See the DWS organizational description in Section II, State Operational Plan, Overview of the Workforce System.)

DWS will continue to utilize customer assessments to establish program eligibility and determine service plans. Currently, as part of this process, the Department uses an on-line self-assessment called the Wyoming Career Tool Kit, which solicits information specific to eligibility criteria for all programs and services offered at the workforce centers. This information is used to generate a client specific report regarding services for which an individual may qualify, thereby expediting client access to appropriate services and programs.

DWS utilizes workforce information, including economic and labor market data provided through its Research and Planning Division, for planning and decision making. This information is critical in determining the department’s target industries/occupations, in working with the agency’s partners in business and education, and to ensure appropriate matching of job openings and skill development (see the Research and Planning Division website at http://wydoe.state.wy.us/lmi/).

**Primary Cross Program Strategies for Targeted Populations and Sub-Populations**

Following is a description of primary cross-program strategies for targeted populations in Wyoming’s integrated workforce system. In addition to these, multiple other strategies occur locally. However, they are not mentioned here.

**Low-Income Participants**

Low income clients are served directly through WIA and other cooperative efforts. Among other areas of cooperation, and in accordance with the Wyoming Children and Families Initiative, DWS strives to serve low-income clients by partnering with the Wyoming Department of Family Services through Temporary Assistance to Needy Families (TANF) and Employment and Training Supplemental Nutrition and Assistance Programs. TANF customers are served by DWS through
Personal Opportunities with Employment Responsibilities (POWER) program, which has as its mission:

- Provide assistance to needy families so children may be cared for in their own home or in the homes of relatives;
- End the dependence of needy parents on government benefits by promoting job preparation, work and marriage;
- Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies;
- Encourage the formation and maintenance of two-parent families.

The state’s mission for the TANF-POWER program is:

- Promote and support individual and family responsibility through the belief not government should be responsible for themselves and their children;
- Provide information and services within program limits and restrictions which allow the parent(s) or caretaker(s) to make informed and responsible decisions concerning the family’s progress toward self-sufficiency.

The DWS POWER plan is created and implemented at the state level. The program manager creates the plan, in coordination with DFS leadership, every two years. DWS works to help individuals in this program have the same focus and service as other workers that are served by its programs.

The program manager coordinates and exchanges information with DVR and DFS. POWER case managers coordinate services at the local level with DFS, DVR, Salvation Army Hope Center, sheltered family facilities, homeless shelters, Interfaith, food banks, self-help centers, Community Action Partnership, child care organizations, clothing providers, and WIA. WIA referrals are made when there is a need for training and the POWER clients demonstrate a desire and commitment to enter a career field. DWS is continuing to build and enhance these partnerships.

In Natrona and Laramie counties, DWS partners with DFS’s Supplemental Nutrition and Assistance Program (SNAP) to serve low-income clients through WIA and other programs. The program’s purpose is to alleviate hunger and malnutrition, for the purpose of helping low income households adopt more nutritious diets through normal channels of trade, by increasing food purchasing power for all eligible households who apply. Individuals who receive SNAP benefits are automatically eligible for WIA. Yearly, the DWS program manager coordinates with DFS to prepare the plan and carry out the program.

Parenting Adults with Barriers to Employment

The TANF Employment and Training for Self Sufficiency (ETSS) program was created to help eligible parenting adults facing multiple employment barriers develop skills necessary to:

- Qualify for employment advancement and wage progression in order to earn a self-sufficient income;
- Prepare to enter high-demand or high growth occupations with self-sufficient wages;
Decrease the gender wage disparity in Wyoming, particularly by providing women with access to training in non-traditional occupations that pay self-sufficient wages;

Decrease the gender wage disparity in Wyoming, particularly by providing women with access to training in non-traditional occupations that pay self-sufficient wages;

Decrease the number of individuals who must work multiple jobs to survive;

Provide case management, counseling and support to adults and their families so everyone can have healthy, happy and successful relationships at work and at home.

ETSS-recognized barriers to employment include ex-offenders, single parents, unemployed and underemployed. An ETSS requirement is to provide complete wrap-around services, including life skills, pre-employment training, parenting support, financial assistance, and literacy. Also, the program requires that individual and group counseling be made available to participants. All successful contractors in the ETSS programs must have a strong case management model. Strong emphasis is given to placement and retention during the program.

**DADS Making A Difference (DADS)**

As part of the Employment and Training for Self-Sufficiency Program, Dads Making a Difference trains low-income fathers to gain improved employment and transition out of poverty. The program focuses on job training to attain skills, assistance with job placement, life skills for success at work and in relationships, parent training, and counseling services. Dads participate in weekly classes on individual counseling, success coaching, parenting courses, and how to transition out of poverty. They also perform volunteer community service and group activities. Participants face many challenges when they enter this program ranging from medical emergencies to homelessness.

**CLIMB Wyoming**

DWS is partnering with CLIMB to serve single mothers and help them move permanently out of poverty, the effects of which can be felt for generations to come. Together, DWS and CLIMB help women enter a variety of occupations, such as health care and office careers, as well as non-traditional occupations such as energy and truck driving. The basis of the CLIMB model is job training and placement. Other skills and services are also provided to support the clients while in training, and to assist in home relationships, etc.

**Adult and Youth Basic Skills Attainment**

DWS coordinates the fulfillment of basic skills goals for its adult and out-of-school youth clients with the Community College Commission’s Adult Basic Education – General Education Development (ABE-GED) program. The ABE-GED program provides testing at some workforce centers. DWS or the ABE-GED Program also assesses client needs through TABE testing, which determines the client’s capability and readiness for success in training and coursework, as well as the client’s potential for long-term positive consequences. When an unemployed person comes into an ABE-GED center, he or she must register with the Wyoming at Work system.

An operational obstacle exists between the ABE-GED Program and DWS: The Department considers an adult as functional if he or she tests at the 9th grade level, however ABE-GED requires testing out at the 12th grade level. This discrepancy is overcome through communication and consideration of individual worker’s needs. Both organizations will continue working to increase such coordination in all locations.

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Adults and Youth with Disabilities

Services for individuals with disabilities are provided primarily through the Division of Vocational Rehabilitation (DVR) within the Department of Workforce Services. DVR serves workers within the One-Stop system and also travels to other centers. Services are provided based on coordinated plans and needs. WIA frequently partners with DVR.

The Employment and Training (E&T) Division coordinates with the Division of Vocational Rehabilitation (DVR) to pay for training. Each may pay for a portion of an individual’s training program. For example, if an individual is going to Diesel Technology School, E&T may pay tuition and books, and DVR would cover tools, any adaptive devices, rent, etc. DVR can pay for more and a greater variety of support services so E&T generally likes to pay for tuition, fees, and books. If the individual is going to an expensive school E&T may pay part of the tuition, fees, and books while DVR pays the rest of the costs, or another part.

E&T and DVR make referrals to each other. Often this occurs by walking the client from one division to the other division, within the workforce center. Locally, the divisions also hold regular meetings, usually monthly, to discuss mutual clients and needs. This may be done by telephone, but usually occurs in person.

E&T will work with DVR to assist secondary school-aged students, on individual education plans (IEP), to achieve their high school diploma. If the students have already dropped out of school, the divisions will combine efforts to help the individuals achieve a GED. In addition, E&T will provide work experience and then, after graduation, work with DVR to help the clients achieve post-secondary education or training as appropriate.

E&T and DVR also serve individuals with disabilities by partnering with the Department of Corrections, community organizations, and other organizations. For example, DWS will continue to work with Northwest Community Actions Programs (NOWCAP). The partnership helps people with developmental disabilities and brain injuries throughout Wyoming. These coordinative efforts will continue to occur during the plan period and new opportunities for services and coordination will be explored. (See the discussion on individuals with disabilities in the Services to State Target Populations section of the plan, for more information on coordinated efforts and the accomplishments of the Division of Vocational Rehabilitation.)

Adult and Youth Ex-Offenders

DWS has been partnering with the Department of Corrections (DOC) for a number of years to help this target group. Coordination occurs at the state and local levels, with the overall purpose of helping individuals ages 15 and older with criminal backgrounds, as well as those who are incarcerated and preparing to transition back into their communities. Currently, there are 162 individuals in DOC’s programs who are under the age of 22. Projections expect both the younger and older ex-offender populations will increase during the plan period and correspondingly, the need for services will increase.

DWS is coordinating with DOC to provide special education services for the participants – the same services as those provided in the public school system, which include individual education plans (IEP). A goal of the program is to help all enrolled individuals without a high school diploma, obtain the Graduate Equivalency Degree (GED) and to prepare for employment. Participants could potentially have a job while they are incarcerated, providing skills that could help them transition out of prison. Other services include a career scope assessment (aptitude and attitude), job applications,
resume assistance, interview schedules, a technology module, and computer classes through Eastern
Wyoming College and Central Wyoming College. The computer classes are taught by DOC staff
members who are adjunct instructors, and the participants can obtain college transcripts and credit.
Participants may also be trained in college welding coursework, which enables them to receive a
college certificate and American Welding Society recognition.

The program also organizes a community group to help participants transition from prison. The group
includes representatives from DWS, the state Department of Homeland Security, the Department of
Family Services, the business sector and community organizations like faith-based groups. The
Department of Corrections is currently updating the workbook “Starting Point: A Guide To Preparing
The Job-Seeking Ex-Offender,” and is working to set up cross-departmental training with DOC staff.
The Department of Workforce Services will participate in this initiative.

If someone is on probation or parole, the person can contact his or her representative. DOC is limited
in the types of information that can be provided to employers about a specific person. DOC is
streamlining information so that inmates know where to go for help, and to enable ex-offenders to
follow through with DWS.

Youth

The WWDC maintains a standing Youth Council which is responsible for: increasing and maintaining
a younger workforce perspective and access to the Council; developing strategies and partnerships to
address and reduce the Wyoming high school drop-out rate; developing rapid-response strategies and
partnerships to identify and serve youth who drop out of high school; continuing support of youth
programs through partnership, funding, advertisement, and referral; and continuing efforts to best
provide youth with career opportunities and information, utilizing and promoting career pathways.

At the state and local levels, DWS works with other organizations, including the Youth Council, and
with employers, to serve out-of-school and in-school youth, younger youth (ages 14-18) and older
youth (ages 18-21). Common measure reporting does not differentiate for age, however DWS still
gathers data on each category. Services are coordinated extensively at both the state and local levels
to help students stay in school, get back into school, overcome barriers, and gain work experience. To
direct these services, DWS employs a youth coordinator in the WIA program (see Target Populations
– Youth for more information on youth services).

Undisciplined Youth

DWS works with the Wyoming National Guard to assist youth involved in the Wyoming Youth ChalleNGe program, founded in 2006 and operated out of the National Guard’s Camp Guernsey
Joint Training Facility in Guernsey. The mission of this program is to offer cadets the
opportunity to develop the strength of character and the life skills necessary to become
successful, responsible citizens. The program sets an example by consistently bringing structure
and discipline to unfocused lives, with an emphasis on prevention. The values, skills, education,
and discipline employed are modeled after the structure and esprit de corps of the military.

As part of Youth ChalleNGe, DWS presents work readiness components, such as labor
management information, resume writing and cover letters, as well as other soft skills. It also
coordinates with the transition of the youth back into their communities by acquainting them with
specific community services and providing them with contact information and the location of the nearest workforce center and appropriate staff. Staff members are also notified of the individual’s return to the community, with contact information and date of arrival.

**Youth Gear Up**

DWS refers younger youth (7th to 12th grade) to the Department of Education for the Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), a federally-funded, statewide grant that provides services to 2,000, income-eligible students each year. The goal of GEAR UP is to increase the number of eligible students who are prepared to enter and succeed in postsecondary education, a goal accomplished by providing academic support, college preparation, and family services, as well as educator training and school improvement initiatives.

In addition to the aforementioned cross-program strategies, DWS’ One-Stop centers and the other workforce facilities will continue to employ a number of local strategies to assist customers. This will be done in partnership with local community colleges and secondary schools, and in collaboration with the state Department of Education, faith-based groups, and other organizations. DWS works with programs at Wyoming’s community colleges that make referrals, share information, arrange training and testing services, and promote other services. DWS works with scholarship programs, PELL grants, and first generation GEAR UP college students, and will do cross referrals as needed.

**Partnerships**: The plan must discuss key strategic partnerships that are necessary to implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population [WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c)].

The Department of Workforce Services coordinates with a number of important organizations which provide input to DWS concerning its programs, and work with the agency to serve the needs of its clients. DWS staff members wear multiple hats when serving the public. They are responsible for intake, case management, reporting, fiscal invoicing, placement, etc. This makes coordination with other organizations even more important, so as to access all available resources needed by clients and best serve them. Key strategic DWS partnerships are:

**Wyoming Workforce Development Council (WWDC)**

WWDC acts as the State Workforce Investment Board for Wyoming. All DWS programs are coordinated with the council and its Youth Council. The target populations of this partnership are adults, dislocated workers and youth.

**Industry Partnership Solutions**

The Governor, Wyoming Workforce Development Council and Department of Workforce Services understand that there are many workforce concerns throughout the state which are unique to certain industry sectors and clusters. Because of this, they support industry partnership collaborations that bring together employers and employees around the common purpose of improving the competitiveness of a sector. Together, they address development, recruitment and retention challenges. In addition to advancing industry partnerships, WWDC and DWS have released request for proposals to support initiatives that advance alternative and renewable energy training and support
economically disadvantaged individuals in reaching self-sufficiency. The target populations are adults, dislocated workers and youth.

Wyoming Department of Family Services

The Department of Family Services (DFS) administers programs for the state serving families and individuals who are eligible for public assistance, including Temporary Assistance to Needy Families (TANF). DWS partners with this organization on programs such as WIA, the TANF Personal Opportunities With Employment Responsibilities (POWER) program, Healthy Families Succeed, and the Employment and Training for Self-Sufficiency (ETSS) program. Both DWS and DFS provide funding for the services provided. DWS also partners with DFS through TANF and Employment and Training Supplemental Nutrition and Assistance Programs to serve low income customers, referred to DWS. The target populations are adults and youth.

Wyoming Department of Education

The Department of Education’s target populations include students who are reading below grade level and at-risk sub-groups (i.e. students with disabilities on Individual Education Programs). At the middle/junior/senior high levels, WDE helps students stay in school through engagement and a rigorous academic approach, internships, and job or work experiences during the school day, as coursework allows. Also, WDE provides leadership opportunities, peer-to-peer mentoring, and Career Technical Education. The target population is youth.

During the plan period, DWS can assist WDE in helping students understand the importance of career pathways through various approaches. For instance, the One-Stop centers will help students learn about professional opportunities (see Target Populations –Youth in this plan).

Community College Commission

The mission and purpose of the Wyoming Community College Commission is to provide coordination, advocacy, and accountability for the community college system on behalf of the state. The commission’s Adult Basic Education – General Education Development (ABE-GED) program works closely with DWS to enable adults and out-of-school youth to achieve basic educational goals. Community colleges throughout the state are valuable partners in serving clients. The target populations are adults, dislocated workers, and youth.

University of Wyoming

DWS relies on the university primarily as a resource for research and special projects. It works with the Office of Research and Economic Development. The target populations are adults, dislocated workers, youth and employers.

Drug and Alcohol Rehabilitation Centers

The target populations of these centers are adults, dislocated workers, and youth.

Wyoming Economic Development Association (WEDA) and Local Economic Development Organizations
The goal of economic development is to increase the tax base and provide better jobs, thus enhancing the well-being and prosperity of the citizens of Wyoming. DWS relies on these organizations for information and to assist with local developments of mutual interest. The target populations are adults, dislocated workers, youth, and employers.

**Wyoming Department of Administration and Information, Economic Development Division**

Like WEDA and other economic development units, DWS relies on the Economic Analysis Division for information. The department obtains regular economic reports and demographic information from this unit. The target populations are adults, dislocated workers, youth, and employers.

**Wyoming Workforce Alliance**

The Wyoming Business Council, Wyoming Community College Commission, University of Wyoming, Department of Education, and the Wyoming Department of Workforce Services formed a partnership to address workforce development issues at a state level. The Wyoming Workforce Alliance (WWA), established in fall 2002, aims to improve access to short-term training, and develop the competencies and work-readiness skills that Wyoming’s workers need to obtain employment and advance in today’s job market. Also, the alliance works to respond to employers’ need by connecting them with qualified employees. The target populations are adults, dislocated workers, youth, and employers.

**Motivation Education and Training (MET)**

This year, DWS began partnering with MET, as the National Farmworker Jobs Program (WIA Section 167) grantee, with the goal of serving migrant and seasonal farmworkers (MSFW). The target population is MSFW.

**Chamber of Commerce**

One-Stop centers work with chamber personnel throughout the state. This is a key partnership for information dissemination and for strengthening Wyoming’s business climate. The target populations are adults, dislocated workers, and youth.

**Wyoming Department of Corrections**

DWS coordinates with DOC to provide special education services for ex-offenders in prison and in communities. The target populations are adults, dislocated workers, and youth.

**Job Corps**

DWS assists Job Corps in helping individuals who cannot find and/or maintain employment and youth who did not achieve success in high school, or who can’t afford college. It is for all types of youth. Job Corps serves ages 16–24 with a focus on kids over 18, because their maturity enables them to be more successful in Job Corps than the younger teens. DWS helps offer education programs for these older youth, as well as those under age 18, with the purpose of obtaining a high school diploma, GED, or technical courses, or preparing for employment. The target population is youth.
CLIMB Wyoming

DWS is partnering with CLIMB to provide services to single mothers. Funding is shared between the programs. The target populations are adults and youth.

Local School Districts and Secondary Schools

Wyoming has 48 school districts that govern the secondary schools, including alternative schools for at-risk youth. DWS partners with the districts and schools to serve program-eligible Youth and others in need. The target population is youth.

Small Business Development Centers

The centers are located in multiple Wyoming communities. DWS partners with them when working with clients on how to open a business and write a business plan. The target populations are adults and dislocated workers.

Experience Works

DWS partners with Experience Works through the Senior Community Service Employment Program (SCSEP) to help older workers obtain un-subsidized employment. The SCSEP program management is located within DWS. The target population is adults.

Northwest Community Action Programs of Wyoming (NOWCAP)

NOWCAP, a private, non-profit community action agency, investigates the problems posed by insufficient income and inadequate economic opportunities, with the intent of developing coordinated solutions to those problems. NOWCAP Services provides innovative services to people with developmental disabilities and brain injuries throughout Wyoming and currently has offices in Casper, Cody, Worland and Rock Springs. DWS partners with NOWCAP to provide W-P and WIA services, according to individual needs. The target populations are adults, dislocated workers and youth.

**Leveraging Resources:** The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the Governor’s vision. The state’s planned commitment of federal and non-federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other federal, state, local, and private resources, in order to effectively and efficiently provide services [WIA Section 112(b)(10)].

Within statutory and regulatory limitations, as well as policy guidelines, the Department of Workforce Services will use available means to leverage resources to accomplish its goals for Wyoming’s workforce. DWS disburses grant funds received from the Employment and Training Administration (ETA) of the U.S. Department of Labor, for state and local workforce activities. The state also provides some employment support and general funds to bolster programs funded by ETA. DWS does not rely on local funding to carry out any of its activities, although local partner providers may rely on this funding, for activities they carry out jointly with DWS.

Federal monies for the programs are contracted out through the request for proposals process. Some contractors co-enroll participants in WIA and other programs. Also, funding is leveraged against Pell
grants through postsecondary institutions. When DWS co-enrolls, care is taken not to duplicate services, which is achieved through coordination at the local and state levels.

The programs are growing, both with regard to existing needs and individuals needing service; however funding is not growing proportionally. With limited funding compared to the number of individuals who could be served, the challenge is to obtain funding from multiple sources to enable more people to be served. For example, the Employment and Training for Self Sufficiency (ETSS) program leverages resources by co-enrolling participants in other programs including Dads Making a Difference, the Registered Apprenticeships program, the Workforce Development Training Fund (WDTF), WIA, community college programs, etc.

The ETSS program is partnering with the WDTF, the federal Registered Apprenticeship Program, and Laramie County Community College to leverage available federal funding against state monies, which can be used to assist individuals served cooperatively by the programs and the college. Individual customers will be identified through ETSS-funded programs including Dads Making a Difference and Adalante, which provide training on computer literacy, professionalism, and resume writing. In an information session, expectations are established for helping interested people move forward. Once this information session is completed, individuals undergo a drug screening, and eligibility is established for two training programs: plumbing and heating ventilation and air conditioning (HVAC). When the clients are admitted to the programs, they are clinically assessed, participate in guided career exploration, coaching and portfolio initiation, and then enter pre-training. Pre-training focuses on developing computer competency, professionalism and job preparedness. Also, program personnel help clients identify a suitable employer where clients. After pre-training, each individual enters one of two training programs. Up to this point, funding for the aforementioned activities comes from the Employment and Training for Self Sufficiency federal monies, available through the Department of Workforce Services. When individuals become plumbing or HVAC apprentices, training expenses will be covered by WDTF. WIA funding may also be used, for eligible parties, to assist with support services, etc.

WDTF funding is allocated by the Wyoming Legislature from two sources: the majority of funding comes from the state general fund while the remainder is from interest earned by the Wyoming Unemployment Insurance Trust Fund.

SCSEP funding may come from either the Employment and Training Division or Division of Vocational Rehabilitation of DWS, depending on individual needs. There is not a set formula. An example of job training that may be funded by the program is a commercial driving and heavy equipment operation training course.

Healthy Families Succeed funding comes from federal TANF funding, disbursed through the Department of Family Services.

DVR funding is provided by the U.S. Department of Education. The funding is used only by DVR. When DVR is coordinating with WIA or another program, funding is divided between the participating programs, according to the individual circumstances. Care is taken to assure there is no duplication of funding.

TANF payments may be received by a family for a maximum of five years, cumulatively throughout their life. At least 50 percent of all families must be in a countable POWER plan during the month to qualify for a TANF payment. For two-parent families, at least 90 percent need to be in countable plans for the month. No more than 20 percent of the families receiving TANF assistance can qualify in a given month for a hardship extension, for the five year limit.
TAA-certified individuals, who apply for the program, are also enrolled as dislocated workers in the WIA program. When services are considered for the workers, a funding plan is created that involves both TAA and WIA resources, to maximize effective service delivery and avoid duplication of funding. All services may be paid by one of the programs, but typically, the programs share costs. There is never duplication. Care is also taken to assure that TAA-certified workers meet each of the six required criteria pertaining to training approval, before they are placed in training.

**Policy Alignment:** The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities [WIA Section 121(b)].

DWS abides by federal statutes, regulations, and ETA policies governing the programs it administers. In accordance with the Workforce Investment Act of 1998, and regulations pertaining thereto, the department has established written fiscal controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act. The department also has developed state policies for the WIA program and TAA program, and is in the process of developing policies for the W-P program. The department policies are provided to all workforce personnel. Also, they are maintained electronically at the department’s intranet website.

Wagner-Peyser Policy supports state strategies through guidance on services to individual job seekers and businesses. The veterans program supports state strategies through implementation of federal guidance for Veterans Employment and Training Services and integration into the state workforce agency.

The WWDC carries out its functions by assigning responsibilities to working committees, organized around specific functions: executive, industry partnerships, communication, evaluation, and youth. In addition to the required committee functions, the WWDC also oversees and provides guidance for labor market information, the Wyoming Workforce Development Training Fund, and the Governor’s specific economic and workforce development activities.

In accordance with state law, the WWDC ensures that the public has access to board meetings by giving public notice prior to each quarterly meeting, specifying the date, time, and place of such meetings; and giving no less than 24 hours public notice of the agenda, date, time and place of each of its meetings. Public notice shall be satisfied by, at a minimum: posting written notice on the WWDC website (www.wyowdc.org) and providing notice to at least two newspapers of general circulation and one of local circulation.

WWDC also complies with the Americans with Disabilities Act (ADA) of 1990, as amended, to insure that individuals with disabilities are able to access meeting rooms and other facilities during council meetings and committee meetings. Reasonable arrangements for persons with disabilities will be made.

DWS and identified partners have entered into MOUs to ensure coordination and ease of access, reduction of duplication, and policy alignment. MOUs for integrated services have also been implemented specifically for family focused services and coordinated services between state and local economic development entities, community colleges, and DWS. The outcomes of these integrated services have resulted in better coordination of policies relating to high-risk youth, economic development, community development, education, and workforce related services. Within DWS, a comprehensive case management system is utilized in the tracking and management of customers,
including common measures reporting. DWS’ Three Year Business Plan also seeks to improve integration. Agency representatives at both the state and local level meet regularly, both internally and with all key partners, to discuss how to improve collaboration.

The Director of the Department of Workforce Services is a member of the Governor’s Cabinet and communicates regularly with other cabinet members on related issues and, being a member of the WWDC, communicates from the Governor to the WWDC. In addition, the Governor has created a strong link between the Department of Workforce Services, the Wyoming Business Council and the Chairman of the WWDC. The WWDC and the Wyoming Business Council have held several joint meetings and sponsorships to ensure workforce and economic development strategies are complementary. The Department of Workforce Services, Wyoming Business Council as well as other departments work with the WWDC to ensure the Governor’s objectives and goals are integrated into discussions and decisions. To ensure a strong tie between the Governor’s office and all established boards and commissions, the Governor has an established a liaison in his office.

**Policy Development by DWS Workforce Teams**

Within the overall structure of the Department of Workforce Services, the agency operates on the basis of standing teams throughout its organization. These teams serve as oversight groups in the department and within organized divisions of DWS. They insure collaborative efforts in developing and changing policies and procedures, gathering and assimilating information in order to provide unified guidance to staff and partner organizations for service delivery, align workforce activities and distribute workload, and meet or exceed performance goals.

With regard to policy, the most important team is the DWS policy team, which is composed of the Policy Administrator, Public Information Officer, Business Liaison, Resident Labor Consultant, Community Projects and Grants Manager, Industry Partnership Manager, Occupational Epidemiologist, Program Manager for the Workforce Development Training Fund, and the Research & Planning Manager. In addition to legislative oversight, the Policy Team has a broad spectrum of functions that entail garnering information from each and every division and program of the Department of Workforce Services, and from partners of nearly every segment of government. Such depth of scope within policy places the sector in a very unique position to have a “whole picture” viewpoint, which ideally translates to providing the Director with pertinent information and foresight to guide the agency in the best course.

Other Functioning workforce teams in the organization include:

- Executive Leadership Team – Composed of the director, deputy director, division administrators and deputy administrators.
- Employment and Training Programs Team – Composed of workforce programs managers and representatives, the deputy programs administrator, deputy field administrator, and representatives from other teams.
- Employment and Training Center Managers Team – Composed of One-Stop and other workforce center managers and the deputy field administrator.
- Employment and Training Team – Composed of the combined Programs and Center Manager teams.
- Office of Workforce Programs Team – Composed of deputy administrators.
- Quality Assurance Team – Composed of WIA monitor, EEO monitor, and representatives of tax performance systems, UI benefit accuracy measurement, and UI benefit timeliness quality.
- Service Team – Composed of HR, marketing, fiscal, and IT, and internally supports all divisions.
Individual members of each of these teams are also part of other teams. For example, workforce center managers who serve on the Center Managers Team also participate on the Employment and Training Team. Members of the Employment and Training Programs Team also participate on the Employment and Training Team and are assigned to the Quality Assurance Team. These team links help to facilitate policy alignment, communication, and coordination.

The department also utilizes the team concept when working on individual projects, identifying solutions to problems, etc. These teams report their progress to administrators and applicable standing teams.

The team concept is growing within the department. It is anticipated that the concept will be used extensively during the period covered by the Integrated Workforce Plan, and beyond.

- **Desired Outcomes**: The Integrated Workforce Plan must describe and provide specific quantitative targets for the desired outcomes and results for the programs included in the plan. Table 1 may be used for WIA/W-P programs. The plan should also describe any additional established indicators and system measures, beyond those required by programs’ authorizing statutes (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300).

  In addition to the state’s program performance goals, the state may also discuss the other goals it intends to achieve. Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics it is using to measure those results.

DWS utilizes common performance measures that are federally defined and mandated for the Workforce Investment Act (WIA), Wagner-Peyser (W-P), Trade Adjustment Assistance (TAA), and National Emergency Grant (NEG) programs. Currently, DWS does not rely on performance measures beyond the common measures for these programs. Other measures are being considered, but have not been officially implemented yet.

Other programs that are administered by the department utilize various performance measures, which are determined by DWS and its partner(s) for respective programs to gauge performance. For example, DWS compiles participation rates for its TANF-POWER program, which are reported to the Department of Family Services. The details of these measures will not be discussed in this plan.

When considering each common measure that DWS uses, it is also important to understand basic terminology.

  - **Date of Participation**: The date of participation is defined as the date when a worker first began to receive services funded by the program, in either a physical location [One-Stop center or an affiliate site] or remotely through electronic technologies.

  - **Program Exit**: Program exit means a participant has not received a service funded by the program, or funded by a partner program, for 90 consecutive calendar days, and is not scheduled for future services. The exit date is the last date of service. Certain activities may extend the period of participation or delay the exit date. Also, occasionally circumstances arise, which are
beyond the control of both the participant and the program, and are expected to last for an
undetermined period beyond the 90 days. Individuals affected by these circumstances may be
excluded from the measures.

Basic Skills Deficiency: Basic skills deficiency is determined from test results.

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

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

Adult, Dislocated Worker, W-Peyser, TAA, and NEG Employment Retention – Of those who are
employed in the first quarter after the exit quarter: The number of participants who are employed
in both the second and third quarters after the exit quarter divided by the number of participants
who exit during the quarter.

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

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

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

Youth Literacy and Numeracy Gains – Of those out-of-school youth who are basic skills
deficient: The number of participants who increase one or more educational functioning levels
divided by the number of participants who have completed a year in the youth program (i.e., one
year from the date of first youth program service) plus the number of participants who exit before
completing a year in the youth program.

Adult and Dislocated Worker Employment and Credential/Certificate – In addition to the
common measures, DWS is also emphasizing the attainment of postsecondary degrees and/or
other industry-recognized certificates and credentials, in keeping with the Employment and
Training Administration’s renewed emphasis on credential attainment as a “High Priority
Performance Goal.” For adults and dislocated Workers, the methodology for credential
attainment is:
Of those who receive training services: The number of participants who were employed in the first quarter after exit and received a credential/certificate by the end of the third quarter after exit, divided by the number of participants who exit during the quarter.

DWS relies upon UI wage record data, feedback from customers and partnering organizations, and test results to determine common measure performance outcomes. Through the national Wage Record Interchange System (WRIS), DWS obtains these wages from every participating state and territory in the United States. This is critical because of the tendency for workers to follow employment opportunities outside the boundaries of Wyoming.

DWS accepts ETA’s challenge, as stated in Training and Employment Notice 49–11, to increase the number of participants who received training and attained an industry-recognized credential by 10 percent, between the present time and September 30, 2013. This will be for the WIA Adult, Dislocated Worker, Youth, Trade Adjustment Assistance, and National Emergency Grant programs. DWS will also work with the Job Corps, Registered Apprenticeship, and other youth partner programs toward attainment of this goal.

On a quarterly basis, the Employment and Training Division reporting manager provides reports of all common measure and adult and dislocated worker credential attainment to the local workforce centers, which are broken out to the level of individual staff members. Emphasis is placed on cases where improvements can still be timely made. The reporting manager works with staff to help them understand the numerator requirements, so they can obtain and accurately enter necessary reporting information into the Wyoming at Work system, thereby assuring accurate reporting and performance improvement. Also, program management is concentrating on identifying and helping those workforce specialists who need additional assistance with this and other measures.

With regard to the Youth Literacy and Numeracy measure, the Test of Adult Basic Education (TABE) is now available in each workforce center. Workforce specialists are directed to use this instrument to conduct pre-testing and post-testing of basic skill attainment, if a firm arrangement is not in place with a partner organization to conduct the testing in a timely manner. Also, workforce specialists are to pre-test no later than 45 days from the date of participation, as needed, instead of relying on the allowable 60-day federal requirement for testing. For post-testing, DWS is considering a plan that would have the workforce centers examine basic skill attainment at selected intervals, before the conclusion of the one-year period, following the date of the first youth service.

Performance Negotiations for Common Measures

The Department of Workforce Services (DWS) negotiates with the ETA Region IV Office regarding achievement goals for the common measures. For PY 2014, as with PY 2013, specific guidance regarding the negotiation process is provided by ETA, in Training and Employment Guidance Letter (TEGL) 26-12, dated May 6, 2013. This guidance is incorporated in this document as an attachment, titled Table I. As with previous negotiations, DWS is also required to establish negotiated performance levels for the Wagner-Peyser Act component of the state plan when it negotiates performance levels for the WIA Title I-B programs. In order to ensure negotiated goals are in alignment with the vision and strategic goals described in the five-year Integrated Workforce Plan, the option to extend previous years’ goals without a negotiation process is not available for PY 2014.

Historical Performance and Related Economic Factors
In calculating projected performance for PY 2014, DWS examined outcomes for the period of PY 2007 through PY 2012. This historical period overlapped the recession, which was at its worst in Wyoming during the years of PY 2009 and 2010. In addition to data from this period, DWS looked at performance for the third quarter of PY 2013, PY 2013 negotiated goals, and some inflationary figures, which were determined by adding 4.0 percent to each performance indicator for PY 2012. Finally, the state also used ETA’s PY 2014 regression targets in considering the goals it should submit to ETA for negotiation. All of these sources provided considerable data on which the agency could base its determinations.

Wyoming’s economic framework differs from that of the United States generally, as well as many of the other individual states. This is primarily due to the state’s status as a leader in energy production. Because of its heavy dependence on the mining industry, Wyoming’s economic circumstances fluctuate with mineral prices which, in turn, are affected by market factors and the prevailing political and regulatory climates. Also, when national recessionary periods are experienced, Wyoming tends to enter into the recessions later than other states, but also tends to recover slower than other states. The state is still recovering from the 2009-2010 recession.

Because of the recession, key overall (5 year average) indicators are low. Therefore, small improvements indicate progress toward recovery, but not uninterrupted growth or a signal that economic stability has completely returned. Improvement has been noticed, as of 3rd quarter 2013, in the key indicators of total unemployment insurance (UI) payroll, average weekly wages, overall job growth, and the seasonally adjusted unemployment rate. However, in spite of these gains, overall employment remained approximately 8,450 jobs (2.9 percent) below its third quarter 2008 level. In short, the state has yet to make up all of the job losses of 2009 and 2010.

Total UI covered payroll increased by $65.7 million (2.1%) in third quarter 2013. Employment rose by 1,269 jobs (0.4%) and the average weekly wage increased by $14 (1.7%). In the third quarter, employment grew faster than its five year average (0.4% compared to -0.6%), total wages grew faster than their five-year average (2.1% compared to 1.1%), and the average weekly wage grew marginally faster than its five year average (1.7% compared to 1.6%). Job losses in the mining sector (including oil & gas; -729 jobs, or -2.7%) were much smaller than in the second quarter of 2013 (-1,469 jobs, or -5.3%) and overall job growth was slightly better than in second quarter. In terms of dollars, UI covered payroll represents approximately 91.5% of all wage and salary disbursements and 43.8% of personal income in the state (U.S. Bureau of Economic Analysis, 2013). In the third quarter, employment rose in 12 of Wyoming’s counties and fell in 11 counties. Total payroll increased in 21 counties and decreased in only two counties.

Preliminary data for the fourth Calendar Year quarter of 2013 shows modest job growth. Total payroll rose by $48.7 million (1.5%) and employment increased by approximately 1,500 jobs (0.5%). Job growth was greatest in accommodation & food services (approximately 400 jobs), retail trade (approximately 350 jobs), construction (approximately 350 jobs), transportation & warehousing (approximately 250 jobs), and real estate & rental & leasing (approximately 250 jobs). Employment fell in other services (nearly 500 jobs) and – of particular significance – mining (including oil & gas; approximately 400 jobs).

Wyoming’s seasonally adjusted unemployment rate continued its four-year downward trend and fell from 4.2% in February to 4.0% in March 2014. Almost all county unemployment rates followed their normal seasonal pattern and decreased from February to March. Employment tends to rise in March of each year, with seasonal job gains in construction, retail trade,
professional & business services, and government. Unemployment was much lower than its March 2013 level of 4.7%, perhaps suggesting recovery around the state.

There appears to be a correlation between state economic conditions during the recession and performance results for Wyoming’s WIA and Wagner-Peyser programs. During the PY 2009 through PY 2011 years, Wyoming experienced significant performance decreases in its Entered Employment and Employment Retention Rates, for the Adult and Wagner-Peyser Programs, and for the Youth Placement in Employment or Education Rate, which was also possibly affected by the economy. Performance decreases were also experienced for the Dislocated Worker program. These are harder to compare, however, because of the small populations of workers who were served each year. During the period, as in previous years, Wyoming utilized its fund transfer waiver, to enable it to serve more Adult customers and fewer Dislocated Workers.

Average Earnings Rates also experienced some decreases during these same years although, again there was a lack of consistency in the way Dislocated Worker earnings were affected. An examination of program performance reports showed that there were small populations in the denominator each year, which tended to distort the outcomes.

Proposed GPRA Goals

ETA’s proposed Government Performance and Results Act (GPRA) goals have been examined by DWS, in relation to its own historical performance and outcomes, thus far, through the end of the third quarter of PY 2013. With the exception of Dislocated Worker Average Earnings and Youth Literacy or Numeracy Gains, Wyoming’s accomplishments remain on target to exceed all of the GPRA PY 2013 performance goals, and even the PY 2014 GPRA goals, with the same exceptions. The state’s Literacy or Numeracy accomplishments have improved considerably over the past two years and are approaching the national target. Dislocated Worker Average Earnings are performing, thus far, at a level which is nearly 10 percent below Wyoming’s PY 2012 outcome, but only 2.5 percent below the GPRA goal. DWS anticipates some improvement in that rate before the end of the program year.

Negotiated Performance

**Adult Entered Employment**: For the period of PY 2007 through PY 2012, Wyoming’s average Entered Employment rate for Adults was 80.2 percent, which is 0.2 percent below the PY 2013 negotiated level of 80.4 percent, and the PY 2014 regression target which is 77.5 percent. Performance during the PY 2009 through PY 2012 period averaged 78.4 percent. PY 2013 performance through the third quarter, at 78.1 percent, is somewhat below that average, indicating perhaps that the state is probably still recovering from the recession. During this period, employers were reluctant to hire new workers, unless it was for the purpose of filling key positions. Nevertheless, Wyoming’s economic indicators of jobs and the insured unemployment rate have shown modest improvement in recent months and the state expects this trend to continue, at least for the short term, particularly as the state enters the spring and summer months, when employment typically increases. As a result, DWS feels the Entered Employment performance will equal or exceed that 78.1 percent level, by the end of PY 2013. The PY 2014 regression adjusted target of 77.5 percent is lower than what DWS feels it can accomplish in PY 2014. For PY 2013, DWS negotiated a goal of 80.4 percent, which may be somewhat out of reach by the end of PY 2013, but still would be a good target for PY 2014. The inflation rate, at 80.6 percent is not as attainable. Therefore,
DWS is requesting that 80.4 percent be accepted as its PY 2014 negotiated level; an attainable goal which will also demonstrate continuing improvement.

**Dislocated Worker Entered Employment**: For the historical period of PY 2007 through PY 2012, Wyoming’s Dislocated Worker Entered Employment rate fluctuated considerably, with no pattern being established. It is felt that the small populations of workers who were served contributed to this, as previously stated. The rate averaged 88.7 percent. It appears the PY 2013 negotiated goal of 84.0 percent will be achieved, inasmuch as the rate stood at 86.8 percent at the end of the third quarter of PY 2013. The regression target for PY 2014 is 87.2 percent and, when 4.0 percent inflation is factored onto the PY 2012 rate, that rate is 91.7 percent. Based on its historical achievement through PY 2012, its accomplishment through the first three quarters of PY 2013, and a desire for continuous improvement, Wyoming is cautiously optimistic that it can achieve a rate of 87.5 percent in PY 2014. Therefore, DWS requests that the negotiated level for PY 2014 be set at 87.5 percent.

**Adult Employment Retention Rate**: Wyoming’s Adult Employment Retention Rate began declining in PY 2009 and reached a low point for the six-year historical period in PY 2011, at 83.0 percent. PY 2012 showed a two-percent improvement which improvement has continued thus far in PY 2013. The performance improvement seems to have followed the level of improvement in the state’s insured unemployment rate over the period. Wyoming is cautious about being too optimistic for this retention rate, as well as the Dislocated Worker Retention rate, in spite of the positive changes in reported jobs and the insured UI rate, due to recent Rapid Response event figures that have been released by DWS. The Rapid Response data show a nearly 300 percent increase in the number of workers affected, compared to PY 2011 (i.e., 912 workers compared to 314 workers), and even a 10 percent increase over PY 2012 (826 workers), and there is still a quarter remaining in PY 2013. Therefore, it may be overly optimistic to anticipate a continued upward retention trend, although DWS feels it will be able to achieve the Adult PY 2013 negotiated target of 86.0 percent at the end of PY 2013. Looking forward, the PY 2014 regression rate, at 85.0 percent, is lower than the current PY 2013 performance of 87.2 percent. The inflation rate, at 88.5 percent, is higher still. DWS anticipates that the Adult third quarter retention rate could taper off a bit by the conclusion of the program year and will probably remain somewhat lower in PY 2014, but not as low as the ETA regression rate. Inasmuch as Wyoming’s economy continues to be fragile, the modest changes reported by the Research and Planning Division, in job additions and the UI rate, are probably not strong enough to insure Adult retention at 87.0 percent or higher through PY 2014. Therefore, DWS asks that the PY 2014 negotiated rate be set at 86.8 percent. That will be a potentially achievable goal, which will still encourage continuing improvement in the current economic climate.

**Dislocated Worker Employment Retention Rate**: For the six-year historical period of PY 2007 through PY 2012, this rate also experienced considerable variance, due to small populations in the denominators. The six-year average was 91.1 percent. Current performance, as of the third quarter of PY 2013, is up from PY 2012 performance by 7.8 percent (92.1 percent compared to 84.3 percent). Therefore, DWS is optimistic about achieving its PY 2013 negotiated goal of 91.0 percent, or at least being in the 90th percentile. As indicated in the previous discussion regarding Adult Retention, current Rapid Response figures and the sluggish economy provide some cause for concern. Nevertheless, both the PY 2014 regression target (81.7 percent) and the inflation rate (87.7 percent) are not high enough to demonstrate continuous improvement. Therefore in this marginally positive economy, and with high Rapid Response numbers, and the probability of a continued small retention
population in PY 2014, DWS feels its PY 2013 negotiated rate of 91.0 percent is very realistic and attainable for PY 2014 and asks that the negotiated target remain at that level.

**Adult Average Earnings Rate:** Wyoming’s Adult Average Earnings rate arithmetic mean for the historical period of PY 2007 through PY 2012 was $14,209. The PY 2011 average earnings ($16,914) were somewhat of an outlier, which significantly increased the overall average. The PY 2012 outcome ($15,473) decreased by over $1,400. Current PY 2013 performance, at $15,657, is showing some growth over PY 2012, but is still over 6.0 percent lower than the PY 2013 negotiated level of $16,700. It is evidence of a continuing sluggish economy, both in Wyoming and nationally. Whereas the March 2014 insured UI rate is 0.7 percent lower than it was a year ago, the agency anticipates a greater upswing in the Average Earnings rate by the conclusion of PY 2013 and carrying into PY 2014. However, the PY 2014 regression target of $16,771, which is nearly 7.0 percent higher than current performance, appears potentially unattainable as a possible achievement at this time. The 4.0 percent inflation rate at $16,092 seems more attainable and would still emphasize continuous improvement. Therefore, DWS asks that the PY 2014 negotiated rate, be set no higher than $16,092.

**Dislocated Worker Average Earnings Rate:** PY 2013 third quarter Dislocated Worker Average Earnings, at $15,985, are only 98.3 percent of the six year average for PY 2007 through PY 2012, which is $16,269. Also, the current performance is only 79.9 percent of the PY 2013 negotiated level, 86.0 percent of the PY 2014 regression target, and 87.0 percent of the PY 2014 inflation rate. In addition, the PY 2013 third quarter rate is only 2.1 percent higher than the Adult Average Earnings for the same quarter. Like the other Dislocated Worker measures, the Average Earnings outcome is affected by small populations. Nevertheless, it seems clear that earnings performance is down. The reduced unemployment rate gives reason for hope that Average Earnings performance will increase by the conclusion of PY 2013 and into PY 2014, although wage increases in Wyoming are expected to continue being modest. Because of the small-population factor for Dislocated Workers, increased Rapid Response services, and the continuing slow growth in wages generally, attainment of the PY 2014 regression target is viewed as unrealistic. The PY 2014 inflation rate of $18,382 is better, but is still considered to be too much of a stretch for the coming year. However, before the end of PY 2014, Wyoming feels like it can begin to approach the PY 2012 outcome of $17,675. Therefore, in the interest of continued “realistic” improvement, the state asks for a negotiated PY 2014 rate of $17,200, which is a 7.6 percent improvement over the PY 2013 third quarter outcome, and which mirrors the change in the UI rate between March 2013 and March 2014.

**Youth Placement in Employment or Education Rate:** Wyoming’s PY 2007–2012 historical average for Youth Placement in Employment or Education was 67.3 percent, although the average for the past four years (PY 2009 – PY 2012) has only been 64.4 percent. Steady improvement occurred at an average of 1.7 percent per year, from PY 2009 through PY 2012, when the outcome reached 66.5 percent. As of the third quarter of PY 2013, performance has jumped by nearly 5.0 percent, to 71.4 percent. The state is on track to exceed the PY 2013 negotiated level of 70.0 percent. Wyoming makes a concerted effort to keep its Youth clients in education and employment. Nevertheless, the current output is still somewhat surprising, given the level of performance improvement in earlier years and the challenge of serving this most-in-need population, plus the fierce competition that Youth are experiencing for jobs in today’s slower job market. Recent research by DWS indicates that Youth are receiving considerable competition for jobs from out-of-state job seekers and older workers who are remaining in the active labor force. DWS feels the PY 2014 regression
target of 68.3 percent and the inflation rate, at 69.2 percent, can both be surpassed in PY 2014. However, it views continued 5.0 percent growth as an unrealistic expectation, given the state of the economy and other factors mentioned in this paragraph. The state feels that a worthy goal would be to repeat the 71.4 percent attainment in PY 2014 and therefore, asks that its negotiated performance level be set at 71.4 percent.

**Youth Attainment of Degree or Certificate Rate:** DWS’ average performance for this measure, over the previous six years was 59.2 percent, culminating in a PY 2012 attainment of 65.8 percent. The agency has worked hard to encourage the attainment of credentials, as well as educational enrollment and attainment, and the effort is paying off. The PY 2013 third quarter rate was 70.0 percent; another increase of nearly 5.0 percent. It appears the new General Education Diploma (GED) requirements haven’t slowed continuous improvement down very much, thus far. Barring an unforeseen negative occurrence, Wyoming’s performance in this area should easily surpass the PY 2013 negotiated level of 63.0 percent. With regard to the coming year, the PY 2014 regression target is 66.5 percent and the calculated inflation rate is 68.4 percent. DWS should eclipse the 66.5 percent target and has a good chance to achieve the 68.4 percent inflated rate. Therefore it asks that 68.4 percent be set as the PY 2014 negotiated rate.

**Youth Literacy or Numeracy Gains Rate:** Literacy or Numeracy Gains performance has improved dramatically since PY 2011, when it hit a low of 21.2 percent. The six-year average between PY 2007 and PY 2012 was 29.2 percent, which was affected considerably by the PY 2011 outcome. Otherwise the average would have been in the low 30-percent range. The PY 2012 outcome was 35.2 percent. As with other WIA performance measures continuous effort in this area, by agency employees, has produced continuous improvement. Nevertheless, until this year small yearly growth was the expectation for the measure, although the agency worked hard to help the Youth prepare for testing and then assure that the tests were administered timely. DWS expects that this slower growth will continue to be the norm, even though it is currently succeeding at the level of 44.3 percent, as of the end of the third quarter in PY 2013: a whopping increase of nearly 26 percent over the prior year! The PY 2014 regression target, at 32.7 percent, is low; whereas the 36.6 percent inflation rate – if set as a goal – would be more realistic and would still show continuous, realistic improvement, compared to the average rate and the PY 2012 outcome. Wyoming will continue to work to exceed expectations in this area, but asks that the negotiated goal be set at 36.6 percent; the inflation rate.

**Wagner-Peyser Entered Employment:** The Wagner-Peyser Entered Employment rate, with the exception of PY 2009 and PY 2010, has shown sustainability and even some improvement from year to year, like Wyoming’s economy. This rate, along with the Wagner-Peyser Employment Retention rate and the Wagner-Peyser Average Earnings rate, is most likely to represent Wyoming’s economic picture, because staff have less influence over the outcomes, compared to WIA. The overall six-year average (PY 2007 through PY 2012) was 66.2 percent. However, the PY 2011 and PY 2012 rates, at 69.0 and 70.0 percent respectively, were the same as the PY 2007 and PY 2008 pre-recession rates, which is very positive. The third quarter PY 2013 rate (71.0 percent) is showing a 1.5 percent increase over PY 2012 and it is reasonable to be cautiously optimistic that this performance will hold through the remainder of the year, thus surpassing the negotiated rate for the year. DWS is also optimistic that it can be achieved again in PY 2014. The state is reluctant to predict a higher outcome in PY 2014. Because of the higher than average layoff activity that has occurred, thus far in PY 2013, early indicators show that available jobs do not necessarily
match those from which workers were laid off. Therefore, it is requesting that the negotiated rate for this measure be set at 71.0 percent.

**Wagner-Peyser Employment Retention Rate:** The six-year average Employment Retention rate was 81.5 percent, which was dragged downward by the recession in PY 2009 and 2010. Performance improved in PY 2011 to 82.0 percent and remained constant in PY 2012, which was still 2.4 percent below pre-recession performance in PY 2007 and 2008. PY 2013 performance, through the third quarter, has continued steady at the same 82.0 percent, which is encouraging – given the higher-than-normal layoff activity. In the interest of continuous improvement, DWS wishes to move from that plateau, by setting its PY 2014 goal at 83.0 percent.

**Wagner-Peyser Average Earnings Rate:** Wyoming’s Wagner-Peyser Average Earnings arithmetic mean for the period of PY 2007 through PY 2012 was $15,667. However, the only real consistency from year to year has been from PY 2012 to the third quarter in PY 2013. The Average earnings in PY 2007 were $15,367. They increased to $17,101 in PY 2008, followed by $15,112 (PY 2009) and $14,842 (PY 2010) during the worst part of the recession. There was a 7.9 percent jump to $16,018 the following year, in PY 2011, which was somewhat of an anomaly year for many of the W-P and WIA performance measures. Then Average Earnings dropped again by 2.9 percent in PY 2012. PY 2013, thus far, has shown a 1.0 increase over PY 2012. However, it doesn’t appear that Wyoming will be able to meet its negotiated level of $16,100 before the end of the year. Therefore, DWS would like to use that same level ($16,100) as its negotiated goal for PY 2014.

**Impact of Performance on Customer Satisfaction and Return on Investment of Federal Funds**

Although the Department of Workforce Services does not report customer satisfaction to ETA, because of its use of common measures, it does continue to collect and analyze customer satisfaction data. This is done through the agency’s website and its management information system, *Wyoming at Work*. Other methods for obtaining customer satisfaction data are also being considered as DWS strives for continuous improvement in this area. Customer feedback is analyzed by the Employment and Training Division in DWS, for continuous improvement in service delivery, fiscal responsibility, attainment of performance outcomes, improvement in the agency’s management information system, and as required by WIA Section 136(b)(3)(A)(iii) and (iv). DWS anticipates that continuing performance improvement will also increase customer satisfaction with the WIA and Wagner-Peyser programs. Increased average earnings will enable program participants to function in society with a more livable wage. Greater levels of entry into employment, employment retention, literacy, educational achievement, and usable credentials will likely reduce the number of repeat customers for WIA and Wagner-Peyser services, thus lessening the overall DWS expenditure on individual participants. Use of the customer satisfaction data allows DWS to expand services to at-risk populations, who require assistance to obtain and hold unsubsidized employment.
Table 1
State WIA/W-P Performance Indicators and Goals

<table>
<thead>
<tr>
<th>WIA Requirement at Section 136(b)</th>
<th>Previous Year Performance</th>
<th>Performance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adults:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>76.4</td>
<td>81.0</td>
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<tr>
<td>Employment Retention Rate</td>
<td>88.4</td>
<td>87.0</td>
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<tr>
<td>Average Six-Months Earnings</td>
<td>$15,995</td>
<td>$16,092</td>
</tr>
<tr>
<td>Certificate Rate</td>
<td></td>
<td></td>
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<tr>
<td><strong>Dislocated Workers:</strong></td>
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</tr>
<tr>
<td>Entered Employment Rate</td>
<td>86.4</td>
<td>87.0</td>
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<tr>
<td>Employment Retention Rate</td>
<td>92.4</td>
<td>90.0</td>
</tr>
<tr>
<td>Average Six-Months Earnings</td>
<td>$16,633</td>
<td>$17,200</td>
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<tr>
<td>Certificate Rate</td>
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<tr>
<td><strong>Youth, Aged 19-21:</strong></td>
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<tr>
<td>Entered Employment Rate</td>
<td></td>
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<tr>
<td>Employment Retention Rate</td>
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<tr>
<td>Six-Months Earnings Change</td>
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<tr>
<td>Certificate Rate</td>
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<tr>
<td><strong>Youth, Aged 14-18:</strong></td>
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<tr>
<td>Skill Attainment Rate</td>
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<tr>
<td>Diploma or Equivalent Attainment Rate</td>
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<tr>
<td>Retention Rate</td>
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<td><strong>Youth Common Measures1:</strong></td>
<td>75.6</td>
<td>71.0</td>
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<tr>
<td>Placement in Employment or Education</td>
<td>77.6</td>
<td>69.0</td>
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<tr>
<td>Attainment of a Degree or Certificate</td>
<td>44.4</td>
<td>40.0</td>
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<tr>
<td>Literacy and Numeracy Gains</td>
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<tr>
<td><strong>Customer Satisfaction:</strong></td>
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<tr>
<td>Participant Customer Satisfaction</td>
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<tr>
<td>Employer Customer Satisfaction</td>
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<tr>
<td><strong>Additional State-Established Measures</strong></td>
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<tr>
<td><strong>W-P Requirement at Section 13(a)</strong></td>
<td><strong>Previous Year Performance</strong></td>
<td><strong>Performance Goal</strong></td>
</tr>
<tr>
<td>Entered Employment Rate</td>
<td>71.0</td>
<td>71.0</td>
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<tr>
<td>Employment Retention Rate</td>
<td>83.0</td>
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</tr>
<tr>
<td>Average Six-Months Earnings</td>
<td>$15,875</td>
<td>$16,100</td>
</tr>
</tbody>
</table>

1 Goals are negotiated for these measures by states reporting common performance measure outcomes only.
Performance outcomes are reported internally for the ETSS program, for the benefit of DWS. The program manager reports monthly on the number of participants enrolled, the number who complete the program, how many enter unsubsidized employment, their starting wage, and the number who complete training. These outcomes are based on data that is self-reported by participants.

Section II. State Operational Plan

- **Overview of the Workforce System**: The State Operational Plan must present an overview of the workforce system in the state.

  **Organization**: The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state’s workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

Organization of the Department of Workforce Services

The Department of Workforce Services (DWS), Wyoming's newest state agency, was founded in 2002. DWS was created to align all workforce related programs in state government under one state agency focused on Wyoming’s workforce system and its needs. The programs are administered by merit-based public employees. DWS is dedicated to developing a demand-driven workforce that is responsive to Wyoming's businesses, citizens, and economy. The department’s vision is to bridge human and economic development for Wyoming’s future.

Key workforce programs personnel in the department are: Joan K. Evans – Department Director; Lisa Osvold – Deputy Director; Tobi Wickham – Administrator of the Office of Workforce Programs; Tom Gallagher, Research and Planning Manager; Hayley Douglas – Policy Analyst (Liaison with the Governor’s office); Brad Westby – Grants & Contracts Specialist (Liaison with the Wyoming Workforce Development Council); Rob Black – Grants Manager; Jeanette Pickinpaugh – Deputy Administrator over Employment and Training Programs; Stephanie Pyle – Deputy Administrator over Employment and Training Field Offices; Jim McIntosh – Deputy Administrator over Vocational Rehabilitation; Angie Buchanan – Fiscal Administrator of Workforce Programs; Michael Griffin – Workforce Investment Act (WIA) Program Manager and Youth Coordinator; David Metzger – Wagner-Peyser Program Manager; Jennifer Wilch – WIA Monitor; Ann Reyes – Equal Employment Opportunity Monitor; and Brian Clark – Monitor Advocate.

At the beginning of Matthew Mead’s term in 2011, further integration and alignment was accomplished when the Wyoming Department of Employment was dissolved and its programs and services became part of the Department of Workforce Services. A new organizational structure was adopted as a result of this integration.

With this reorganization, DWS successfully joined the Unemployment Insurance (UI) Benefit and Tax Programs with the workforce programs administered by the Divisions of Employment and Training and Vocational Rehabilitation, under the direction of a single administrator in the Office of
Workforce Programs. This move is increasing integrated service delivery, particularly between the UI programs and workforce programs administered by the department.

Vocational Rehabilitation Division

The Vocational Rehabilitation Division of the Office of Workforce Programs administers services to individuals with disabilities. The Employment and Training Division administers Wagner-Peyser (W-P), the Workforce Investment Act (WIA), Trade Adjustment Assistance (TAA), Migrant Seasonal Farmworkers (MSFW), Senior Community Service Employment Program, and various other programs that are related to them. The department’s Monitor Advocate position also resides in this division, where he/she can work effectively with the One-Stop centers and the Foreign Labor Certification program.

Employment and Training Division

The Employment and Training Division is also in the Office of Workforce Programs. It is responsible for the department’s One-Stop system, which it operates through workforce centers. The workforce centers are strategically located in 20 communities throughout the state: Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Jackson, Kemmerer, Lander, Laramie, Newcastle, Rawlins, Riverton, Rock Springs, Sheridan, Torrington, Wheatland, and Worland, with additional satellite offices in Afton and Powell. Thirteen of these centers offer multiple programs to workers and
employers from the same location. Many of the One-Stop centers also contain units of the Department of Family Services.

As in other parts of the DWS, the Employment and Training Division relies heavily on teamwork to assure continuity and effective delivery of workforce services to customers. The teams are:

- Employment and Training Programs Team – at the program management level, individual program managers are part of this team. All programs covered by this Integrated Workforce Plan are managed by this team.
- Center Managers Team – This team is composed of One-Stop center managers. The needs and concerns of all of Wyoming’s workforce centers are handled by this team.
- Employment and Training Team – Together, the Programs Team and the Center Managers Team form the Employment and Training Team, which serves as an operations oversight group for employment and training services throughout Wyoming.

Each of these teams meets at least monthly to discuss accomplishments and challenges, adopt resolutions, and otherwise carry out the business of the division and the department. These team meetings help to assure alignment of actions and decisions for all of Wyoming’s workforce programs.

Individual members of each of these teams are also part of other teams, which insures even greater coordination. For example, members of the Programs Team and Employment and Training Team are also members of the Quality Assurance Team, the Office of Workforce Programs Team, and the Executive Leadership Team. Also, the Programs and Employment and Training Teams have fiscal representation from the Service Team. Furthermore, the team charters are set up so that individual experts from Information and Technology, Standards and Compliance, and other organizations can be invited to attend team meetings to assist with specific projects.

**WY Quality Counts!**

WY Quality Counts! is a Department of Workforce Services program, housed within the Employment and Training Division, that collects data and raises awareness about early childhood care. Wyoming Head Start provides early education services for eligible at-risk students. It also provides health services and screenings. There are over 2,500 students enrolled in Head Start programs in Wyoming. WY Quality Counts! funding can be used for scholarships for early childhood educators to pursue degrees. By working alongside other early childhood stakeholders, these programs will forge improved collaborations which will allow Wyoming to more effectively work toward its goal of ensuring all children are well-prepared to succeed in school, and beyond.

By order of the Governor, Wyoming’s Head Start State Collaboration Office moved from the University of Wyoming Institute for Disabilities to the Department of Workforce Services, to streamline services. Now, Head Start lives alongside WY Quality Counts!, which integrates high quality child care with early education.

**Unemployment Insurance (UI) Benefit System**

Wyoming has chosen to administer its UI claims system out of a single call center located in Casper. All claimants seeking information regarding their claims may call the center from any one of the workforce centers throughout the state. The UI Benefit System is part of the Unemployment Insurance Division, which is in the Office of Workforce Programs in DWS.
Economic Analysis and Labor Market Information

The department’s economic analysis and labor market information (LMI) arm is the Research and Planning Division. This division is part of the Policy/Media/Business Support Team. The unit was formerly a part of the Department of Employment, where it reported to the administrator of the UI Tax Division. To assure visibility, coordination, and application of economic analysis and labor market data in the Department of Workforce Services, this division reports directly to the department director. The department’s policy analyst, Workforce Development Training Fund, grant administration, and media representatives are also part of the Policy/Media/Business Support Team. The state mine inspector, although not in this unit, also reports directly to the department director, by virtue of his position requirements.

Quality Assurance Division

The Quality Assurance Team reports to the DWS deputy director. It is composed of WIA Monitoring, Equal Employment Opportunity Monitoring, Tax Performance Systems, Benefit Accuracy Measurement, and Benefit Timeliness Quality. The Quality Assurance team provides assistance to and monitoring of the department’s activities related to providing services and programs across Wyoming. The team works to provide the department with clearly defined parameters for “quality services” according to law, regulation, and policy. In addition, it assists the department in establishing policies and procedures based on the applicable federal and state mandates for these services.

The QA team helps the department apply policies and procedures for monitoring to programs and services, as well as assignment of responsibility and authority to recommend and/or make approved policy and procedural changes. In addition, the QA team conducts and oversees the department’s internal monitoring activities across programs. The overarching goal of the QA team is to assist in providing useful data to the department regarding the progress of its programs and services in achieving compliance and reaching goals.

Service Team

As the name implies, the Service Team supports and serves the needs of other divisions in DWS. Fiscal and information and technology (IT) support are particularly critical in day-to-day workforce operations. Human Resources (HR) and marketing also have important support roles for workforce services.

Office of Standards and Compliance

The Office of Standards and Compliance is particularly concerned with employers, through enforcement of labor, occupational and health laws. The unit also provides training on these and other related subjects through organized training seminars for employers. The seminars are held throughout Wyoming, on a periodic basis. In addition, this division provides safety and health technical assistance and training to private and public employers, and is the division where UI appeals are heard for workers and employers.

Workers Compensation and Labor Standards

In Casper, the Workers Compensation Division and the Labor Standards Unit are poised to move from a central office building into the Casper One-Stop center, in an effort to concentrate public
service organizations in one location so as to better serve people. The Workers Compensation Division also employs field representatives co-located in Cheyenne, Gillette, Cody, Rock Springs, Lander, and Laramie. The Labor Standards move will facilitate easy referral of customers between that unit, Workers Compensation, and the rest of the services provided by the One-Stop system. Labor Standards is also located in the Cheyenne One-Stop Center, for the same reason.

OSHA

OSHA investigators and auditors are also strategically located in field offices. The auditors are in Cheyenne, Laramie, Rock Springs, Evanston, Jackson, Cody, Riverton, Sheridan, Gillette, Casper, Newcastle, and Worland. OSHA investigators are located in Gillette, Rock Springs, Evanston, Lander, Casper, Worland, Cheyenne, and Cody.

Department of Workforce Services Staff Development

The Department of Workforce Services enrolls its staff in leadership training on a regular basis, through an established Leadership Academy. The academy’s curriculum, which spans nearly a year, trains participants in advanced leadership skills, which help them develop their careers and insure long-term success in the workforce system. The training curriculum incorporates the National Outdoor Leadership School, team building, essential leadership skills, communication and mentorship coaching.

Program managers receive training specific to the programs they administer through seminars, phone conferences and other means by U.S. Department of Labor personnel and other workforce experts. Managers, in turn, train workforce center personnel and others regarding these same programs, to insure continuity of operations and service. Furthermore, regular phone conferences occur for veterans’ representatives, business representatives, the Wyoming at Work team, and other programs.

WIA case management training is offered quarterly, including Wyoming at Work system training. The location for this training rotates to make it easier for individual workforce specialists to attend. Workforce center managers are also encouraged to attend.

DWS continues to conduct Bridges Out of Poverty training, a one-time, day-long session offered during new staff orientation. Required of all new staff, it is also open to current staff and community partners who want to attend, such as hospital personnel, local non-profit staff, other state agency personnel, business personnel, etc. Based on the work of Dr. Ruby Payne, Bridges Out of Poverty reaches out to the millions of service providers and businesses whose daily work connects them with people in poverty.

Bridges Out of Poverty is not a program; rather, it is a set of concepts, strategies, and tools that help employers, community organizations, social service agencies, and individuals address poverty in a comprehensive way. These principles can be used to develop and maintain positive relationships with clients, as well as improve state and federal outcomes. Bridges Out of Poverty solutions give structures, ideas, and concrete tools that a community can use to prevent, reduce, and alleviate poverty. People from all economic classes come together to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty.
DWS holds an annual meeting for all of its employees, to offer instruction, to recognize stellar work, and to deal with other organizational needs. All employees are required to attend the meeting, staged via video conferencing.

Wyoming Workforce Development Council

Governor Mead has clearly identified that workforce and economic development go hand in hand. The first priority is to assure that business needs are clearly identified, with respect to workforce skills and labor supply. As such, a wide array of key partners (WWDC, DWS, K-12 institutions, P-16 Council, Community Colleges, the University of Wyoming, economic develop, local government, etc.) work together to assure that potential and existing workers continually develop and refine skills required for professional success. The second priority is to assure that key partners have strong leadership and adequate resources to address identified needs. This priority ultimately leads to the various partners successful delivery of qualified workers. The third priority is establishing quality of life standards, which help to insure that families enjoy a safe, wholesome, and full life in Wyoming. In addition to these priorities, DWS and other agencies regularly participate in a wide array of forums and training activities, which cultivates awareness about the department and its programs. A large number of public and private individuals serve in leadership roles on the many advisory groups which exist at the state and local levels.

The State Workforce Investment Board (SWIB), also known as the Wyoming Workforce Development Council (WWDC), was established by the Governor’s Executive Order 1998-1 and reconstituted under the Workforce Investment Act of 1998. State agency membership is required. The following are required members of the council:

- Director of the Department of Workforce Services
- Chief Executive Officer of the Wyoming Business Council
- Superintendent of Public Instruction – Department of Education
- Director of the Department of Family Services
- Director of the Community College Commission
- A Community College President

These agencies, in conjunction with the WWDC, work collectively to improve the economic stability of the state. During quarterly WWDC meetings, members have the opportunity to discuss economic, workforce, and education issues with members of the Governor’s Cabinet. Education and training activities are aligned to meet the changing needs of the economy, employers and under-skilled job seekers.

**State Board:** The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:

- How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d) [WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205].

Material for Wyoming’s Integrated Workforce Plan was actively solicited from the Executive Committee of the Workforce Development Council (WWDC), which is the State Workforce Investment Board. All information pertaining to the WWDC in the plan came from this
committee, through its DWS liaison. In addition, the full WWDC was given the opportunity to comment on the plan during the public comment period.

- How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. This is only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b) [(WIA Sections 111(b)(1), 111(e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c)].

The Governor takes an active interest in appointing individuals to the WWDC and routinely consults with leaders of the business and labor communities in making these appointments. Leaders of the State Legislature make appointments of state legislators to the WWDC. Several members of the WWDC represent more than one of the required representations; for example, a state senator can also represent private industry. The strategy of recruiting members with more than one representative association helps ensure the board remains a “manageable” size of 32 members. The WWDC has adopted this strategy to keep costs down and to ensure more funding is available for innovative projects. A great deal of the work conducted by the WWDC happens through subcommittees which, in turn, present their findings and recommendations to the entire board for approval.

Wyoming Workforce Development Council

Organizational Structure

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<th>First Name</th>
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<th>Name</th>
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<td>Alan &quot;Rocky&quot; Anderson</td>
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<td>Dr. Mary Biggs</td>
<td>Laramie</td>
<td>Casper</td>
<td>University of Wyoming</td>
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<td>Phil Christopherson</td>
<td>Riverton</td>
<td>Business/Economic Development</td>
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<td>Jon R. Conrad</td>
<td>Mountain View</td>
<td>Business</td>
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<td>Dr. Steve Corsi</td>
<td>Cheyenne</td>
<td>Ex-Officio - Department of Family Services</td>
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<td>Christie DeGrendele</td>
<td>Rock Springs</td>
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<td>John Eastman</td>
<td>Jackson</td>
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<td>Jim Engel</td>
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<td>Joan K. Evans</td>
<td>Cheyenne</td>
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<td>Dr. Ray Fleming</td>
<td>Cheyenne</td>
<td>Community Based Organization</td>
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<td>John Hastert</td>
<td>Green River</td>
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<td>Mark Herrmann</td>
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<td>Cindy Hill</td>
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<td>Ex-Officio - Department of Education</td>
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<td>Bob Jensen</td>
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<td>Ex-Officio - Business Council</td>
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<td>Ronald Kensey</td>
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<td>Dr. Karla Leach</td>
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<td>Michael Von Flatern</td>
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The WWDC has representatives from urban, rural, and suburban areas of the state, including a majority of representatives from the private sector, followed by labor, required/optional One-Stop partners, elected officials, Wyoming Business Council, Wyoming Community College Commission, the University of Wyoming, and the state departments of Workforce Services, Family Services, and Education.

In order to ensure that each of the required entities will be involved in the planning and implementation of WIA’s workforce investment system, the director of the Department of Workforce Services serves as the Governor’s representative; state legislators represent both houses of the state legislature; a Youth Council has been established as a subcommittee of the WWDC and includes individuals and representatives of organizations that have experience with youth activities. Moreover, all meetings of the WWDC and its committees, taskforces, and/or workgroups are open to the public. The WWDC and actions taken by the WWDC are conducted in accordance with the Wyoming Open Meetings Act.

The WWDC achieves Wyoming’s WIA goals because it serves as the SWIB and thereby retains all authority and responsibilities for workforce investment in the state. Specifically, the responsibilities of the WWDC include helping the Governor:

- Oversee the creation of a strategic plan for the development of Wyoming’s workforce which helps individuals become more economically self-sufficient and improves their and their family’s quality of life;
- Reviewing and making recommendations to align the workforce system, including education and economic development goals for the purpose of creating systems that are integrated and provide Wyoming with a competitive advantage in the global economy;
- Identifying the workforce investment needs of Wyoming business and industry, together with citizens of the state, so that each might respond to and meet the needs of the others and thus together build a robust, diverse economy;
- Reviewing and evaluating workforce development programs within the state; formulating recommendations to increase their efficiency and effectiveness; eliminating duplication; and aligning with economic goals. Recommendations shall be communicated to the Governor, Legislature, state and federal government agencies and appropriate individuals and entities within the private sector;
- Increasing academic capability and technical skills within the state workforce and fostering lifelong learning among Wyoming’s citizens;
- Strengthening collaboration among institutions which provide education and training, services, government, agencies that coordinate employment and other human resource investment activities, as well as businesses and industries, to create a seamless system that nurtures healthy economic development.
The WWDC meets quarterly and the Department of Workforce Services regularly reports on the department’s activities and communicates with members of the WWDC on pressing workforce issues. State administrative staff reviews all federal guidance upon publication. Items identified as needing attention by the WWDC are summarized and discussed at the next quarterly meeting. The WWDC and administration determine appropriate strategies and implementation. All information is disseminated to the One-Stop centers through the Employment Services Division administrative staff.

The Governor has outlined a vision for Wyoming’s future, which includes decreased funding with an increase in collaboration and partnership development. The Governor, along with the WWDC and DWS, has outlined goals for the future of the workforce investment system:

1. Identify the training needs of current and future businesses, including skill gaps critical to competitiveness and innovation;

2. Help companies come together to aggregate training and education needs and achieve economies of scale;

3. Help educational and training institutions align curriculum and programs to industry demand, particularly for higher-skill occupations;

4. Facilitate bringing employers together to address the challenges of connecting youth to careers;

5. Help companies identify and work together to address common organizational and human resource challenges: recruiting new workers, retaining incumbent workers, implementing high-performance work organization, adopting new technologies and fostering experiential on-the-job learning;

6. Identify barriers to entry level employment for workers and strategies to remediate those barriers;

7. Develop career ladders and lattices within and across companies, enabling workers to better advance to higher skill, higher wage jobs;

8. Develop new industry credentials that give companies confidence in the skills of new hires and give workers more mobility and earning potential across firms;

9. Promote communication networks between firms, managers and workers to nurture innovation, potential economies of scale and best practices. In some cases, these activities will result in the development of new learning collaborative, Centers of Excellence, or joint economic development activity.

Due to an estimated reduction in natural gas extraction revenues, Governor Mead has asked state agencies to prepare for eight percent budget cuts in fiscal year 2014, which starts July 1, 2013. In addition, the Legislature has notified agencies to prepare for the eight percent cuts to extend into the 2015-2016 biennium.

The Governor looks to the Wyoming Workforce Development Council as the source for workforce policy, coordination, and leveraging of resources and skills. Several state agency
directors sit on the council with a power cross segment of private sector individuals that represent the majority of Wyoming’s regions and industries.

The Wyoming Workforce Development Council's (WWDC) mission is to shape strategies and policies to develop, recruit and retain Wyoming’s workforce.

The vision of the WWDC is a state with a strong and growing economy, populated by educated, economically self-sufficient people who enjoy a high quality of life.

The WWDC advises and makes recommendations regarding the coordination of workforce development activities and services by eliminating duplication and increasing efficiency among state agencies providing such services.

Recent activities of the WWDC and DWS include partnering with the U.S. Department of Labor, key training entities, and other states on several initiatives:

- Industry Partnerships Training Grants provided to five different sectors supporting seven separate projects;
- Local awareness of the DWS and its program offerings;
- Oversight of summer youth projects;
- Organization of the annual Governor's Summit on Workforce Solutions;
- Supported funding for Fremont County Board of Cooperative Education Services (BOCES). The Health Industry Partnership received national recognition, and through the council’s support, three Native American students received scholarships to attend medical school;
- Promotion of the KUDER career assessment tool for students looking to enhance their career opportunities;
- Timely assistance in promoting the Wind River Job Corps in Riverton;
- Strategic planning and development of key performance indicators which complement the council's focus;
- Utilization of monthly/quarterly fiscal updates to be sure funding is available for future council projects;
- Support of Career and Technical Student Organization Funding;
- Support of Eleutian to expand business opportunities locally and globally;
- Start-up of Career Kick Start;
• Career Cluster support and promotion statewide;
• Inclusion of private sector businesses in council initiatives;
• Revision of State Youth Barriers;
• Support and research of career academies across the state;
• Validation of the council throughout state/mentoring of individuals and businesses;
• Review and oversight of all federal grant opportunities, with successful applications funded through the H-1B grant and SESP grant;
• Collaboration with the State of Colorado on oil and gas workforce needs and issues, through Wyoming’s High Plains Economic Development District Industry Partnership;
• Certified Work Ready Communities (CWRC) Initiative.

The council operates in conjunction with the Wyoming Department of Workforce Services and also, acts as the state's Workforce Investment Board under the federal Workforce Investment Act.

**Wyoming Workforce Alliance**

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

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

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

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

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

Industry Partnership Solutions

Another key partnership that has been supported by the Governor, WWDC, and DWS is the Industry Partnership Solutions model, or what some states call the Sectors Solutions model. The Governor, WWDC and DWS understand that there are many workforce concerns throughout the state which are unique to certain industry sectors and clusters. It has become apparent that conventional means are insufficient in combating the problems in Wyoming. To this end, the WWDC has released several requests for proposals to support industry partnership collaborations that bring together employers and employees around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges.

A highly skilled, globally competitive workforce is essential to Wyoming’s future economic development and the ability of its industries to compete in the global marketplace. The WWDC’s intent in supporting industry partnerships is to concentrate attention and resources on particular sectors that provide good wages and benefits, have the greatest potential for economic growth and/or which face serious challenges to growth or retention.

Industry Partnership Solutions should be the foundation for Wyoming’s demand-driven workforce development strategy, designed to meet the workforce needs of businesses, the career goals and training needs of workers, and the economic development objectives of the state.

The expectation of this initiative is to realize successful industry partnerships incorporating three key elements:

1. They focus intensely on specific industries over a sustained period of time, customizing solutions for multiple employers within a region;

2. They aim to strengthen economic growth and industry competitiveness, thereby benefiting individuals by creating new pathways into and through the industries that lead to higher wage jobs;

3. They work to promote systemic change that achieves benefits for the industries, workers, the community, and state.

The goals of an Industry Partnership are to:

- Foster innovation and a competitive advantage in global markets;
- Organize businesses, employers, workers, labor organizations, and industry associations into a collaborative structure that supports the sharing of information, ideas and challenges common to their industry;
- Identify the training needs of multiple employers, especially skills critical to competitiveness and innovation to the industry;
• Facilitate economies of scale by aggregating training and education needs of multiple employers;

• Assist educational and training institutions to align curriculum and programs to industry demand;

• Assist industry partnership companies to work together to identify and to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, adopting new technologies and fostering on-the-job training;

• Develop and strengthen career paths within and across companies and industries to enable entry level workers to improve skills and advance to higher wage jobs;

• Assist industry partnership companies to attract potential employees from a diverse job seeker base, including individuals with barriers to employment, including job seekers who are economically disadvantaged, women, younger workers, older workers or workers who previously have been incarcerated;

• Assist employers in maintaining a constant and sufficient supply of available and qualified workers;

• Assist job seekers in enhancing their employability, career potential and labor market rewards.

In addition to advancing industry partnerships, the WWDC and the DWS have released request for proposals to support initiatives that advance alternative and renewable energy training and support economically disadvantaged individuals in reaching self-sufficiency.

Currently, the Director of the DWS serves on the council. As such, Director Evans will represent the interests, needs, and priorities of the vocational rehabilitation programs and employment needs of individuals with disabilities since Vocational Rehabilitation is under his purview.

Local Areas: The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:

- An identification of local workforce investment areas designated in the state, and the process used for designating local areas (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270).

In April 2000, the Governor designated the state as a Single Service Delivery Area. The Governor made this decision after consulting with the SWIB and taking into consideration geographic and labor market areas of the state. This designation is expected to remain the same throughout the plan period.

DWS does not have a separate workforce plan for local areas; instead, the state plan also serves as the local plan. The state plan is guided by the use of federal and state regulations, as well as DWS policies. Local One-Stop centers and other workforce centers are allowed to organize and partner in ways maximize services based on their communities’ circumstances, involving such
factors as local economic development, geography, race, ethnicity, and income. These centers are located in 20 communities throughout the state.

- The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards [WIA Section 116(c)]. States may also discuss other types of regional structures here.

Wyoming does not use intrastate regions or interstate regions to serve its workforce and employers. Whereas Wyoming is a Single Service Delivery Area state, a reallocation policy is not necessary. Obligation and expenditure requirements must be met at the state level. DWS also requires that its individual workforce centers meet those requirements separately. If one center is not meeting expenditure or obligation requirements, DWS is able to transfer funds from another center that is meeting or exceeding the requirements to assure compliance across the One-Stop system. Additionally, because Wyoming is a single designation state, all contracts awarded through the Statewide Workforce Investment Board will be in compliance with all requirements set forth in the Workforce Investment Act 1998 Section 134(d).

- Operating Systems and Policies Supporting the State’s Strategies:
The State Operational Plan must describe:
- State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.) [WIA Section 112(b)(8)(A)].

DWS currently develops and maintains interfaces and databases to track and record hundreds of thousands of records containing authorized information about clients. These MIS systems and interfaces allow for a simple, user-friendly interface to create, read and update data in real-time. The data elements and business rules built around each of DWS’ software applications and normalized schema contain custom business rules and data validation components. The goal of such attention to detail is to ensure the highest data integrity at all times. These user interfaces can be made available to the public online, however data receipt and administration only takes place within DWS’ internal intranet. DWS can track any authorized data elements in these applications. All reporting, data analysis and outcome measurements are captured in the application, thereby satisfying these requirements.

DWS implements multiple layers of security to meet state and federal data compliance measures and policies, and to protect client information from unauthorized access or disclosure and possible misuse or abuse. DWS uses the latest internet technology standards to encrypt and secure all web application traffic. Client SSNs submitted through web applications are obfuscated during receipt in the database. Servers housing the databases containing SSNs are single purpose restricted to cleared system administrators. All database backups are encrypted using the most current standards. Only authorized DWS program staff has the ability to view applicant/trainee information through a highly secure software interface. Authorized DWS staff members are instructed on the appropriate handling and protection of this data by their management or designated representative.

Wyoming Health Information Network

The Wyoming Health Information Network (WHIN) was created in 2003 by Governor Dave Freudenthal and the directors of Wyoming state social service agencies to organize a data
warehouse across state agencies to support cross-agency management programs. The WHIN Data Warehouse now includes data from seven sources and its use is supervised by the directors of the contributing agencies: Workforce Services, Health, Corrections, Family Services, Employment, Wyoming Health Insurance Pool (WHIP), and Administration and Information. HCMS Group LLC is a private information company and business associate that manages the data and updates the database on a regular basis. De-identified data is securely transferred with established data exchange procedures into an integrated HIPAA compliant database and housed in secure data center according to rigorous SAS 70 standards.

**Wyoming at Work System**

The state’s electronic labor management system, used to administer programs covered by the plan, is part of the Wyoming at Work system, which in turn is part of the Virtual One-Stop System designed and operated by Geographic Solutions, Inc. of Palm Harbor, Florida. The Wagner-Peyser and WIA system applications have been in place at Wyoming at Work for years, with regular updates. These applications include data collection for migrant and seasonal farmworkers (MSFW). Newer modules have been designed and added to enable the department to administer other programs as well. DWS is being given increased options for displaying job orders online, including mass input of orders. Templates, available to staff, facilitate quicker creation of job orders. They also offer more options for copying job orders.

Job application requirements are being updated so that the employers can require certifications to be entered into the system before the job seeker can apply for a particular job. Also, employers can see job applicants on the system even though a job order is suppressed. The suppression option inhibits the job seeker from contacting the employer without staff intervention.
WyCAN

DWS is collaborating with other states on improvements to its unemployment insurance (UI) system. The WyCAN project is a four-state consortium formed to replace the outdated UI computer systems of Wyoming, Colorado, Arizona, and North Dakota. With the implementation of WyCAN it will be easy to exchange data and UI information with other systems operated by the DWS. Wyoming continues to be an active participant in the WyCAN Consortium, serving as the Fiscal Agent for this project. A Request for Proposals (RFP) was issued on June 29, 2012 to obtain the services of a Build Vendor for this project. Vendor’s bids are due October 4, 2012 and the final contract is scheduled to be completed by March 27, 2013. On September 4, 2012, the Consortium issued a Legal Services RFP. The consortium’s project management team is also working on an overall Project Management RFP and an Independent Verification and Validation RFP to assist with this large project. These latter two RFP’s will be issued by the end of October and completed concurrently with the Build Vendor RFP.

- State policies that support the coordinated implementation of the state’s strategies [WIA Section 112(b)(8)(A)].

Wyoming is a right-to-work state. DWS engages in no activities to assist, promote, or deter union organizing. However, every available opportunity is utilized to assist workers in achieving their employment and training goals. Also, labor interests are represented on the Workforce Development Council.

Wyoming’s workforce policies are patterned after federal workforce policies pertaining to the programs in this plan. The department has developed state policies for the WIA program and TAA program, and is in the process of developing policies for the W-P program. The department policies are provided to all workforce personnel. They also are maintained electronically at the department’s intranet website.

Wagner-Peyser Policy supports state strategies through guidance on services to individual job seekers and businesses. The veterans program supports state strategies through implementation of federal guidance for Veterans Employment and Training Services and integration into the State Workforce Agency.

DWS employs a State Youth Coordinator to oversee all youth-related programs and services. Youth services are delivered through the One-Stop workforce centers. Youth policy is integrated in the WIA Policies and Procedures Manual. All entities delivering youth services follow established policy and procedures as well as the comprehensive case management system, Wyoming at Work.

American Job Center Brand

As required by the U.S. Department of Labor, in an advisory letter dated August 8, 2012, this section of the plan will include a statement regarding DWS’ branding plans. Wyoming and all other states are to describe the steps that will be taken to improve the public’s awareness of, and access to, the American Job Centers’ in-person and virtual resources. This part of the plan will be added as soon as DWS’ policy on the subject has been defined and coordinated with the Wyoming Workforce Development Council.
How the delivery of services to job-seeking customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs [WIA Sections 111(d)(2), 112(b)(8)].

DWS is integrating services through Wyoming at Work, and also through its One-Stop system. One-Stop centers typically house WIA, W-P, TAA, the Division of Vocational Rehabilitation (services for individuals with disabilities), Healthy Families Succeed (a state-initiated program that assists workers receive benefits through multiple programs), the Department of Family Services, and Experience Works (for older workers). The Cheyenne One-Stop center also houses Job Corps. The apprenticeship program is being coordinated with the Workforce Development Training Fund (see Leveraging Resources in this plan). Meanwhile, Dads Making a Difference is being coordinated through the DWS Employment and Training for Self Sufficiency program. The workforce specialists who carry out the W-P, WIA, and TAA programs are supervised by the same center manager, assuring close coordination.

At the program-management level, individual program managers are members the Employment and Training Programs Team. One-Stop center managers also form a team called the Center Managers Team. Together, the Programs Team and the Center Managers Team form the Employment and Training Team. Each of these teams meets at least monthly to discuss accomplishments and challenges, adopt resolutions, and otherwise carry out the business of the Department. These team meetings help to assure alignment of actions and decisions for all of Wyoming’s workforce programs.

How the state will provide WIA Rapid Response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit [WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A)].

Rapid response activities are designed to help dislocated workers transition into new employment as quickly as possible after the permanent closure or mass layoff of a facility, or a natural or other disaster resulting in mass job dislocation. In Wyoming, rapid response teams are organized by the local workforce center for each community and situation. The teams consist of agency and community members as applicable. Program management is monitored through the US DOL/ETA self assessment survey.

Common data collection and reporting processes used for all programs and activities present in One-Stop centers [WIA Section 112(b)(8)].

The Wyoming at Work system facilitates common data collection for Wagner-Peyser, MSFW, WIA, and TAA. Reporting of WIA and W-P data and performance outcomes, including veterans data and outcomes, is accomplished through the federal Data Reporting and Validation System (DRVS). Migrant and season farmworker data and outcomes are compiled by the Wyoming at Work System into a Migrant Indicators of Compliance (MIC) report. Because the MIC data comes from the Wyoming at Work system – the same source of the W-P reports – the MIC figures are the same as those reported in the ETA 2002 series reports for W-P.

State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666).

Performance data accumulates in the electronic Wyoming at Work labor management system. The data are routinely checked for accuracy by the Employment and Training Division Reporting
Manager. Performance outcomes are determined and reported through the Data Reporting and Validation System (DRVS) and federal data validation studies are conducted yearly for WIA and monthly for W-P, also through DRVS.

- **State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information (WIA Section 136(f)(2), 20 CFR 666.150).**

Wyoming participates in the Wage Record Interchange System (WRIS), along with most other states and territories in the United States. DWS has signed the WRIS agreement and abides by its requirements. Also, DWS personnel participate in WRIS telephone conferences and other communications whenever they are held.

**Services to State Target Populations:** The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

- Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37).

**Target Groups**

Based on economic data presented by the Research and Planning Division, groups that will be primarily targeted by DWS for services are: African Americans, American Indians, and older workers. Other groups that ETA targets for assistance will also be served by the department. These include all of those identified in the planning guidance for this section of the plan.

This discussion pertains primarily to services provided to adult workers. Services to Youth and workers with disabilities are discussed particularly in succeeding sections of this plan. However, youth and workers with disabilities may also receive the same services, or similar services, depending on their needs and eligibility.

Targeted customer groups are served through standard delivery of services, using W-P and WIA funding, and from other program funding, with emphasis on special needs. The following explanations illustrate how this is done in Wyoming.

**Older Workers**

One group that faces significant employment barriers is Wyoming seniors. The Senior Community Service Employment Program (SCSEP) provides services to older adults who reside in Wyoming, age 55 years or older and have an income level of below 125 percent the federal
poverty guideline, are unemployed, and have limited employment prospects. Services include, comprehensive case management, employment training and up to twenty (20) hours per week of part-time, subsidized community service assignments or on-the-job training. The goal of these services is to transition participants from subsidized employment and training into full or part-time unsubsidized employment earning a self-sufficient wage. Older workers will also be served through W-P and WIA.

Veterans

With regard to Veterans and related eligible persons, clients that are faced with barriers to employment, to include education, are eligible to be assisted by a Disabled Veteran Outreach Program (DVOP) Specialist. The DVOP assesses the client’s needs and determines eligibility for the appropriate occupational skills or educational program and determines an appropriate funding source. These individuals are also given Priority of Service in accordance with U.S. Department of Labor requirements. Veterans Priority of Service is to ensure equally qualified Veterans receive services and training before other equally qualified non-Veterans.

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

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

Dislocated Workers

Dislocated workers will be served at all One-Stop and other workforce centers, throughout Wyoming, and through Rapid Response, where applicable. (See the discussion on the previous page of this plan, involving this topic.) The workforce centers are required to offer core, intensive and training services for this and other targeted populations. Also, training services will be provided, as needed, in coordination with Trade Adjustment Assistance (TAA) and other potential programs. (See the discussion on TAA in this plan.) Wyoming has requested a waiver that will allow it to transfer funds between its dislocated worker and adult formula programs, as needed from year to year, in order to serve these populations appropriately.

Unemployment Insurance (UI) Claimants

By merging the former Department of Employment with the Department of Workforce Services, Wyoming took steps to strengthen and improve the quality of services to UI claimants. Through the One-Stop centers and other workforce centers, UI claimants will continue to have access to the UI system for claims, adjudication, and other UI programs. Also DWS is able to more easily
align changes in the UI system, such as the, with other programs and activities that are occurring in DWS.

UI Reemployment and Eligibility Assessment

Wyoming is proposing to initiate a UI Reemployment and Eligibility Assessment (REA) program that will provide orientation and reemployment services to individuals who have been identified as not likely to exhaust unemployment benefits. The goal of the REA program in Wyoming is to get the individuals reemployed and to lower the instances of overpayments. The reemployment services will include assessments and workshops to be delivered through the Employment and Training Divisions’ Workforce Centers. The REA project of Wyoming provides Reemployment Services to UI claimants who are not returning to their last employer. The Reemployment Services include online activities as well as assessments and follow-up reviews by case managers. The case managers work closely with staff in the workforce centers to insure UI claimants are aware of services provided at the workforce centers, current trends in the local labor market and training opportunities with the Workforce Investment Act.

Homeless Workers

To serve homeless clients, DWS partners with homeless shelters and other organizations that provide services to them. This will include answering workforce related questions and assisting with job preparedness and work searches. Workforce Readiness Workshops assist workers by covering topics such as resume writing, interview skills, computer basics, and job application preparation.

Single Mothers and Custodial Fathers

Workforce specialists will continue to reach out to single mothers and custodial fathers. DWS will continue to work with WIA and CLIMB Wyoming, along with other programs, to help single mothers in non-traditional career fields. DWS also will work on training and placing fathers through the Dads Making a Difference program, WIA, and other programs.

Hard-to-Place Workers

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

Some participants who are longtime clients of workforce services are not good candidates for employment. They have a tendency to self-destruct and come back multiple times to the workforce center. These clients will be referred to other programs, as needed, where targeted assistance can occur that will meet their needs.
DWS will continue working with local clothiers and other organizations that have used clothing and other necessities, to provide professional attire for prospective employees in target groups. Some of these efforts have been very successful.

DWS will make an increased effort to partner with businesses, especially companies that are on the rise. The department will invite and encourage them to use its services, and engage them through employer forums and seminars.

Other local partners will be engaged during the plan period, including ABE-GED, local economic development groups, child care providers, community colleges, Chamber of Commerce, Board of Cooperative Education Services (BOCES), community half-way houses - such as Volunteers of America, Wyoming Contractors Association, faith-based organizations, and other state agencies. DWS will strengthen working relationships with partners through MOUs that facilitate information sharing and funding coordination.

DWS will continue referrals to construction trades and truck driving, where known opportunities for long-term employment arise.

The department will continue to work closely with the reservation. In Lander and Riverton, about 30 percent of the clients are American Indians. Job Corps will partner in this effort.

DWS will continue to add new training providers to increase viable opportunities for participants, and will expand opportunities for online and distance learning. This enables program participants to obtain needed training that may not otherwise be available within Wyoming, or to the degree that is needed.

The department will widely disseminate the new Wyoming at Work module which allows providers to add and amend curriculum as needed. It also identifies all approved training providers for the public (participants and trainers). Before considering training for any clients, the agency will research and consider demand, potential for employment and self-sufficient wages.

The agency will encourage greater use of WOTC and federal bonding by employers, to open opportunities for placement. Continued effort will be made to make employers aware of this program.

**Working With Ex-Offenders**

DWS will continue partnering with the Department of Corrections (DOC) to prepare ex-offenders for work and to place them in employment by providing testing, job application and resume assistance, and interview schedules. DWS will assist DOC with other services, too, such as the provision of training services to inmates in Goshen County. In addition, DWS is represented on the state re-entry task force and is interceding with employers to help them accept re-entered workers.

DWS is supporting the transition-from-prison-to-community program, and partnering with the Wyoming Department of Homeland Security, business representatives, community representatives like faith-based groups, and the Department of Family Services in this effort. The Department of Corrections is currently updating the workbook “Starting Point, A Guide To Preparing The Job-Seeking Ex-Offender”, and is working to set up cross training with DOC staff. The Department of Workforce Services is being asked to participate.
Workforce specialists will work to overcome obstacles when parolees fail to fully participate in meetings. This initiative is a work in progress. All respective parties are at the table, working on a plan of action. Barriers still face the transitional center. For instance, if the center is locked down, parolees are not able to contact their employers and warn them of their absence, so they get fired, which damages the potential for that employer to work with other hires. Individuals need to be familiar with services before they can effectively take advantage of the opportunities offered at the workforce centers.
Transition from Prison to Community Program

Background

Transition from Prison to Community (TPC) has been an on-going effort with WDOC since its founding in September 2009. The technical assistance grant, administered through the National Institute of Corrections in partnership with the Center for Effective Public Policy and the Urban Institute was intended to evaluate our internal and external reentry efforts in Wyoming.

Task Force Structure

The second phase of TPC, launched in November 2011, set out to create the Statewide Re-entry Task Force. The Task Force committee has 25 official members representing state agencies, stakeholders, non-profits, and communities. Members include representatives from:

1. Governor’s Office
2. Wyoming Department of Corrections
3. Board of Parole
4. Department of Health
5. Department of Family Services
6. Workforce Services
7. Faith Based Services
8. Department of Education
9. Association of Municipalities
10. Wyoming Association of Mental Health & Substance Abuse Centers
11. Community College Commission
12. Laramie County Sheriff’s Office
13. Cheyenne Police Department
14. Housing Authority
15. Military Department
16. Victims Services

Meetings

- The task force will meet quarterly
- The committee met in November 2011 and February, April and June 2012
- Upcoming meetings for 2012: August, October or November.
- Work groups meet every other month for all-day work sessions
- The work groups met in January, February, April, June 2012
Evaluation

The Wyoming Survey and Analysis Center (WYSAC), at the University of Wyoming, is evaluating the Task Force to assess the logic model, process, evaluate outcomes, etc.

- WYSAC is gathering research and information as well as working with each group to evaluate the process.

- A state report will be completed by WYSAC to evaluate the process of the Task Force effort.

Function and Importance of Task Force

- The groups first present their researched issue and then provide formal recommendations to the task force committee, based on their research.

- The Task Force committee will then approve or deny, by majority vote, recommendations, or make changes to the recommendations.

- The recommendations may be systemic changes within the state and can impact an agency, policy, system, etc.

- It is imperative to involve the top leaders of the represented organizations, because it may impact their agencies (in a positive way).

- Having the Governor’s office support the effort and co-chair the committee lends to these changes being implemented.

Work Group Focus Areas

The work groups have about 60 members. Each focus area has representation of state and non-state members to research and study issues.

1. **Housing**: Increase access to affordable/transitional/sex offender approved housing. (Chaired by a representative of Second Chance Ministries);

2. **Employment and Education**: Make employment and education opportunities available to offenders. (Chaired by a representative of Eastern Wyoming College);

3. **Treatment**: Include substance abuse, mental health, co-occurring, sex offender treatment. (Chaired by a representative of the Department of Health);

4. **Positive Supports**: Include family reunification, mentoring, wrap around case management practices, positive support systems. (Chaired by a representative of the Department of Corrections);
5. **Community Supervision:** Internal WDOC group only. Includes community supervision practices;

6. **Jail Transition and Programming:** Focus on transition efforts from jail to community or jail to prison and align programming efforts for positive outcomes. (Chaired by a representative of the Department of Corrections);

7. **Access to Resources and Information Sharing:** Include access to community services and resources, sharing information within agencies and clients, reducing barriers and eliminating duplicating efforts. (Chaired by a representative of the Department of Corrections).

**Group 1: Housing**

The housing team looked at the needs related to persons coming out of correctional systems and the availability of housing and problems associated with transition from correctional systems to housing.

1. Lack of access to transitional housing for persons coming out of prison or other correctional settings. The team looked at this problem area and determined specific issues that impact this problem. The team also determined that housing is the primary problem;

2. Lack of support for special populations coming out of prison including: sex offenders, violent offenders and persons with Serious and Persistent Mental Illness (SPMI);

3. Lack of permanent housing options for persons who are transitioning from prison to community,

**Group 2: Employment and Education**

1. Offenders may not have – or utilize – the skills needed to obtain a sustainable wage job;

2. Lack of data sharing between state agencies to track information on offenders’ training, employment and wages;

3. Lack of awareness and knowledge by employers of the economic benefits of hiring offenders;

4. Limitations exist for offenders to obtain or renew licensing and certification in specific occupations.

**Group 3: Treatment Group**

1. Lack of shared information regarding client care within and between Department of Corrections and the local community treatment providers. The group considers this to be the primary problem facing treatment;
2. Barriers associated with access to treatment such as cost, transportation, wait time, physical barriers, attitudes, and cultural differences;

3. Uneven distribution of necessary treatment resources throughout the state;

4. Different philosophies of treatment that interfere with seamless transitions between levels of care.

Group 4: Positive Supports

Peer support will be integral during the earliest phase of reentry into the community and will assist with internalizing changes in behavior and relationship skills as well as provide encouragement for family involvement.

1. Continued association with negative peers and lack of involvement with pro-social peers;

2. Offender’s lack of knowledge of fundamental healthy relationship skills and inability to identify and share feelings;

3. Negative impact on families due to offender behavior resulting in lack of family involvement in reentry issues.

Suggested focus area order: Peers, Relationship Skills, Family

Group 5: Community Supervision

This area of concern is handled by an internal Department of Corrections group. Community supervision practices will be developed and included.

Group 6: Jail Programming and Transition

1. Lack of awareness of programs that address critical offender needs;

2. Continuation of services is not carried through or is nonexistent among agencies;

3. Inconsistencies in the approach to reentry planning between different detention facilities.

Group 7: Access to Resources and Information Sharing

1. Lack of interagency awareness regarding reentry services available to offenders and the process for sharing updated information;

2. Lack of community/stakeholder awareness regarding reentry services available to offenders and the process for sharing/accessing updated information;

3. No forum for troubleshooting offender re-entry issues between agencies/communities/ stakeholders;

4. Limited feedback or data regarding offender re-entry challenges and successes.
In particular, DWS is working with the Department of Corrections on Group 2’s ideas regarding employment and education, and developing recommendations and strategies to address the identified issues.

Additional Tools for Assisting these Targeted Groups

**Energy Efficiency Training**

DWS launched a website featuring energy efficiency training opportunities for Wyoming residents, because of Wyoming's increased use of a variety of energies. Under a $4.5 million, three-year grant from the U.S. Department of Labor, which is made available through the state Energy Sector Partnership (SESP), training is being offered through 2013 in a number of energy efficiency and renewable energy industries. Training programs focus on sustainable construction, energy efficient heating ventilation and air conditioning (HVAC), electrical components of solar panels and wind turbine technology, environmental health and safety, auditing of structural energy loss, concrete recycling, welding for natural gas separator facilities, and several other areas of training. Information on the eight training projects is available at: [http://wyowdc.org/eeto/](http://wyowdc.org/eeto/).

Some programs will pay all or part of tuition and supplies. The state plans to serve more than 2,000 participants under this grant. So far, nearly 1,000 individuals have been trained, or are receiving training. In partnership with Wyoming’s unemployment insurance (UI) program, job seekers enrolled in the training programs typically are released from job-search obligations while undergoing the training. Because the training is short term, UI claimants have a good chance of returning quickly to employment.

The energy training is offered through Wyoming’s community college system. Participating partners are Eastern Wyoming College, Laramie County Community College, Northern Wyoming Community College, Fremont County Board of Cooperative Education System (BOCES), Central Wyoming College, Casper College, McMurry Training Center and the Wyoming Electrical Joint Apprenticeship Training Committee.

**Small Business**

The Small Business Development Center targets individuals interested in setting up a business. The center helps them learn how to open a business and write a business plan.

- **Serve the employment and training needs of individuals with disabilities. The discussion must include the state’s long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities [W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a)].**

Individuals with disabilities are served primarily through the Division of Vocational Rehabilitation (DVR). This division, which is funded by the U.S. Department of Education, is housed within the DWS. DVR serves more than 5000 individuals with disabilities, which impede their ability to locate or maintain employment. DVR works with individuals that have mental, physical, emotional, learning, or a combination of disabilities. Wyoming DVR has successfully reintroduced more than 700 individuals each year into the workforce.
Wyoming DVR continues to partner with the other programs in DWS to best provide services to consumers with disabilities that meet the eligibility guidelines of the programs. This partnering maximizes funds to provide employment options, training and other services to eligible clients. DVR counselors and E&T workforce specialists are encouraged to be innovative in their implementation of services.

In Wyoming, 90 percent of the DVR offices are located within One-Stop Centers. This co-location increases the opportunities to partner on services and insure that the consumer is receiving the appropriate service from the correct entity. Where co-location does not exist, DVR counselors travel to workforce centers to meet with clients and partnering staff.

Within the workforce centers, on-site Wagner-Peyser services are readily available to most individuals with disabilities. Normally, when Employment and Training (E&T) workforce specialists work with clients who need greater assistance than what can be prudently provided by the workforce specialists, they make referrals to DVR. It is common for E&T personnel to meet regularly, discuss their programmatic needs, and network on work opportunities and job readiness. Good relationships exist between E&T and DVR staffs, based on concerted efforts at the state and local level, particularly the local level. Both organizations are continuously working to improve information sharing.

DWS also coordinates with other partners, outside of the department, to serve the needs of individuals with disabilities. Community organizations such as the Wyoming Children’s Society and Councils for People with Disabilities will continue to be used as partners. Some customers will also be served through the ABE-GED program, although for this to happen, the individuals must have some functionality. ABE-GED centers typically do not have the capacity to attend to a client’s needs for lengthy periods which means the assigned E&T workforce specialist is a key player in helping to overcome this obstacle by assuring that both the individual’s needs and the center’s needs are met.

DWS also serves youth with disabilities in the secondary school system, and also will work with community organizations to serve youth with disabilities. (See comprehensive services for eligible youth). DWS evaluates youth with disabilities, and their successes, on an individual basis. For instance, even if they are not going to meet the literacy and numeracy measure, but their skills and knowledge will still benefit from DWS programs making them capable of holding a job, DWS will still serve these individuals, even though it may not increase federal performance outcomes. A measure of success has been achieved because they can work and live in the community.

Individuals with disabilities are not discouraged from participating in the other programs described in this plan. As a targeted population, these individuals will be served whenever and wherever opportunities are available.

With regard to employers and disabilities, the working relationships between DVR counselors, workforce specialists, and employers will continue to be crucial in the successful placement of clients with disabilities. DWS will continue to develop these relationships through disability awareness, personal contacts, and other available means. Employers will continue to be encouraged to hire individuals with disabilities through the Work Opportunity Tax Credit (WOTC) program.

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

- General Industry: Large Employer
- Construction: Large Employer
- Oil and Gas: Large Employer
- Mining: Large Employer
- Mine Site Contractor: Large Employer
- General Industry: Small Employer
- Construction: Small Employer
- Oil and Gas: Small Employer
- Mining: Small Employer
- Mine Site Contractor

Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment [WIA Section 112(b)(18)(A)]. The discussion must include how the state coordinates youth activities, including coordination of WIA youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services (WIA Sections 112(b)(18)(C), 129).

When determining which youth groups to target for services, DWS relies on partner input, particularly input from the WWDC and its Youth Council, and the U.S. Department of Labor, Employment and Training Administration (ETA). For example, in 2010, ETA conducted an on-site program review of Wyoming’s WIA Title I programs. Response to the September review, with regard to Wyoming’s state-defined youth barriers, issued by the Dallas Regional Office on November 15, 2010, was as follows:

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

As a result, Wyoming’s Workforce Development Council – Youth Council formed a sub-committee to work with the Department’s WIA Program manager, and a workforce center manager to evaluate and re-define the WIA state-defined youth barriers. The original 17 barriers were narrowed to 6 by the sub-committee, and were subsequently accepted by the full WWDC. These barriers are:
1. Chronic school absenteeism and truancy
2. Youth in single-parent family
3. Remoteness
4. Limited English language proficiency
5. Lacks employability skills (older Youth only, 19-21 years)
6. Chronic mental, behavioral, and/or medical health condition.

In addition to these state-defined barriers, DWS also targets youth who have federally-defined barriers to employment. These barriers are:

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

As illustrated, such targets are non-static. They are altered as conditions change within the state and the nation.

There are 10 youth elements or services which must be available to all youth served through Wyoming’s WIA program. These are:

1. Tutoring, study skills, training and instruction leading to completion of secondary school, including dropout prevention strategies;
2. Alternative secondary school services, as appropriate;
3. Summer employment opportunities that are directly linked to academic and occupational learning;
4. Paid or unpaid work experiences, including internships and job shadowing;
5. Occupational skill training;
6. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social behaviors during non-school hours;
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period, for a total minimum of 12 months;
9. Follow-up services for no less than 12 months after the completion of participation;

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.

Each of Wyoming’s workforce centers makes these 10 elements available to all WIA youth. Participation in WIA is done according to planned strategies mapped out between the youth participants and their case managers, with input from partner services. The centers will have considerable latitude for providing these services, based on local conditions and needs. This is considered essential to work with some youth populations, such as the homeless culture, which is hard to track and appears to be growing. They stay at acquaintances or other places. Also, the “under 18” youth are hard to work with legally.

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

DWS will continue to serve individual youth with disabilities. The department’s One-Stop and other workforce centers work directly with the high schools and their programs. For example, the schools have a community-based program called Association for Better Living and Education (ABLE), which is designed to meet the needs of older students with disabilities who are transitioning from the school environment. All students enrolled in the ABLE program are dual-enrolled in one of Wyoming’s high schools, which serve as the home base for the ABLE students. Students participate in an individualized curriculum designed to meet their unique needs through the individual education program (IEP) process.

DWS will also work with community organizations such as Northwest Community Action Programs of Wyoming, Inc. (NOWCAP). NOWCAP, a private, non-profit community action agency, provides innovative services to people with developmental disabilities and brain injuries throughout Wyoming and currently maintains offices in Casper, Cody, Worland and Rock Springs. The quality of care, the individualized programs and the organizational philosophy provide participants with a framework to develop a sense of purpose in their lives.

DWS evaluates youth with disabilities, and their successes, on an individual basis. For example, if they are not going to meet the desired literacy and numeracy goal, but their skills and knowledge will still be increased, and they can be successful in holding a job in the community, DWS will still serve these individuals, even though it may not increase federal performance outcomes. It is felt that a measure of success has been achieved because they can work and live in the community.

The department will continue to coordinate and present career pathway fairs for youth, which focus on the future, the realities of a job and how to establish a career path. Pragmatic information is provided to the participants, who are on the verge of becoming young professionals and career technicians, giving them a glimpse of the working world. Instruction on life skills is also available.
Working with the Wyoming Department of Education (WDE), DWS will extend its efforts to help secondary school students understand the importance of career pathways. This helps students put a face on why they are going to school in the first place, and understand what they should be doing after graduating from 12th grade. Local employers are invited to teach students at career fairs, and other similar forums.

It is critical for DWS to coordinate with WDE at the local level. For WDE, student needs and educational responses are locally discerned and carried out by the 48 school districts in Wyoming. Local DWS workforce centers will work to build even stronger relationships with local school districts in Wyoming.

DWS will share labor market information with WDE so that students can visualize the potential for employment at the conclusion of their educational pursuits. Such input will better enable students to avoid making costly mistakes in planning and carrying out their post-secondary education.

The One-Stop centers are valuable educational sites for students. DWS will work with WDE and local schools to bring students to the centers and provide a more integrated approach to using the One-Stop services.

Summer employment opportunities and other work experience, where possible, will also be used to enforce the career pathways concept and to provide work experience for Wyoming’s youth. An existing challenge is providing such experiences to more youth than are eligible through the WIA program, as all youth can benefit from them. DWS, working with its partners, will seek to expand these opportunities to more students and provide rich experiences for all who participate. The following examples illustrate how work experiences in Wyoming will be utilized to accomplish these objectives.

**Meeteetse Youth Work Program**

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

Out of concern for the youth, the Meeteetse Youth Work Program (MYWP) was established 6 years ago with the purpose of providing youth with local work opportunities. The program, piloted in Meeteetse, could be applied in other small communities facing similar challenges. The program includes youth, ages 14 to 19, who are attending or have graduated from Meeteetse schools. A strength of the program is that they do not need to be income eligible to participate. Essentially, any youth seeking a job can be involved. Additional work opportunities have also been provided to other youth in Meeteetse, through the Workforce Investment Act program, based on existing eligibility requirements and allowances.

There are four main partners in the MYWP: the local Meeteetse Schools, the Town of Meeteetse, the Wyoming Community Foundation (WCF), and DWS. Local employers and other organizations are also partners in the program. The program has an advisory board,
which includes representation from each of the main partners. DWS is represented on the board by the Cody Workforce Center manager, and a Cody workforce specialist. The four main goals of the MYWP are:

- To provide opportunities for Meeteeetse Youth to gain work experience, work skills, and a desire to work;
- To provide workers for Meeteeetse businesses that would be unaffordable otherwise;
- To bridge the gap between youth and community in Meeteeetse. When the community sees youth hard at work, a more positive perception of youth is established;
- To establish a foundation for future decision making (in the youth).

Basic program funding, at a level of $20,000, comes from a grant split between general DWS funding and funding from WCF. The whole grant is administered through DWS. A new grant proposal is submitted yearly by the MYWP Advisory Board, through the town Clerk-Treasurer. The MYWP advisory board is endeavoring to set up an endowment for the program, to perpetually fund it and make it self-sustaining. This is a long-term growth plan. The grant funding enables each participating youth to work for up to 200 hours at a wage of $7.25 per hour. Most of the funding is used during the summer months. If employers want to extend the youth’s hours, they pay for the additional time. Last year, employers contributed $5,400 beyond the basic $20,000, in order to keep the youth employed longer.

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

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

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

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

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

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

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

Sheridan Summer Youth Program

The Sheridan Workforce Center Summer Youth Program took a unique approach to providing summer work experiences in addition to cultivating career readiness skills, life skills, leadership training, and community service experience. The project, an agreement with the local community college Sheridan College, provided a project manager, project coordinators, and peer mentors to staff a youth program consisting of approximately 30 youth participants ages 14-18. Based upon their skills and interests, the 30 youth were able to choose to participate in one of six different occupational work experiences: Engineering/Computer-Aided Drafting, Early Childhood Education, Animal Science/Agricultural Science, Horticulture/Landscaping, Computer Systems and Construction Technology. The program implementation was designed to tie both workforce and academic training together, and to emphasize the benefit of education to the youth participants. Each industry was tied to a college academic discipline, which provided continuity in participant training, and instilled awareness of the value of education.

The summer program began with an exceptional 3-day leadership training given by Grand Dynamics, an experiential training and development firm. The fun and interactive leadership program explored experiential learning and the key program concepts for the summer
employment program – a series of frameworks for transferring and integrating youth leadership learning. Two days were spent outdoors practicing and building leadership skills. Grand Dynamics also implemented an EQ University emotional intelligence pre- and post-SYEP assessment for all the youth participants. Concepts covered included:

- Learning how to learn: Developing on-going competence and confidence for success in any endeavor;
- Leadership: What it means to be a leader and how they can apply these concepts to their lives;
- Developing potential: Aligning potential (what the youth are capable of) and performance (what the youth actually do);
- Emotional intelligence: How understanding and managing emotions are critical to leadership success;
- Teamwork: Team synergy concepts and initiatives;
- Belief systems: Instilling a positive belief system and methods for reframing unfavorable outcomes into powerful learning experiences (failing forward);
- Action planning: Insights from the program and applying lessons through a goal setting model;
- Celebration: Celebrating the success of the program and individual participation.

The assessment results told a great deal about each participant and were a great tool for the project coordinators to work with throughout the summer youth program. The project coordinators were able to build upon the participant’s strengths and be aware of the weaknesses. The youth participants, project manager, project site coordinators, and peer mentors all participated in the leadership training, giving them all a chance to get to know each other before the real work began.

The next two weeks consisted primarily of classroom training for the respective industry the youth participant had chosen, as well as pre-employment training (resume writing, interest inventories, life skills, job search and labor market information, and job retention). After the classroom training was completed, the actual work experiences began. Each work site had a program manager and a peer mentor who had spent years of field study at that particular work site. The youth participants then had a regular work schedule. The actual work site experience lasted 8 weeks.

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

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

In summary, the entire project was a success. Every single participant that summer stayed with their work experience until the very end. The project was innovative, thorough, creative, fun, and memorable. The participants gained valuable experience and education in the field of their choosing, as well as work readiness skills, and life-long leadership skills.

Some key points of the Sheridan program worth emulating are: (1) strong direction from DWS; (2) community dedication to its youth; (3) capable partnerships; (3) adequate funding and other resources; (4) willingness to consider alternatives that differ from the norm; (5) actively engaged employers; and (6) youth who want to succeed; (7) use of appropriate peer mentors; and (8) valuable skills were gained.

DWS – Job Corps Partnership

The department’s relationship with Job Corps is developing. Both organizations will work to strengthen that relationship during the plan period.

Job Corps currently has two representatives in Wyoming: Outreach and Admissions Counselors and Career Transitions Specialists. They are located in Cheyenne and Lander. From these locations they split the state in half, with regard to their responsibilities, and travel to the workforce centers around Wyoming.

Wyoming’s Job Corps representatives send their students to one of the centers in this region: Clearfield and Weber Basin in Utah; Collbran in Colorado; Kicking Horse, Trapper Creek, and Anaconda in Montana; Quentin Burdick in North Dakota; or Boxelder in South Dakota. A Wyoming facility is under construction in Riverton and is slated to open in 2014.

DWS assists Job Corps in helping individuals who cannot find and maintain employment and youth who weren’t successful in high school or cannot afford college. For Job Corps, the youth cannot be court-ordered to attend; the program is 100 percent voluntary. It is for all types of youth, not just bad kids. Job Corps serves ages 16 – 24, however, emphasis is placed on kids over 18, because their maturity allows them do better in Job Corps.

Job Corps students enroll in education programs for the purpose of obtaining a high school diploma, GED, or technical courses, to prepare for employment. Students can potentially obtain both a GED and diploma. The course work focuses on professional skills. Also, youth can focus on two trades, but cannot co-enroll.

DWS and Job Corps representatives are working to increase cooperation in serving mutual customers, especially in the cities where they are not both located. It is expected that completion of the Riverton Job Corps Center will benefit this coordination. It helps for Job Corps to be
located in the One-Stop center in Cheyenne, to maximize services offered by the center. When workforce center staff members get to know the Job Corps representative, coordination deepens. In Wyoming communities outside of Cheyenne, the Job Corps representatives typically arrange to meet students at the workforce centers. However, this often has occurred less than monthly, which presents a challenge when it comes to fostering working partnerships with the centers.

To overcome this challenge, the Job Corps representatives plan to travel to workforce centers more frequently. One of the representatives is making time to travel to Casper about twice per month. Also the representatives are striving to provide WIA workforce specialists with information packets and pre-application paperwork for students.

Both organizations are working on ways to coordinate funding and services more effectively. Program referrals will continue to occur between Job Corps and WIA, depending on individual needs and the determination of how to best serve the client. For example, some students are not successful at Job Corps (e.g., they don’t complete their coursework, or become homesick). By transferring these cases to WIA, the students can complete a GED and receive other services. Individual information is shared based on release forms.

After students complete the Job Corps program, Job Corps and DWS have achieved some success in providing career advisement and helping the students register at workforce centers. Job Corps helps them register with the Wyoming at Work system. Job Corps also gives a tutorial teaching youth how to use Wyoming at Work.

**Wagner-Peyser Agricultural Outreach**: Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFW) who are not being reached by the normal intake activities conducted by local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

- **Assessment of need**

The State of Wyoming is not designated by ETA as a Significant State regarding MSFW. Also, none of Wyoming’s local One-Stop centers and other workforce centers is designated as Significant Local Offices. Estimates of the number of MSFW in the state are consistently low, which is partially due to the fact that area farmers use herbicides, such as Roundup, to control weeds in their fields. As a result, the DWS does not retain a full-time outreach worker on staff. One-Stop centers are assigned to perform these duties as needed. There is a growing Hispanic population in the state, but these are not MSFW for the most part.

DWS recognizes that in spite of these conditions, there is still a trickle of MSFW who come into the state seeking employment and training opportunities. Therefore, DWS is initiating a memorandum of understanding with the National Farmworker Jobs Program grantee (NFJP), under WIA Section 167, which would pave the way for DWS and Motivation, Education, and Training (MET) to share information and coordinate services. Also, the department has initiated contact with other organizations that serve MSFW, including Migrant Health, Migrant Head Start, and Wyoming’s school districts, and will work with these organizations as much as possible. In addition, DWS has increased coordination with ETA’s Wage and Hour Division, Farmworker Justice, and other organizations to assist MSFWs and employers, when the need arises.
With regard to equity indicators in the ETA-5148 reports, DWS typically achieves equity for the categories of Referred to Jobs, Referred to Support Services, and Job Development Contacts. Received Staff Assisted Services is always close, but does not achieve equity. Career guidance is further off the mark, by 6 to 10 percentage points.

The DWS MOU with MET will aid in identifying MSFW in the state and make it easier to serve this group of workers, thus positively affecting the outcomes of the indicators. Identification is considered a key component in serving this population.

DWS will also work to improve its outcomes in the Minimum Service-Level Indicators. Outreach contacts per staff day and placed $0.50 above minimum age are normally lower than the compliance level for each measure. DWS will seek to improve performance in each area.

- **Proposed outreach activities**

  The Monitor Advocate will work with local workforce center staff members to help them understand the importance of reaching out to MSFW in their communities. The reason that a full-time summer outreach worker was not retained by the agency was because of the lack of identified MSFW in the Bighorn Basin, where MSFW have traditionally come during summer months. Even so, DWS recognizes the need to perform outreach when workers are identified, and will perform that function through the workforce centers. By working with MET and other organizations that serve MSFW, DWS anticipates being able to facilitate this.

- **Services provided to agricultural employers and MSFWs through the One Stop system**

  Outreach will be performed through the One-Stop system, according to identified needs. The Monitor Advocate plans to participate in on-going employer seminars in the state, which will also cover Foreign Labor Certification. Agricultural employers will be invited to attend and participate. In addition, the Monitor Advocate will engage individual employers regarding their needs.

- **Numerical goals**

  DWS feels it should be able to achieve equity in at least four of the five indicators, and to improve its minimum service levels, according to the percentage achieved. The department will work to this end.

- **Data analysis**

  DWS will check the reporting criteria of the Wyoming at Work system to assure that MSFW are being accurately counted and that services are correctly assigned. DWS also will analyze data concerning MSFW activity in the state provided to the department by the Section 167 NFJP grantee, MET.

- **Services to Employers:** The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of One-Stop business customers in an integrated fashion, such as hiring plans, training needs, skill development, etc. The State Operational Plan also should describe how the state will use program
funds to expand the participation of business in the statewide workforce investment system [WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1)].

One-Stop Workforce Centers

Through the Wagner-Peyser (W-P) program, One-Stop center staff will use all available resources to streamline services to employers and refer eligible job seekers to position openings. Employer needs are the focus of the business service representatives in each workforce center. The department’s management information system database consolidates all services available to employers. Business representatives conduct initial and follow-up outreach to local businesses. Monthly telephone conferences between the program manager and all business representatives assist in coordinating and sharing best practices, and discussion of program guidance.

Within every One-Stop and other workforce centers are business representatives, who are dedicated to serving the employer community within the geographic areas they serve. These business representatives meet with employers regularly to offer DWS services, answer questions, solve problems, and invite the employers’ participation in the department’s electronic labor management system, Wyoming at Work.

Employers regularly use workforce center facilities to meet with worker groups, interview prospective employees, and hold meetings. Employers also take advantage of the video conferencing facilities inside every workforce center, technology that has proven to be an ideal way for employers to link with colleagues around Wyoming.

Employer Information Seminars

DWS will continue to host regular employer information seminars in communities throughout the state. Typically quarterly events held through the One-Stop system, the daylong seminars focus on workforce training programs, Occupational Safety and Health (OSHA) consultation, unemployment insurance taxes, claims and appeals, workers’ compensation requirements, labor standards, risk management, labor market information and other topics important to employers. Employers are charged a minimal fee to participate. The department plans to expand these employer forums to include agricultural employers and related topics, including the H-2A Temporary Agricultural Program.

Industry Partnerships

The Wyoming Workforce Development Council and the Department of Workforce Services understand that there are many workforce concerns throughout the state, many of which are unique to certain industries. Industry partnership collaborations bring together employers, employees, economic development entities, training programs and local workforce centers around the common purpose of improving the competitiveness of a sector by addressing development, recruitment and retention challenges. Due to these collaborations, participating partners have funded and actively supported solutions in Wyoming. Industry Partnership Solutions are regionally-based, targeted industry approaches to building and sustaining economic competitiveness. Increasingly, such partnerships form the core of state workforce and economic development policies. The goals of an Industry Partnership are to:

- Foster innovation and a competitive advantage in global markets;
• Organize businesses, employers, workers, labor organizations and industry associations into a collaborative structure that supports the sharing of information, ideas and challenges common to their industry;

• Identify the training needs of multiple employers, especially skills critical to competitiveness and innovation to the industry;

• Facilitate economies of scale by aggregating training and education needs of multiple employers;

• Assist educational and training institutions to align curriculum and programs to industry demand;

• Assist industry partnership companies to work together to identify and to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, adopting new technologies and fostering on-the-job training;

• Develop and strengthen career paths within and across companies and industries to enable entry level workers to improve skills and advance to higher wage jobs;

• Assist industry partnership companies to attract potential employees from a diverse base, including individuals with barriers to employment, job seekers who are economically disadvantaged, women, younger workers, older workers or workers who previously have been incarcerated;

• Assist employers in maintaining a constant and sufficient supply of available and qualified workers;

• Assist job seekers in enhancing their employability, career potential and labor market rewards.

These employer-driven partnerships include training providers, community organizations and other key stakeholders that convene around a specific industry. They work together to identify the workforce needs and solutions of that industry, allowing all stakeholders to streamline their efforts and resources.

DWS and the WWDC plan to continue fostering the growth of Industry Partnership Solutions throughout the five-year plan period. To date, they have funded seven Industry Partnership Solutions projects across the state in manufacturing, health care, hospitality, energy and technology. For more information, visit the Industry Partnership Solutions website at http://wyowdc.org/ips/index.aspx.

Governor’s Summit on Workforce Solutions

Every year, the department partners with the Governor and the WWDC to organize the Governor's Summit on Workforce Solutions. This conference is an opportunity to enhance the partnerships between employers, workforce and economic development professionals, educators and other state and local partners. As the employment landscape across Wyoming continues to change, these partners remain committed to helping Wyoming companies address their workforce issues so as to remain competitive and increase prosperity. Through the summit, the council renews its investment in Wyoming's most important workforce asset: its workers. By investing in industry partnerships, the council is taking a proactive approach to solving the recruitment, development and retention issues that Wyoming's industries face. More importantly, these partnerships represent a commitment to
Wyoming's workers by ensuring that jobs with good wages and benefits are available now and in the future. The annual summit is an opportunity to examine and expand those partnerships. Such summits will continue to be held each year throughout the plan period.

Workforce Development Training Fund

Another DWS grant program that supports the needs of employers is the Workforce Development Training Fund (WDTF). Funding for the program is allocated by the Wyoming Legislature from two sources; the majority of funding comes from the state general fund with the remainder from interest earned by the Wyoming Unemployment Insurance Trust Fund. The program strives to: support Wyoming employers and Wyoming workers; be accountable with established indicators and measurements; foster economic development in Wyoming; strengthen Wyoming businesses; develop the workforce; keep workers in the state; provide training beyond what would normally occur; and encourage employers to see the need for training their workers and to invest in training them. Grant funding is distributed through three sets of rules/programs:

Business Training Grants

Business Training Grants were developed to provide opportunities for new or existing businesses to create new jobs or to upgrade the skills of workers/trainees. Funding limits differ for grants for existing positions as compared to grants for new positions.

- Grants for existing positions may provide up to $2,000 per fiscal year per employee for retraining or to provide skill upgrades to enhance the business entity’s productivity, efficiency or profitability; reduce employee turnover or enhance employee wages. The program pays 60 percent, up to $2,000, of the total training cost and the businesses are required to cover the remaining 40 percent.

- New position grants are offered for any position within a business that has been created within 180 days from the first date of travel, if applicable, or the start date of training. Grant funding limits for new positions range from $1,000 to $4,000 per trainee per fiscal year, depending on the number of hours a trainee works or the trainee’s hourly wage. Application for these grants is offered through an online process no less than 30 days prior to the start date of training or first date of travel, if applicable. New position grants are covered at 100 percent by the program.

If the contract for funding is not adhered to by the business, the business must pay back a portion or all of the monies disbursed by the program. Regular DWS audits are used to monitor activities of the program.

Depending on prevailing circumstances, monies disbursed through this program can be helpful in avoiding business layoffs. For example, a layoff could be pending due to the fact that the business is unable to effectively compete in the market as a result of antiquated equipment and untrained workers. If the employer were to invest in new equipment, a Business Training Grant could be used to train workers to use the new equipment.

Pre-Hire Training Grants
Pre-Hire Training Grants are available to develop an industry-specific workforce for a new or expanding business, businesses, or industry when there is a shortage of skilled workers. Pre-Hire Training Grants are awarded through an application process. Eligible applicants include industry associations, trade unions, private training entities, community colleges and the University of Wyoming. Applicants should jointly prepare the application with the local DWS workforce center, economic development entity and the business, businesses or industry in need. The grant funding limit per trainee is $4,000 per state fiscal year.

WDTF is partnering with the Employment Training for Self-Sufficiency (ETSS) program, the Federal Registered Apprenticeship program, and Laramie County Community College in order to leverage available federal funding against state monies that can be used to assist individuals served cooperatively by the programs and the college (see Leveraging Resources).

**Pre-Obligation Program**

The pre-obligation of WDTF program provides a means for economic development entities in Wyoming to request obligation of funding, on behalf of businesses, for workforce development training fund grants to attract business and industry to Wyoming. DWS may obligate funding when the funding plans to attract new business to Wyoming as part of an economic development project, or when an existing Wyoming business entity is planning an expansion of its workforce. Applicants for Business Training Grants or Pre-Hire Training Grants that have funding provided through an approved pre-obligation application, must meet the eligibility requirements of the WDTF programs, as outlined in the appropriate sections of each grant program’s rules.

WDTF is becoming better known and utilized. In FY 2011, 608 businesses and 3,033 individual workers were assisted by WDTF monies, compared to 534 businesses and 2,613 individuals in FY 2010. This represents an increase of 14 percent for businesses and 16 percent for the number of workers assisted by the WDTF. DWS plans to expand this utilization in the coming years.

DWS administers the Work Opportunity Tax Credit (WOTC) and Federal Bonding program for the benefit of employers, to ameliorate the cost of hiring and working with individuals who face significant barriers to employment. Both programs are managed through the Employment and Training Division.

DWS and its partners look for ways to partner with employers for their benefit and the benefit of Wyoming’s workforce. For example, the Department of Corrections, with DWS assistance, has started meeting with select employers to promote its welding program, and is developing a brochure that would be included with business representative materials for employers.

**WIA Single-Area States Only – Additional WIA Title I Requirements:** In states where there is only one local workforce investment area, the Governor serves as both the state and local chief elected official. In such cases, the state must submit with its State Operational Plan any information required in the local plan. Therefore, states with a single workforce area should also include in their State Operational Plan:

- Any comments from the public comment period that represent disagreement with the Plan [WIA Sections 118(c)(3), 112(b)(9), 20 CFR 661.220(d), .350(a)(8)].
No specific comments were received that indicated public disagreement with the plan.

- **The entity responsible for the disbursement of grant funds, as determined by the Governor, if different from that used by the state [WIA Section 118(b)(8), 20 CFR 661.350(a)(9)].**

  DWS is responsible for disbursing all grant funds covered by this plan.

- **The type and availability of WIA title I youth activities, including an identification of successful providers of such activities [WIA Section 118(b)(6), 20 CFR 661.350(a)(7)].**

  DWS youth activities are described in other sections of this plan, particularly in Services to Target Populations. These activities will be undertaken locally and statewide. No other services are planned at the local level.

**Optional WIA Waiver Requests:** States can request waivers as part of their Operational Plan submission. To do so, they must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

- Statutory and/or regulatory requirements for which a waiver is requested.
- A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.
- A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.
- A description of individuals impacted by the waiver.
- A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.

The Department of Workforce Services has been operating with three waivers pertaining to its WIA Program. The department is requesting that these waivers remain in place for this plan period. The waivers being requested are Transfer of WIA Funds between Adult and Dislocated Worker Programs, Subsequent Eligibility Determination of Eligible Training Providers, and Performance Measures Required under Title I of the Workforce Investment Act. Each waiver request is defined according to the description required by this plan.

**Transfer of WIA funds between Adult and Dislocated Worker Programs**

The Wyoming Department of Workforce Services (DWS), the state entity responsible for administering the Workforce Investment Act (WIA), is requesting to eliminate the 20 percent limitation on transferring WIA funds between the adult and dislocated worker programs. Approval of this waiver will enable DWS to transfer up to 50 percent of funds between the adult and dislocated worker programs, as needs for these programs, within the state.

This waiver request follows the format identified in WIA Section 189(i)(4)(B), (29USCA section 2939(i)(4)(B) and WIA Regulations at 20 CFR section 661.420 (C).

**Statutory and/or regulatory requirements for which the waiver is requested:** WIA section 133(b)(4) (29 USCA section (i)(4)(B) and WIA Regulations 20 CFR section 667.140 provide that the approval of the Governor and State Workforce Investment Board may transfer up to 20
percent of a program year allocation from adult employment and training activities and up to 20 percent of a program year allocation of dislocated worker employment and training activities between the two programs.

Wyoming implemented WIA in 2000 and uses a state-developed regional allocation process to distribute adult and dislocated worker funds to the areas of the state that have a need for these funds. The allocation process/formula takes into account the size of the workforce, number of unemployed individuals and the number of businesses in each of the six regions as compared to the state as a whole. (NOTE: This regional allocation process pertains to the Wyoming at Work fiscal module. It is not to be confused with the concept of intrastate regions in ETA’s planning guidance for the Local Areas portion of Section II, State Operational Plan, Overview of the Workforce System.)

One of DWS’ goals continues to be the alignment of existing services in an innovative manner to impact Wyoming businesses. The key strategies to achieve this goal are:

1. Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications training and cross-education;
2. Create a communication system and brand identity that unifies the agency internally and externally;

3. Adopt an agency-wide customer service philosophy, culture and training program;

4. Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development;

**A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers:** There are no state or local statutory or regulatory barriers to implementing this waiver. Upon notification of the approval of this waiver, the department will continue necessary policies to comply with the terms of the waiver.

**A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.**

- Increase the department and board’s ability to respond to changes within the state and regions;
- Increase business collaboration between industry need and worker training;
- Increase accountability at the state, regional and local levels;
- Provide greater flexibility to the department and board in designing and delivering WIA programs and services.

Wyoming, like other states, is subject to fluctuations in the economy, particularly because of its heavy reliance on the energy industry. The term “boom-bust economy” is often used to describe Wyoming. Because of this DWS’ need to serve dislocated workers through its WIA program ebbs and flows with the boom-bust economy. For example, Wyoming’s dislocated worker participant population was up during PY 2010, on the tail end of the recession. In other years, however, there was a much greater need to serve adult participants. This waiver provides much more flexibility to the state to determine the use of available funding, for the benefit of its population.

**A description of individuals impacted by the waiver:** Approval of this waiver will impact Wyoming’s businesses, job seekers, and workforce center staff. The following are additional impacts of approval of this waiver:

- Wyoming businesses will benefit due to the department’s ability to design appropriate programs based on regional and state needs;
- Increased utilization by both adults and dislocated workers as appropriate, resulting in more job seekers being served.

**A description of the processes used to monitor implementation of the waiver, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor sectors:**
DWS has a pro-active fiscal and program monitoring system that tracks program costs and measures the results of job seekers using the Wyoming Workforce System. DWS has developed a tracking system that measures the results of businesses using the Wyoming Workforce System. The Department continually reviews and analyzes performance reports and compares performance against established goals. DWS will monitor progress on this waiver by reviewing monthly expenditure, enrollment and performance reports generated by our automated management information system. The Wyoming Workforce Development Council and the general public are being provided with the opportunity to comment regarding the waiver, before this Integrated Workforce Plan is submitted to the Employment and Training Administration. The WWDC is already aware of the waiver, but will have further opportunity to comment on it. The general public will be given the opportunity during the public comment period for the plan.

Subsequent Eligibility Determination of Eligible Training Providers

The Wyoming Department of Workforce Services (DWS), the state entity responsible for administering the Workforce Investment Act (WIA), is requesting to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122(c)(5) and WIA Regulations 663.530 until June 30, 2010.

Statutory and/or regulatory requirements for which the waiver is requested: This waiver affects the time limit pertaining to the period of initial eligibility of WIA approved training providers (20 CFR 663.530).

A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers: There are no state or local statutory barriers to implementing the requested waiver.

A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted: Wyoming requests this waiver to better determine the most effective and efficient method of collecting the training provider’s performance data as well as alleviate our provider’s concerns with the types and amount of information being requested.

A description of individuals impacted by the waiver: Many of Wyoming’s training providers expressed strong concerns with the implementation of the subsequent eligibility requirements. The concerns include the following:

- Confidentiality;
- Excessive administrative burden and costs associated with tracking all students;
- Cost and time involved in developing a reporting system which will gather information relating to wages and/or placement of those individuals participating in their programs.

Previously, this waiver provided Wyoming with the opportunity to complete the design of its Eligible Training Provider website. This website is being made available to all participants, training providers and service providers and will allow them to view training information, eligibility status and on-line application submission.
Continuance of this waiver will help retain the providers currently offering training services to our participants, while encouraging the increase of new providers. The requirement to collect and maintain year-to-year program performance data in order to retain WIA approved-provider /approved-program status generated considerable negative feedback, both in Wyoming and other states. Wyoming providers felt the cost of doing this significantly exceeded the benefits that were derived from WIA-approval status. They also expressed concern regarding the confidentiality of data that was being collected in compliance with this requirement. These concerns caused some providers to withdraw from the program, and others to consider following suit. Also, the requirement added significant workload to the Workforce Development Council, which is charged with determining provider and program eligibility from year to year, and to E&T division staff, who were responsible for enforcing the requirement and working directly with the providers. Limited staffing would make it increasingly difficult over time to maintain the necessary effort of monitoring subsequent eligibility for all providers and programs, as more and more training providers become potentially available to partner with the E&T division and the council.

The waiver has reduced the administrative workload and costs experienced by the Workforce Development Council, E&T division staff, and training providers. Feedback regarding the change continues to be positive. Training providers are continuing to partner with the council and the E&T division, which in turn is offering more training options to participants. Providers still must comply with rigorous initial application requirements which tend to weed out organizations and programs lacking the commitment necessary to providing quality training.

A description of the processes used to monitor implementation of the waiver, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor:

Opportunities for comment regarding the request of this waiver were provided to the state’s Workforce Development Council. They will also had that opportunity again, before this Integrated Workforce Plan was submitted to ETA. The general public had the opportunity to comment regarding the waiver during the public comment period scheduled for the plan.

With regard to monitoring, the Quality Assurance Division does not specifically monitor training providers or programs yet. However, it does monitor case documentation for completeness and accuracy, and costs pertaining to goals that are set for individual worker clients, including training. Also, DWS and the Workforce Development Council continued to focus on quality training programs that will benefit Wyoming’s workers and employers. DWS’ industry partnerships provide feedback regarding existing training programs and providers. Also, they help the agency focus on opportunities that have the greatest potential for enabling workers obtain gainful, long-lasting employment. One-Stop and other workforce centers monitor feedback from participating workers regarding classes, ease of scheduling, costs, accessibility, success in coordinating with providers, and other factors. Most workforce centers also schedule regular meetings with local training providers, and otherwise stay in touch, to discuss challenges and existing problems. Feedback is also received from members of the Workforce Development Council regarding programs and providers.

Performance Measures Required Under Title I of the Workforce Investment Act
The Wyoming Department of Workforce Services (DWS), the state entity responsible for administering the Workforce Investment Act (WIA) is again requesting authorization to replace the original indicators of performance for employment and training activities, required by ETA, with the common performance measures set forth by the U.S. Department of Labor in Training and Employment Guidance Letter (TEGL) 17-05.

**Statutory and/or regulatory requirements for which the waiver is requested:** The State of Wyoming is seeking a waiver of the 17 indicators of performance for employment and training activities (15 core and two customer satisfaction), required under Section 136(b) of the Workforce Investment Act, and 20 CFR 660.100. The state desires to continue reporting the common performance measures set forth by the ETA in TEGL 17-05, which are the three adult common measures for the WIA adult and WIA dislocated worker programs and the three youth common measures for the WIA youth program, to ETA for a total of nine measures. Wyoming continues to integrate and coordinate program services and considers the reporting of only common measures as a tool to further this effort. Thus far, this waiver has enabled Wyoming’s workforce development system to rely on the common performance measures while reducing redundancy and confusion, as well as the added burden of reporting the 15 core and two customer satisfaction measures.

Although the Department of Workforce Services does not report customer satisfaction to ETA, it does continue to collect and analyze customer satisfaction data. This is done through the use of customer response cards that are provided to customers at the workforce centers. Information on the completed cards is analyzed by the E&T Division.

Citations: WIA §136(b), §189(i)(4), §129, §134, §168; 20 CFR WIA Final Rules §652.3, §660.100, §661.400, §661.410, §661.420, §661.100

**Background**

For a number of years Wyoming worked to coordinate services and performance reporting between programs and agencies for the benefit of its customers and state government. The common measures have enabled the state to simplify and streamline its performance accountability system, in accordance with provisions of the Workforce Investment Act. Wyoming found that adding the new common measures to the 15 core WIA measures made it difficult for staff to keep track of performance goals and requirements. This in turn made it more difficult to focus on serving customers according to their needs.

**A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers:** No state or local barriers exist that would prohibit Wyoming from choosing the common measures over the 17 existing WIA measures. Most of the integration and collaboration barriers encountered by the state of Wyoming, over time, had been federally imposed, making it difficult at times for coordination to occur between state agencies and programs. The state worked around many of those existing barriers through the agreement process. Also, Wyoming aggressively implemented the One Stop system, and a common management information system, for WIA and the Labor Exchange (LE) to bring services to its customers. Other actions included cross training of LE and WIA staff, implementation of a common LE and WIA case management system, and the further development of services to serve the needs of WIA and Wagner-Peyser business partners and service providers. We believe this waiver will continue to allow Wyoming to streamline services and enhance benefits to all of its customers.
A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted: There are numerous benefits to be gained from the waiver:

- A simplified and streamlined performance measurement system, which is not only more cost effective, but is more transparent to business partners and service providers;

- A more demand-driven system, governed by a business-led State Workforce Investment Board, the Wyoming Workforce Development Council (WWDC). The 17 measures required in TEGL 17-05 are difficult for staff to manage and for WIB members to understand and monitor;

- Integrated system-wide common performance accountability. This also allows for more complete integration with the Trade Act programs, which uses common measures. To continue Wyoming’s successful integration of services in the One-Stop centers, we need to utilize common goals as much as possible;

- Reduced paperwork and labor costs associated with performance data collection. This also makes it easier for the state to design, implement, and track other measures deemed as useful as management tools;

- Provision of clear and understandable information to Congressional and legislative leaders and the general public concerning the use of public funds and return on investment;

- A more useful program management tool;

- Customer-driven outcomes instead of program-driven outcomes;

- Better service coordination and information sharing among programs;

- An opportunity for the state to better implement ETA’s Youth Vision which includes a youth program focused on out-of-school populations, with increased accountability for employment and/or increased secondary and post-secondary education outcomes.

A description of individuals impacted by the waiver: Approval of this waiver will positively impact all customers of the workforce investment system by allowing streamlined service delivery while improving program management and performance. It is expected that Wyoming will be able to concentrate more on the provision of customer services to adults, dislocated workers, youth, and business and training providers.

A description of the processes used to monitor implementation of the waiver, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor:

Monitor the Progress in Implementing the Waiver

The Wyoming Department of Workforce Services (DWS) administers WIA and Wagner-Peyser programs in the state. The state is served by a single workforce investment board, the Wyoming Workforce Development Council.
Wyoming will continue to monitor the implementation and impact of the waiver, and its progress toward expected outcomes through its Employment and Training Division and the Workforce Development Council. State oversight and evaluation will make effective use of reporting, state and local monitoring, and other means to identify and address obstacles. The state will review applicable policies and procedures and modify them accordingly. The state also will report to ETA on its experience with the waiver through the quarterly reporting process and its annual ETA 9090 and 9091 reports at the end of the program year.

Provide Notice to any Local Board Affected by the Waiver

Opportunities for comment regarding the request of this waiver were provided to the state’s Workforce Development Council. The council will have another opportunity to comment before this Integrated Workforce Plan is submitted to ETA. The general public will have the opportunity to comment regarding the waiver during the public comment period scheduled for the plan.

- **Trade Adjustment Assistance (TAA):** States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:

  DWS workforce center personnel are trained to provide TAA services. However, the lack of petitions and certified workers hinders staff ability to put into practice the training they have received.

  A TAA module has been added to the Wyoming at Work system, which will facilitate coordination between TAA, W-P, and the WIA program. All TAA-certified workers will also be enrolled in WIA as dislocated workers so that services can be coordinated. An agency planning form, which gives workforce specialists the opportunity to specify how each benefit and service will be paid, reduces the possibility for duplication of payments. It also facilitates seamless service.

  - Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed [WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340].

Since the enactment of the original Trade Act, Wyoming’s TAA activity has ebbed and flowed from a high of more than 100 certified petitions to a current low of no certified Wyoming petitions. The state remains proactive in helping parties file petitions, as desired. Local staff members are ready to assist employers and others who may want to file in the One Stop Centers and other workforce centers. The potential of TAA certification is pursued during rapid response activities. Rapid response teams are organized by the local workforce center and tailored to each community and situation needs. The teams consist of agency and community members. In addition, the program manager works to assure that local workforce center personnel are trained in TAA activities, although it is challenging for them to maintain an edge in the absence of program activity, except in those few cases where Wyoming has acted as the agent state. Program management is readily available to answer all questions regarding the program, and assist where needed.

During rapid response, immediate contact is made to schedule an initial meeting with the employer, representatives of the affected workers, and the local community to determine employer needs and desires. At the initial meeting, a rapid response packet is provided, which is tailored to each employer needs and referral services. Contact is also made with the UI Division for inclusion on the rapid response team.
Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants’ service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))

Core and intensive services to trade-impacted workers are considered an important step toward improving both the efficiency and effectiveness of the Trade Act programs. Program personnel pay close attention to the strict deadlines that must be met in order for workers to establish and maintain program eligibility for all allowances under the Trade Act. Inasmuch as most trade-impacted workers also meet dislocated worker eligibility criteria under WIA, these individuals are encouraged to enter the One-Stop system immediately following the announcement of a layoff. One-Stop centers conduct need assessments and explain service options to workers. If the workers choose to be served through the One Stop system, they will be co-enrolled, where possible, in WIA and TAA, to maximize coordination and reduce the potential for duplication of funding.

Coordinated services may come from a variety of funding sources, particularly Wagner-Peyser, WIA Title 1-B and TAA. Employment registration, employment counseling, vocational testing and other assessments, job development, and some support services are among the reemployment services that will be made available through federal funding outside of TAA. Trade Readjustment Allowances will be paid from Trade Act funds, while training, job search allowances, and relocation allowances may be paid from either TAA or WIA funds. DWS uses a fund planning form that enables workforce specialists to plan how each service will be funded. Workforce specialists maintain TAA and WIA documentation in the same file, to better coordinate services.

As stated in Section IV of Wyoming’s TAA Policy Manual, all training that is to be approved under TAA must meet the following six criteria:

1. There is no suitable employment available for the affected worker;
2. The worker would benefit from appropriate training;
3. There is a reasonable expectation of employment following completion of such training;
4. Training is reasonably available to the worker from either governmental agencies or private sources;
5. The worker is qualified to undertake and complete training; and
6. Training is suitable for the worker and available to the worker at a reasonable cost.

Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting (May alternatively be discussed in the “operating systems and policies” section of the Operating Plan) [WIA Sections 112(b)(8)(A), (B)].

TAA and TRA program management both occur within DWS, although they are located in different units. TAA management is done from the same division as the WIA program. A module is set up in the Wyoming at Work system for the TAA program. The TAA module includes all components of the program, including components for managing worker training and the payment of Trade Readjustment Allowances (TRA), following the exhaustion of unemployment insurance benefits.
• **(Optional) SCSEP. States that include SCSEP in the Integrated Workforce Plan must include:**

The purpose of the SCSEP section of the Department’s Integrated Workforce Plan is to give direction and assure coordination among organizations engaged in supportive services that will result in training and employment for older workers. This plan identifies and communicates strategies to be pursued by the Department of Workforce Services, Wyoming SCSEP, Experience Works, Inc. and all other partners.

- Long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers (may alternatively be discussed in the economic analysis section of the strategic plan) [20 CFR 641.302(d)].

The DWS Research and Planning Division forecasts that across industries, a net growth of 35,842 jobs is projected over the 2012-2022 time period. Mining is expected to remain a primary economic driver in the Wyoming economy. As of 2012, the mining sector provided 37.2% of Wyoming’s total gross state product (U.S. Bureau of Economic Analysis) and 9.9% of total employment. Employment in this industry is expected to increase 4.0% (1,114 jobs).

In terms of total job growth, health care and social assistance is expected to experience the highest growth (7,207 jobs), followed by construction (4,966), accommodation and food services (3,802), and educational services (3,046). In terms of percentage growth, the highest growth industries are expected to be real estate, rental, and leasing (31.0%) followed by professional, scientific, and technical services (24.8%) and management of companies and enterprises (24.2%).

Much of the projected growth in educational services is attributed to rapid economic growth between 2005 and 2008. During the recent economic downturn, private industry responded by reducing their number of employees. State and local government are more sluggish in response to the economic conditions and typically respond by lowering employment through attrition due to retirements or persons leaving positions that are not filled. It is not anticipated that education services will continue to grow as projected.

Operating engineer jobs in the mining industry do not require education beyond a high school diploma or Graduate Equivalency Degree (GED). However, there is opportunity to serve Wyoming workers and subsequently, employers, by training workers with basic skills deficiencies, so they can be ready for these positions.

Employers in health care and social assistance will need to replace baby-boom workers who retire. There will also be significant need for workers to fill new positions as well, considering that projections estimate the addition of more than 3,500 new jobs per year in these sectors. Unfortunately, four of the top five positions projected for increased demand pay barely or less than livable wages. Registered nurses, the remaining in-demand position, do earn a livable wage.

Employers in other industries will have comparatively less need for workers. An important role for the workforce system will be to seek out available jobs that enable employees to live unsubsidized through its relationships with employers, and match workers with those opportunities.
As of 2010, Research and Planning data indicated there were 144,167 people in the state who are 55 years old or older. However, Experience Works only has funding to serve 40 to 60 program enrollments at any given time. It is a priority of the SCSEP Program to focus on transitioning participants in and out of the program as efficiently as possible. The goal is to have a 20 percent placement rate of participants into employment every year, approximately 10 participants per year. Of course, not all of the 144,167 people in that age range will need employment services provided by Experience Works and the SCSEP program. However, we expect participants will enter into employment in “high demand” industries, such as, Construction, Health Care, Hospitality, Retail, Information Technology, and/or Transportation.

- A discussion of how the long-term job projections presented in the economic analysis section of the strategic plan relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided [20 CFR 641.302(d)].

Coordination will occur between program management, R&P, community sources, and the sub-grantee, as utilized, to identify training opportunities and unsubsidized employment. Research indicates that opportunities will involve clerical-type jobs, or other office jobs, particularly in the technology sector. The department’s priority will be to identify other opportunities in emerging businesses linked to health care and education. The department and its partners will rely on local resources to identify employment and training opportunities, even outside of those targeted through LMI. Areas served by Wyoming SCSEP are mostly rural, which dictates a different approach using local investment and awareness of opportunities.

Secondly, Experience Works aims to place program participants in long-term, economically stable employment. Experience Works endeavors to find full-time employment for at least 20 to 25 percent of its participants every quarter. Having partnered with Experience Works for the last three years, it will be a priority of the SCSEP and DWS to support this vision of long-term employment for seniors.

- A discussion of current and projected employment opportunities in the state (like providing information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals [20 CFR 641.325(c)].

The Wyoming SCSEP Program is housed in the Employment and Training Division of the Department of Workforce Services. This division also encompasses the administrative offices of the Workforce Investment Act Title I-B, Wagner-Peyser Act, Veterans Employment Services Trade Adjustment Assistance, Temporary Assistance to Needy Families – Personal Opportunities With Employment Responsibilities, Supplemental Nutrition and Assistance Program - Employment and Training, Families Becoming Independent, DADS Making A Difference, Migrant and Seasonal Farmworkers, Foreign Labor Certification, Work Opportunity Tax Credits, Federal Bonding, and Wyoming Quality Counts!, which are administered through the division's 20 American Job Centers (AJC) throughout Wyoming. The Workforce Investment Act was reauthorized in 2014 as the Workforce Innovation and Opportunity Act, which will also be administered through the AJCs. These administrative offices will coordinate and execute the Wyoming Workforce Employment Service Delivery Model. Alignment of SCSEP Program performance with current and projected employment and training opportunities will occur as the Wyoming Workforce Employment Service Delivery Model is duly executed.
A description of the localities and populations for which projects of the type authorized by title V are most needed [20 CFR 641.325 (d)].

SCSEP State Title V funds are used to provide job training to qualified applicants. State Title V funding in Wyoming is focused in Natrona, Fremont, Hot Springs, and Washakie counties. The heaviest funding concentrations are currently in Fremont and Natrona Counties because of their relatively high population.

Natrona County includes the city of Casper (population of 59,628), the town of Midwest (population of 404) and other smaller nearby towns.

Fremont County includes the city of Riverton (population 10,990), the town of Lander (population 7,732), the town of Dubois (population 971), the town of Ethete (population 1,553), the town of Fort Washakie (population 1,759), the town of Arapahoe (population 1,656), and the town of Hudson (population 458).

Hot Springs County has the town of Thermopolis (population 3,009).

Washakie County has the town of Worland (population 5,456).

The partnerships among and between the Department of Workforce Services Employment and Training Program Staff, American Job Center (AJC) Managers, Research and Planning and Experience Works, Inc. will ensure compliance.

Typical applicants for the SCSEP in Wyoming have the following skill levels and employment history:
- Multiple barriers to employment (age, and often disability on top of the obvious economic need that must be there to qualify for enrollment, homelessness, low-literacy, displaced homemakers, etc.)
- Low levels of education (completed from 8th grade to high school)
- Have a gap from the time they were last employed and the time they seek help from SCSEP to re-enter the workforce.
- Low skill levels or skills that were acquired many years ago before the technological changes. Many older workers not only need to learn a skill but also learn to assimilate to a workplace setting and expectations.
- Seniors who experience cultural, social or geographic isolation
- Seniors with poor employment history or prospects
- People who are receiving public assistance.
- Older workers with limited language skills—possibly immigrants who never learned to read or write in their native language so training in English as a Second Language (ESL) is very challenging
- Some past employment experience in service-type fields such as cooking, janitorial, manual labor, bookkeeping (from many years ago doing manual ledgers) and basic clerical or retail experience.

The development of all community service assignments, the recruitment of potential employers and the working with participants for a successful transition to unsubsidized employment will be addressed in the services developed for SCSEP.

Work interests for SCSEP participants are determined through JobReady. It is understood there is a segment of the SCSEP participants with barriers to employment not allowing them to do some
of the jobs this program identifies. The sub-grantee will provide assistance and training to aid the participant to become more realistic in the manner questions are answered in consideration of the types of jobs they can perform now. Past reported experience in the area of participant skills assessment seems to indicate more individuals enrolling in SCSEP are in need of a higher level of soft skills training such as proper hygiene, proper work attire suitable for the workplace, and the use of proper communication skills. The sub-grantee will assist the SCSEP participant to be job-ready by monitoring with the participant, creating individual employment plans, skills testing and training, and the continued feedback from participants regarding employment referrals.

- A description of actions to coordinate SCSEP with other programs (may alternatively be discussed in the state strategies section of the strategic plan).

1. Planned actions to coordinate activities of SCSEP grantees with WIA title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older [20 CFR 641.302(g), 641.325(e)].

The Wyoming SCSEP Program is housed in the Employment and Training Division of the Department of Workforce Services. This division also encompasses the administration offices for the Workforce Investment Act, the Wagner-Peyser Act, Employment and Training for Self Sufficiency, Veterans Assistance, Workforce Placement, and Unemployment Insurance. These offices will coordinate and execute the Wyoming Workforce/Employment Service Delivery Model.

Alignment of SCSEP performance with current and projected employment and training opportunities will occur as the Wyoming Workforce/Employment Service Delivery Model is duly executed. The SCSEP program manager provides updates the Employment and Training Programs Team and the Employment and Training Team, which include other federal and state program managers and AJC managers, who engage with seniors on a regular basis. Efforts are already underway to co-locate many employment services/programs in Wyoming Workforce Services buildings. Seamless provision of services is a priority of the Governor and the directors of the Wyoming health and human services agencies.

Currently, Wyoming State SCSEP participants do benefit from AJC services including support in writing effective resumes, job counseling, job interview techniques and skill building, literacy testing, and other, related activities.

As a required partner of the workforce investment system, SCSEP grantee and sub-grantee coordinate with the AJCs and programs under WIA. SCSEP sub-grantee will work closely with AJCs to ensure older individuals are receiving services. Staff in the AJCs provide a greater opportunity for older individuals to explore the many options available to them including core services or referral to employment opportunities or other services such as intensive and training services offered through WIA Title I programs.

The SCSEP sub-grantee will utilize the One-Stop system for outreach to ensure older individuals entering the AJCs are not automatically referred to the SCSEP program because they are 55 years of age or older. The individual will have the opportunity to receive core and intensive services as well as training services as appropriate. The individual may also be co-enrolled and may benefit from the opportunity to receive older worker and WIA services. Wyoming is a single state local workforce investment area in which the Wyoming Workforce Development Council serves as the state and local workforce investment board as outlined in
the WIA. As the local workforce investment board, the Council takes the lead in developing
the One-Stop Delivery System MOU based on the services and strategies included in the
WIA 5-Year Strategic Plan. MOU impasse situations, which cannot be resolved between the
Workforce Development Council and required Partner(s) will be forwarded to the Governor
for resolution. If the impasse continues, the situation will be reported to the United States
Secretary of Labor and to the head of any other Federal agency with responsibility for
oversight of a partner’s program.

The types of relationships established between partners in the One-Stop delivery system vary
by customer service needs that are being addressed. The foundation for all relationships is
electronic. The SCSEP sub-grantee will partner with Workforce Services for office space,
referrals, training, computer access, and Job Fairs and other services provided by WIA.

2. **Planned actions to coordinate the activities of SCSEP grantees with the activities carried
out under the other titles of the Older Americans Act (OAA) [20 CFR 641.302(h)].**

DWS has established a relationship with Experience Works and will expand upon this
relationship and partner with other public, private and faith-based organizations to enhance
workforce training opportunities for senior citizens.

Wyoming SCSEP will continue to coordinate services with Wyoming Aging Division, as the
Aging Division continues working on their strategic planning. On occasion, Wyoming
SCSEP has assigned state participants to training at the Wyoming Department of Health
Aging Division, as well as other agency departments. WY State SCSEP coordinates for
sliding scale medical benefits, dental benefits and other services. The State subgrantee will
coordinate with all Wyoming Senior Centers, within the towns and populations served.

3. **Planned actions to coordinate SCSEP with other private and public entities and programs
that provide services to older Americans, such as community and faith-based
organizations, transportation programs, and programs for those with special needs or
disabilities [20 CFR 641.302(i)].**

DWS plans to partner with other public, private and faith-based organizations in designated
locations/counties to enhance workforce training opportunities for senior citizens. DWS is
coordinating with Experience Works to identify other possible partners who can assist older
workers.

Planned actions to coordinate SCSEP activities with private and public entities include
Lutheran Social Services, Catholic Social Services, and organizations serving pocket
ethnic groups. On the Shoshoni and Arapaho reservation, these organizations include, but
are not limited to: tribal elderly feeding programs, clothing vouchers, housing support, a
variety of aging issues support, and overall financial support and counseling.

Wyoming State SCSEP territory office in Casper, WY works with Mr. Jim Kauffman,
SCSEP Coordinator for that organization. As recent as approximately six (6) months ago the
Wyoming Senior Citizens organization served as a Host Agency for WY State SCSEP
participants. They also provide assistance to seniors regarding Medicare, Medicaid, Blue
Cross supplemental insurance information and other services. WSCI also provides office
space for the field activity in Fremont County.
A new partnership with Wyoming 2-1-1 adds the statewide Experience Works programs to the 2-1-1 database. Callers eligible for SCSEP who are looking for job training or employment opportunities are referred to their local Experience Works office. SCSEP participants can also call 2-1-1 to be connected to local community service organizations that can assist them with such things as rent/utility assistance, food banks, health clinics and other senior services. The phone call to 2-1-1 is free of charge, and confidential.

Following is a list of those agencies and organizations:

<table>
<thead>
<tr>
<th>Name of Org</th>
<th>Located in</th>
<th>Contact</th>
<th>Service(s) provided to our participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wyoming 2-1-1</td>
<td>Cheyenne</td>
<td>Sara Loken</td>
<td>Statewide Information and Referral for health and human services including, food, shelter, energy assistance, employment and more.</td>
</tr>
<tr>
<td>Cent$ible Nutrition</td>
<td>Casper</td>
<td>Karla Case</td>
<td>Nutritional guidance, prep meals, frugal shopping, Job Training for SCSEP participants</td>
</tr>
<tr>
<td>Central WY Sr. Citizens Center</td>
<td>Casper</td>
<td>Wayne Clements</td>
<td>Meals to seniors, free tax prep, Job Training for SCSEP participants</td>
</tr>
<tr>
<td>Dept. of Family Services</td>
<td>Casper</td>
<td>Kristen Carlson</td>
<td>Food stamps, welfare, housing, Low Income Energy Assistance Program, Job Training for SCSEP participants, Medicaid application assistance</td>
</tr>
<tr>
<td>Five Trails Adult Daycare</td>
<td>Casper</td>
<td>Andrea Eason</td>
<td>Provide adult day care for elderly, meals, Job Training for SCSEP participants</td>
</tr>
<tr>
<td>Habitat for Humanity</td>
<td>Casper</td>
<td>Amy Butler</td>
<td>Job Training for SCSEP participants, reduced pricing on light bulbs, fixtures, home repair items.</td>
</tr>
<tr>
<td>Healthcare for the Homeless</td>
<td>Casper</td>
<td>Rosie Cardenas</td>
<td>Job Training for SCSEP participants, grants for auto repair,</td>
</tr>
<tr>
<td>Interfaith of Natrona County</td>
<td>Casper</td>
<td>Marilyn Diamond</td>
<td>Provide funds for homeless, food, transportation, Job Training for SCSEP participants</td>
</tr>
<tr>
<td>Joshuas Store</td>
<td>Casper</td>
<td>Bill Scheik</td>
<td>Provide free commodities to seniors and Job Training for SCSEP participants</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>Casper</td>
<td>Tracy Israel</td>
<td>Job training, clothing, temp shelter, meals for SCSEP participants</td>
</tr>
<tr>
<td>St Vincent DePaul</td>
<td>Casper</td>
<td>Amanda Barker</td>
<td>Job training for SCSEP participants, clothing, thrift store operation</td>
</tr>
<tr>
<td>Workforce Services</td>
<td>Casper</td>
<td>Meri Thompson</td>
<td>Job coaching, resume prep, employment referrals for SCSEP participants</td>
</tr>
<tr>
<td>WY Food Bank of the Rockies</td>
<td>Mills</td>
<td>Jason Howell</td>
<td>Job training for SCSEP participant, food commodities distribution to area food banks</td>
</tr>
</tbody>
</table>
4. Planned actions to coordinate SCSEP with other labor market and job training initiatives \[20 \text{ CFR 641.302(j)}.\]

The Wyoming SCSEP Program is housed in the Employment and Training Division of the Department of Workforce Services, which also encompasses the administrative offices for the Workforce Investment Act, the Wagner-Peyser Act, Employment and Training for Self Sufficiency, Veterans Assistance, Workforce Placement, and Unemployment Insurance. These offices will coordinate and execute the Wyoming Workforce/Employment Service Delivery Model.

Alignment of SCSEP Program performance with current and projected employment and training opportunities will occur as the Wyoming Workforce/Employment Service Delivery Model is implemented. The SCSEP program manager sits on the Employment and Training Programs Team and the Employment and Training Team, which include other federal and state program managers and AJC managers, who engage with seniors on a regular basis. Efforts are already underway to co-locate many employment services/programs in Wyoming Workforce Services buildings. Seamless provision of services is a priority of the Governor and the directors of the Wyoming health and human services agencies.

DWS has established a relationship with Experience Works. The department will expand upon this relationship and partner with other public, private and faith based organizations in designated locations/counties, to enhance workforce training opportunities for senior citizens.
Planned actions include collaborative activities with nutrition, aging, transportation and housing organizations that have an active presence in the counties and communities we serve through the Wyoming State SCSEP grant. SCSEP Program Manager will work closely with DWS AJC/Field Staff managers to meet labor market needs and involve seniors and Experience Works in training initiatives.

5. **Actions to ensure that SCSEP is an active partner in the One Stop delivery system and the steps the state will take to encourage and improve coordination with the One Stop delivery system [20 CFR 641.335].**

Experience Works is located in the Casper AJC and also maintains designated spaces in workforce centers throughout the state, and administrative offices located in multiple Wyoming communities. All AJCs refer to Experience Works.

The state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment (may alternatively be discussed in the state strategies section of strategic plan) [20 CFR 641.302(e)].

The SCSEP Program Manager will coordinate outreach regarding the scope and service of the program through the new agency business liaison and distribute materials in coordination with agency mailings. Considering the SCSEP’s limited funding, all advertising will be targeted to areas and populations most in need.

Wyoming State SCSEP program targets most in need populations including Veterans, Native Americans, and other specific groups. They work with those aged 75 and over, those with limited or no prior employment history, the homeless and/or those at serious risk of becoming homeless, and those with physical, mental, or combined physical/mental barriers. These most in need groups are served throughout all counties in which the Wyoming State SCSEP operates. Wyoming State SCSEP applicants are enrolled exclusively, regardless of geographic or grant specifics, according to USDOL mandates. The Wyoming State SCSEP accepts and processes applications from those aged 55 and older who meet the income guidelines and want or need to re-enter the workforce. Suitability is determined exclusively based on the applicants desire to become employed. No other criterion for enrollment is used.

The SCSEP sub-grantee will strive to serve these populations at least in proportion to their percentage of the population. Sub-grantee staff will review SCSEP participant characteristics on a regular basis to ensure targeted populations are being served. Program activities will be provided to ensure successful participation of these groups. Each applicant's eligibility will be determined by an interview and will be documented on an intake form. To be eligible for SCSEP an applicant must be:

- At least 55 years of age;
- A resident of Wyoming;
- A member of a family whose includable annual income does not exceed 125% of applicable poverty guidelines;
- Eligible to work in accordance with the Immigration Reform Control Act of 1986; and
- Unemployed as defined by the OAA.
The state’s long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:

1. **Moves positions from over-served to underserved locations within the state in compliance with 20 CFR 641.365.**

   Experience Works provides input regarding distribution of workers served by the program and the potential for service in other communities. Program management makes all decisions regarding the movement of positions. This happened in 2011 in Worland.

2. **Equitably serves rural and urban areas.**

   Areas served by the Department of Workforce Services are consistent. One-Stop and other AJCs are located all over the state and each county has a designated DWS facility. By being located in every community in some form, DWS ensures that program services are equally distributed.

   Experience Works also has field offices located throughout the state to ensure quality of services and to maintain equity.

3. **Serves individuals afforded priority for service under 20 CFR 641.520 (20 CFR 641.302(a), 641.365, 641.520).**

   Priorities of service within Wyoming State SCSEP include:
   
   a. Are 65 years of age or older
   b. Have a disability
   c. Have limited English proficiency or low literacy skills
   d. Reside in a rural area
   e. Are a Veteran or eligible spouse of a Veteran
   f. Have low employment prospects
   g. Have failed to find jobs after using intensive case management services provided by WIA Title I
   h. Who are at risk of homelessness
   i. Are minority older adults

   The SCSEP sub-grantee will strive to serve these populations at least in proportion to their percentage of the population. Sub-grantee staff will review SCSEP participant characteristics on a regular basis to ensure targeted populations are being served. Program activities will be provided to ensure successful participation of these groups. Each applicant’s eligibility will be determined by an interview and will be documented on an intake form.

The ratio of eligible individuals in each service area to the total eligible population in the state [20 CFR 641.325(a)].

The State of Wyoming, Workforce Services Department will use the Equitable Distribution (ED) plan as provided by U. S. Department of Labor as the basis for assuring a ratio of eligible individuals in each service area (county) to the total eligible population in the state. Any new data
that would require some changes in positions per county based on previous year's ED figures will be reviewed and coordinated with the designated representative of the designated national grantee providing SCSEP services in the state. Any changes either with state slots or national grantee slots will be addressed through attrition or transfer of participants to reach desired goal. No participant will be terminated due to ED; and any position no longer authorized by ED will be left unfilled.

Currently, the authorized slots per county in Wyoming match the number of slots provided by U.S Department of Labor.

<table>
<thead>
<tr>
<th>County</th>
<th>Wyoming State</th>
<th>EW Federal</th>
<th>EW Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany County, WY</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Big Horn County, WY</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Campbell County, WY</td>
<td>6</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Carbon County, WY</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Converse County WY</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Crook County, WY</td>
<td>4</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Fremont County, WY</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Goshen County, WY</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Hot Springs County, WY</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Johnson County, WY</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Laramie County, WY</td>
<td>28</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>Lincoln County, WY</td>
<td>7</td>
<td>20</td>
<td>27</td>
</tr>
<tr>
<td>Natrona County, WY</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Niobrara County, WY</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Park County, WY</td>
<td>14</td>
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<td>14</td>
</tr>
<tr>
<td>Platte County, WY</td>
<td>7</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Sheridan County, WY</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Sublette County, WY</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Sweetwater County, WY</td>
<td>11</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Teton County, WY</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Uinta County, WY</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Washakie County, WY</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Weston County, WY</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTALS:</strong></td>
<td><strong>168</strong></td>
<td><strong>47</strong></td>
<td><strong>215</strong></td>
</tr>
</tbody>
</table>

Work opportunities are distributed as fairly as possible on the basis of county populations and eligibility criteria. DWS tries to distribute across four to five counties.

- **The relative distribution of eligible individuals who:**

  1. **Reside in urban and rural areas within the state.**

     Priority of service requirements, coupled with limited funding, dictates the distribution of most individuals who are served, rather than consideration of urban versus rural placement.
Also, Wyoming is primarily rural in nature. Placement of services in Fremont County, due to proximity to the reservation, is designed to address the needs of the highly concentrated American Indian population in that area. DWS staff aims to provide access to other social service programs, based on need, in all areas served through SCSEP.

2. **Have the greatest economic need.**

Priority of service requirements, coupled with limited funding, dictates the distribution of most individuals who are served in Wyoming counties. DWS staff aims to identify Wyoming communities that not only contain a significant number of senior citizens in need of assistance, but also have emerging economic opportunities and infrastructure that can ensure long-term employment is available to program participants. While enrolled in the program, Wyoming SCSEP will provide access to other social service programs, based on need. Participants with significant barriers to success will continue to be served in ways that meet their short- and long-term employment needs and goals.

3. **Are minorities.**

Part of the mission of the Wyoming SCSEP is to serve ethnic minorities, immigrants, and refugees. Outreach activities including forming and maintaining strong relationships with organizations such as Lutheran Social Services (LSS) help us connect with a portion of these populations. The primary Wyoming Lutheran Social Services office is located in Billings. Additional offices are located throughout Wyoming through Lutheran Churches. Part of LSS' immigrant/refugee mission "includes assistance with obtaining living arrangements, health referrals, obtaining household items and clothing and finding employment" As an employment training organization, the Wyoming State SCSEP helps serve the senior immigrant/refugee populations within the Lutheran Social Services organization.

Because of the relatively small population of minorities in Wyoming there is a lack of cultural centers or societies serving these ethnic populations. The Wyoming State SCSEP overcomes this by maintaining partnerships with the Wyoming AJCs located throughout the state, Salvation Army offices and operations throughout the state, St Vincent DePaul offices and operations throughout the state, and city/town and county government agencies who know and/or can identify emerging ethnic populations and immigrants. Building, maintaining, and strengthening relationships with the above organizations and entities and others who are similar help us identify and serve ethnic minorities, immigrants, and refugees.

Finally, through constant and ongoing personal networking, representatives of the Wyoming State SCSEP learn, through our community networking conversations, of those who are new to communities and may be in need of our job training and community service opportunities. The personal contact outreach of our Wyoming State SCSEP representatives allow us to be proactive and identify those within these minorities who may be in need of and benefit from the job training and community service opportunities we offer.

The Wyoming State SCSEP works with Native American tribal councils, tribal elders, and tribal organizations within the Wyoming Native American reservation as those positions are available through the apportionment of our Wyoming State SCSEP Equitable Distribution guidelines. The Wyoming State SCSEP representatives have ongoing and mutually beneficial
relationships with the Native American's we serve, and work to actively serve all tribes within the scope of the SCSEP mission.

Approximately 70+% of Wyoming State SCSEP participants are Native American. We expect this percentage to remain within this range into the forecasted future.

In the 2012 census the combined Wyoming Population of age 18 and older Black or African American, American Indian or Alaskan Native, Asian, Native Hawaiian and Other Pacific, and Hispanic or Latino made up 15.1 percent of the population, or 67,308 people. Those who are over 54 are not known.
4. *Are limited English proficient.*

Wyoming has a small population of Migrant and Seasonal Farmworkers (MSFW). Only a few dozen are estimated to be in the state per quarter. As of 2013, 9.7 percent, or 56,517 Hispanic or Latino citizens were identified as being in the state, with an unknown proportion ages 55 or older. The Spanish-speaking population appears to be growing. American Indians speak English. However other recognized barriers do exist with this population, such as lack of communication devices and consistent housing, alcoholism, high unemployment, etc. The program addresses these and coordinates with other programs to benefit clients.

The foreign-born population of Wyoming increased by 77.8 percent between 2000 and 2013. In 2013, the immigrants represented 3.2 percent of Wyoming’s total population.

The largest share of immigrants in Wyoming was from Latin America. The top three countries of birth of the foreign born in Wyoming were Mexico, Philippines, and Canada.

In Wyoming, 40.7 percent of the foreign born were US citizens in 2010. Of the immigrant population, 51 percent were female in 2010 and 40 percent male. Of the immigrant population in Wyoming, 20.5 percent were 55 years of age and older.

In Wyoming, 17 percent of the immigrants are Asian and 61.9 percent are white. Of the immigrants in Wyoming, 56.2 percent reported Hispanic or Latino origins.

In the Wyoming workforce, the number of immigrant workers grew by 37 percent between 2000 and 2010 and represented 3 percent of Wyoming’s civilian employed workforce.

In 2010, 1.6 percent of civilian employed workers in Wyoming were limited English proficient. In Wyoming, 69 percent of those who spoke only English were in the labor force compared to 74.1 percent of those who spoke Spanish at home and 77.6 percent of those who spoke Asian and Pacific Island languages at home.

The grantee for SCSEP in Wyoming has a long history of working with the tribal entities in the state. The Health & Human Services Division works with Lutheran Social Services New Americans Program and provides funding for its Senior Companion Program. This State Plan for Wyoming outlines its compliance with the requirement for coordination between Title III and Title VI of the Older Americans Act through the following efforts: set aside funding for OAA services on the reservations; funding factors of minority and low-income are included in the funding plan; programs under Title III and Title VI are coordinated to maximize service provision and avoid duplication; Title VI projects are included in informational mailings; staff are invited to serve on planning committees; and staff are invited to participate in sponsored trainings.

The sub-grantee will be required to continue recruitment, develop community service assignments and seek unsubsidized employment for minority older individuals in SCSEP. This will include use of recruitment and training materials to target minority groups.
5. **Have the greatest social need** [20 CFR 641.325(b)].

DWS staff aims to identify Wyoming communities that not only contain a significant number of senior citizens in need of assistance, but also have emerging economic opportunities that can ensure long-term employment is available to program participants. The ability for SCSEP participants to acquire gainful employment after completing a training cycle improves the communities and economies therein. With Experience Works, we have identified many ways to support community projects and services while also providing training and resources to seniors seeking economic stability.

- **A description of the steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new census or other reliable data become available; or when there is over-enrollment for any other reason** [20 CFR 641.325(i), 641.302(b)].

  The Wyoming SCSEP Program and its partner Experience Works rarely allow position redistributions unless the need for the redistribution is dire or reliable data mandate the change. SCSEP and Experience Works jointly aim to keep positions assigned to their current areas and focus on regularly transitioning seniors through the program. Redistributions, when they take place, will be appropriately assessed by the SCSEP Program Manager at the Department of Workforce Services with his/her supervisor and partners sharing in administration of the Wyoming Workforce/Employment Service Delivery Model.

- **The state’s long-term strategy for serving minority older individuals under SCSEP** [20 CFR 641.302(c)].

  The program implemented in Fremont County addresses the needs of American Indians. Other minority groups are served as opportunity arises, individually, through priority of service. Wyoming will serve these minority participants in all counties. The best opportunity for such service exists in Natrona County.

- **A list of community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs** [20 CFR 641.330].

  Experience Works and the AJCs maintain directories of community resources, to which individuals are referred. This includes services for housing, food banks, transportation providers, medical clinics, state agencies/government programs, and assistance for individuals with disabilities. Wyoming’s priority will be to coordinate with community leaders and other partners to assure that the services are available and in sufficient supply, particularly housing and medical services. Also, the Employment and Training Team (EATT) will be tasked with identifying gaps in community services and resources, and identifying progress in this area. Following are the necessary services and planned organizations that provide those services.

  The list of services and the places where these services are most needed was compiled from a record of services that have been provided to SCSEP customers in Wyoming. The services are also listed in “Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans.” They are:
<table>
<thead>
<tr>
<th>Located in</th>
<th>Service(s) provided to our participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casper</td>
<td>Nutritional guidance, prepared meals, frugal shopping, job training for SCSEP participants, meals to seniors, free tax preparation, Food Stamps, welfare, housing, Low Income Energy Assistance Program, Medicaid application assistance, provide adult day care for elderly, meals, reduced pricing on light bulbs, fixtures, home repair items, grants for auto repair, Provide funds for homeless, transportation, provide free commodities to seniors, clothing, temporary shelter, meals for SCSEP participants, thrift store operation, job coaching, resume prep, help with walkers, wheelchair ramps, co-insurance for seniors building for home access, assistance with glasses, dentures, and hearing aids.</td>
</tr>
<tr>
<td>Mills</td>
<td>Job training for SCSEP participants, food commodities distribution to area food banks.</td>
</tr>
<tr>
<td>Ft. Washakie</td>
<td>Job training for SCSEP participants, commodity distribution to those in need, adult feeding program, transportation for medical care, free health care for Native Americans,</td>
</tr>
<tr>
<td>Lander</td>
<td>Job training for SCSEP participants, adult feeding program, transportation for medical care</td>
</tr>
</tbody>
</table>

- The state's long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the department as appropriate [20 CFR 641.302(k)].

The merger of the Department of Employment (which included Research and Planning) and DWS in 2011, along with SCSEP becoming part of the Employment and Training Division (E&T), has enabled SCSEP to enhance communication within DWS and coordination of services and responsiveness to community needs. Before, the program was housed internally in a division of DWS; however interaction with other programs was limited. Now the SCSEP Program Manager is part of the same team as program managers over other programs, including WIA, Wagner-Peyser, Veterans Programs, TAA, MSFW, Foreign Labor Certification, WOTC, Federal Bonding, etc. This team meets regularly to discuss common issues and needs. Enhanced coordination needs to occur, and will be pursued, regarding the identification and needs of older workers, available service partners and funding, opportunities for employment and training, best practices for serving clients, and other important considerations.

The competitive RFP process where applications are rated by a team of reviewers will continue to be the process for which sub recipients are selected to ensure the best SCSEP services.
The state’s strategy for continuous improvement in the level of performance for SCSEP participants’ entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii) [(20 CFR 641.302(f)]

Wyoming SCSEP acknowledges that participant challenges and barriers must be thoroughly addressed with proper case management in order to ensure success in job placement. Given the rural nature of Wyoming, participants in workforce programs perform best when they can access support services in their local community. This was a prominent reason why Wyoming SCSEP decided to contract for services offered by Experience Works, Inc., an experienced organization that nationally adheres to the rules and regulations stipulated by the Older Americans Act.

Our contract with Experience Works, Inc. allows SCSEP participants to access multiple resources in their own community. Primarily, initial case management services by Experience Works staff and volunteers. Secondly, participants will be able to access resources and services through their local AJC. The goal of Wyoming SCSEP is to first address immediate needs of participants in terms of food, shelter, and transportation. These needs will continue to be met by each participant’s case manager through Experience Works through community partnerships, resources and referrals. After any immediate needs are addressed, participants will be assessed to determine areas of professional growth and/or remediation. Per assessment, participants can access several classes, seminars, and tutorials to better prepare them for the workplace. These tools can be accessed directly through Experience Works but can also be found at their local AJCs and community college.

Once in a place of work for training or volunteer experience, the SCSEP participant is closely monitored and evaluated by Experience Works staff. Experience Works case managers make certain that the participant is prepared for success and meeting goals. Should any needs arise, the Experience Works case manager can work directly with the participant and his/her training program to address these needs. Once ready for placement into full or part time unsubsidized employment, the local DWS AJC can assist participants in finding current and reliable job openings, applying for job openings through our Wyoming at Work statewide system, writing a resume (if not already done), practicing interviews, and negotiating salary and benefits.

On a state level, our contract with Experience Works, Inc. allows for and has simplified the transfer of positions from one location to another. This allows for some flexibility with shifting economic demands. This also allows for statewide collaboration to continue improving employment opportunities, assistance programs and services for older workers. Should Experience Works no longer contract with DWS as a sub-grantee, transfers would be facilitated by the SCSEP program manager in partnership with local AJC staff and local business owners. Fortunately, positions are low in number, ranging from 40 to 60 statewide, and host agencies/businesses are reliable.

Soliciting and Collecting Public Comment [(20 CFR 641.350)].

The Wyoming Department of Workforce Services published the SCSEP State Plan on the WFS public notice webpage for a period of two weeks to allow for public comment. Comments received during that period were incorporated into the Plan, as appropriate, and are available for viewing on the Department of Workforce Services’ website.
Summary of Annual Agricultural Outreach Plan Requirements

The Agricultural Outreach Plan (AOP) portion of the State Plan must describe plans for providing services to the agricultural community, both for agricultural employers and Migrant and Seasonal Farmworkers (MSFWs), as described in Wagner-Peyser regulations at 20 CFR 653.107, the Workforce Investment Act (WIA) Title I final regulations, the WIA / W-P Act Integrated Workforce Planning Guidance, and the Unified Planning Guidance. This attachment provides greater detail on what states must include in the AOP section of the state plan.

This Agricultural Outreach Plan, which was prepared for PY 2013, is being carried over to PY 2014, by authorization of the U.S. Department of Labor, Employment and Training Administration (ETA). Continuation of the PY 2013 Plan in PY 2014 is being allowed because of the passage of the Workforce Innovation and Opportunities Act in PY 2014, and ETA’s need to finalize regulations pertaining to the Act, including regulations pertaining to the Migrant and Seasonal Farmworkers Program.

A. Assessment of Need. The assessment of need must include:

(i) A review of the previous year’s agricultural activity in the state.

The topography and location of Wyoming limit its agricultural crop productivity, but make it a good location for livestock. Wyoming has the second highest mean elevation in the U.S (6,700 ft above sea level). Rainfall varies from west to east and across the mountain ranges, but averages 15 inches/year across the state. Cold winters and hot dry summers are typical. The short growing season limits agricultural productivity in many places, with the frost-free period ranging from 60 days (central and western Wyoming) to 140 days (eastern Wyoming). Wyoming is very diverse because this is the region where the Rocky Mountains meet the Great Plains. More than 91 percent of land in Wyoming is classified as rural.

Agricultural inventory information is provided for the year 2010, which is the most recent time period for which it is available. This information has been updated from last year’s plan.

The 2010 State Agriculture Overview, published by the U.S. Department of Agriculture (USDA), provides the following data pertaining to Wyoming agriculture.

<table>
<thead>
<tr>
<th>Farms</th>
<th>Livestock Inventory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Farms &amp; Ranches</td>
<td>11,000</td>
</tr>
<tr>
<td>Farm Land in Acres</td>
<td>30,200,000</td>
</tr>
<tr>
<td>Average Farm Size</td>
<td>2,745</td>
</tr>
<tr>
<td>Cattle &amp; Calves (1-1-2011)</td>
<td>1,300,000</td>
</tr>
<tr>
<td>Hogs &amp; Pigs (12-1-2010)</td>
<td>99,000</td>
</tr>
<tr>
<td>Sheep (1-1-2011)</td>
<td>365,000</td>
</tr>
<tr>
<td>Milk</td>
<td></td>
</tr>
<tr>
<td>Milk Cows (Average Head)</td>
<td>6,000</td>
</tr>
</tbody>
</table>
Wyoming ranks 11th nationally in total land in farms and ranches and 1st in average size of farms and ranches. The cattle industry is by far the largest component of Wyoming agriculture accounting for 64 percent of all cash receipts in 2010. Cattle also led the way in 2010 in terms of value of production at $495.8 million. All livestock production was valued at $625.5 million, up 24 percent from 2009. Sheep and hogs were far behind cattle with value of production at $34.0 million and $71.3 million, respectively.

Hay is by far the leading crop in Wyoming in terms of value of production totaling $216.0 million in 2010, but most is fed to livestock. Sugarbeets had the next highest crop value in 2010 with an estimated $44.3 million (based on 2010 production and 2009 prices, final 2010 prices pending), followed by dry beans at $30.4 million, corn at $30.3 million, wheat at $24.6 million, and barley at $24.3 million. In terms of cash receipts, hay and sugarbeets were the leading crops followed by wheat.

### Crops – Planted, Harvested, Yield, Production, Price (MYA), Value of Production

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Planted All Purpose Acres</th>
<th>Harvestd Acres</th>
<th>Yield</th>
<th>Production</th>
<th>Price per Unit</th>
<th>Value of Production Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field &amp; Misc Crops</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>371,283,000</td>
</tr>
<tr>
<td>Hay All (Dry)</td>
<td>1,190,000</td>
<td>2.1 tons</td>
<td>2,467,000 tons</td>
<td>88.500 dol/ton</td>
<td>216,045,000</td>
<td></td>
</tr>
<tr>
<td>Hay Alfalfa (Dry)</td>
<td>620,000</td>
<td>2.6 tons</td>
<td>1,612,000 tons</td>
<td>90,000 dol/ton</td>
<td>145,080,000</td>
<td></td>
</tr>
<tr>
<td>Hay Other (Dry)</td>
<td>570,000</td>
<td>1.5 tons</td>
<td>855,000 tons</td>
<td>83,000 dol/ton</td>
<td>70,965,000</td>
<td></td>
</tr>
<tr>
<td>Beans Dry Edible</td>
<td>49,000</td>
<td>2,180.0 lbs</td>
<td>1,024,000 cwt</td>
<td>29.700 dol/cwt</td>
<td>30,413,000</td>
<td></td>
</tr>
<tr>
<td>Corn For Grain</td>
<td>90,000</td>
<td>121.0 bus</td>
<td>6,050,000 bus</td>
<td>5.000 dol/bu</td>
<td>30,250,000</td>
<td></td>
</tr>
<tr>
<td>Wheat Winter All</td>
<td>165,000</td>
<td>32.0 bus</td>
<td>4,640,000 bus</td>
<td>5.300 dol/bu</td>
<td>24,582,000</td>
<td></td>
</tr>
<tr>
<td>Wheat All</td>
<td>165,000</td>
<td>32.0 bus</td>
<td>4,640,000 bus</td>
<td>5.300 dol/bu</td>
<td>24,582,000</td>
<td></td>
</tr>
<tr>
<td>Barley All</td>
<td>75,000</td>
<td>98.0 bus</td>
<td>6,070,000 bus</td>
<td>4.000 dol/bu</td>
<td>24,304,000</td>
<td></td>
</tr>
<tr>
<td>Oats</td>
<td>34,000</td>
<td>61.0 bus</td>
<td>549,000 bus</td>
<td>2.600 dol/bu</td>
<td>1,427,000</td>
<td></td>
</tr>
<tr>
<td>Principal Crops</td>
<td>1,634,000</td>
<td>1,563,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beans Pinto</td>
<td>42,900</td>
<td>41.200</td>
<td>2,180.0 lbs</td>
<td>890,000 cwt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sugarbeets</td>
<td>30,500</td>
<td>30,400</td>
<td>27.0 tons</td>
<td>821,000 tons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alfalfa &amp; Alfalfa Mixtures - New Seedings</td>
<td>30,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beans Other Dry Edible</td>
<td>3,100</td>
<td>3,000</td>
<td>2,100.0 lbs</td>
<td>83,000 cwt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beans Great Northern</td>
<td>2,000</td>
<td>1,900</td>
<td>2,370.0 lbs</td>
<td>45,000 cwt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beans Navy (Pea/Beans)</td>
<td>1,000</td>
<td>900</td>
<td>1,890.0 lbs</td>
<td>17,000 cwt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corn For Silage</td>
<td>30,000</td>
<td>22.0 tons</td>
<td>660,000 tons</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In 2010, Wyoming experienced relatively mild spring weather until May when snowstorms occurred, along with rains and runoff from heavy snowpack. With the available moisture, the potential for most crops was very good. However, the heavy runoff caused flooding in several areas. Crops were further hampered by summer hail storms, which damaged winter wheat in the southeast, and by grasshopper damage to pastures, hay crops and row crops. Because of cooler temperatures, most crops progressed at a slower rate until July and August. A nice fall allowed producers ample time to get their crops harvested. Dry bean production was the highest since 1981 and sugar beet yields were at a record level. Other crops were below the previous year but overall yields were above average.

The following data from the USDA’s agricultural census, although quite dated, also demonstrates Wyoming’s importance as an agricultural producer.

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>U.S. Rank</th>
<th>Universe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total value of agricultural products sold</td>
<td>1,157,535</td>
<td>36</td>
<td>50</td>
</tr>
<tr>
<td>Value of crops including nursery and greenhouse</td>
<td>213,808</td>
<td>44</td>
<td>50</td>
</tr>
<tr>
<td>Value of livestock, poultry, and their products</td>
<td>943,728</td>
<td>38</td>
<td>50</td>
</tr>
</tbody>
</table>
VALUE OF SALES BY COMMODITY GROUP ($1,000)

Grains, oilseeds, dry beans, and dry peas 72,618 37 50
Tobacco 17
 Cotton and cottonseed 17
Vegetables, melons, potatoes and sweet potatoes 3,501 40 50
Fruits, tree nuts, and berries 49 50
Nursery, greenhouse, floriculture, and sod 6,339 50 50
Cut Christmas trees and short rotation woody crops 42 49
Other crops and hay 130,888 24 50
Poultry and eggs 997 48 50
Cattle and calves 801,833 17 50
Milk and other dairy products from cows 22,331 46 50
Hogs and pigs 41,923 25 50
Sheep, goats, and their products 24,292 6 50
Horses, ponies, mules, burros, and donkeys 24,631 15 50
Aquaculture 7,157 25 50
Other animals and other animal products 10,584 25 50

TOP CROP ITEMS (acres)

Forage - land used for all hay and haylage, grass silage, and greench 1,192,019 20 50
Wheat for grain, all 127,051 33 47
Corn for grain 54,567 34 49
Barley for grain 52,457 8 41
Corn for silage 32,140 31 48

TOP LIVESTOCK INVENTORY ITEMS (number)

Cattle and calves 1,311,798 24 50
Sheep and lambs 412,904 4 50
Hogs and pigs 107,160 30 50
Horses and ponies 89,476 22 50
Colonies of bees 45,633 15 50

Other Highlights

<table>
<thead>
<tr>
<th>Economic Characteristics</th>
<th>Quantity</th>
<th>Principal operators by primary occupation:</th>
<th>Operator Characteristics</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farms by value of sales.</td>
<td></td>
<td>Principal operators by primary occupation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than $1,000</td>
<td>3,222</td>
<td>Farming</td>
<td></td>
<td>5,445</td>
</tr>
<tr>
<td>$1,000 to $2,499</td>
<td>698</td>
<td>Other</td>
<td></td>
<td>5,624</td>
</tr>
<tr>
<td>$2,500 to $4,999</td>
<td>918</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$5,000 to $9,999</td>
<td>947</td>
<td>Principal operators by sex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$10,000 to $19,999</td>
<td>683</td>
<td>Male</td>
<td></td>
<td>9,465</td>
</tr>
<tr>
<td>$20,000 to $24,999</td>
<td>370</td>
<td>Female</td>
<td></td>
<td>1,604</td>
</tr>
<tr>
<td>$25,000 to $39,999</td>
<td>617</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$40,000 to $49,999</td>
<td>305</td>
<td>Average age of principal operator (years)</td>
<td></td>
<td>57</td>
</tr>
<tr>
<td>$50,000 to $99,999</td>
<td>975</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100,000 to $249,999</td>
<td>1,176</td>
<td>All operators by race ²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$250,000 to $499,999</td>
<td>555</td>
<td>American Indian or Alaska Native</td>
<td></td>
<td>324</td>
</tr>
<tr>
<td>$500,000 or more</td>
<td>395</td>
<td>Asian</td>
<td></td>
<td>26</td>
</tr>
<tr>
<td>Black or African American</td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Total farm production expenses ($1,000)</td>
<td>970,138</td>
<td>Native Hawaiian or Other Pacific Islander</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Average per farm ($)</td>
<td>87,645</td>
<td>White</td>
<td></td>
<td>17,600</td>
</tr>
<tr>
<td>More than one race</td>
<td></td>
<td></td>
<td></td>
<td>78</td>
</tr>
<tr>
<td>Net cash farm income of operation ($1,000)</td>
<td>275,712</td>
<td>All operators of Spanish, Hispanic, or Latino Origin ²</td>
<td></td>
<td>256</td>
</tr>
<tr>
<td>Average per farm ($)</td>
<td>24,909</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See "Census of Agriculture, Volume 1, Geographic Area Series" for complete footnotes, explanations, definitions, and methodology.

(D) Cannot be disclosed.

1 Universe is number of states in U.S. with item.
2 Data were collected for a maximum of three operators per farm.
Identify each major labor intensive crop activity in the previous year, indicating the months of heavy activity and the geographic area of prime activity.

With the exception of winter wheat, which is typically planted in September and early October, most Wyoming crop cycles begin in the spring and end in the fall, to coincide with favorable growing temperatures. This is based on information provided by USDA. Alfalfa, barley, oats, and spring wheat are planted in March and April. Sugar beets are typically planted in April. Corn planting occurs toward the end of the month and into May. Dry beans are also planted in May.

If moisture is adequate during the spring and summer, farmers may get as many as three alfalfa cuttings during the season, ending in September. Winter wheat is harvested in the summer. Barley, oats, beans, and corn are harvested in late summer and early fall, while sugar beets are harvested in October and early November.

With regard to livestock, lambing and calving begin in late March and extend into early May. Sheep and cattle, with their offspring, are moved to summer pastures typically by early June.

Wyoming’s barley production in 2010, at 75,000 acres, was down over 6.0 percent, compared to 2009, and 17.0 percent compared to 2008. In 2010, primary locations for barley were Park County (1,700,000 bushels), Big Horn County (1,614,000 bushels), and Washakie County (1,550,000 bushels), in the Big Horn Basin of northwest Wyoming. Lincoln County (359,000 bushels) and Fremont County (about 250,000 bushels), in western and central Wyoming, also produced significant amounts of barley, but the yield was much less than in the Big Horn Basin. Barley production is done by machines. Few agricultural workers are involved in the process.

In 2010, corn production for grain, at 90,000 acres, was the same as in 2009, but a little over 5.0 percent less than in 2008. Corn production for silage, at 30,000 acres in 2010, was down about 6.2 percent, compared to 2009, and 9.1 percent compared to 2008. By far, Wyoming’s largest producer of corn in 2010 was Goshen County, in the southeast part of the state. Corn production in Goshen County was 3,570,000 bushels. Laramie County was a distant second in corn production, at 800,000 bushels, followed by other counties in the southeast, which produced 710,000 bushels. Big Horn County (460,000 bushels) and Park County (210,000 bushels) were also significant producers of corn. Corn production occurs primarily by machine work. Herbicides are used to retard weed development.

Total dry bean production increased significantly in 2010, compared to the two preceding years. Acreage planted in 2010 was 49,000, which was up over 23.0 percent compared to 2009, and nearly 36.0 percent compared to 2008. The heaviest output of dry beans also occurred in Big Horn County (288,000 cwt.), followed by Park County (260,000 cwt.). Fremont County’s production of dry beans was a distant third, at 97,000 cwt. All other counties accounted for an estimated total of 54,000 cwt. Dry bean production is machine facilitated. Herbicides have been used in the production of dry beans in Wyoming, limiting the need for workers.

The number of Wyoming acres producing alfalfa hay, in 2010, was below the 2009 level by over 10.0 percent, but still exceeded the 2008 acreage by over 14.0 percent. Hay production (all types) occurred throughout Wyoming in 2010. Each of the 23 counties produced more than a million tons during the year, and thirteen counties produced more than 2 million tons. The total yield was heaviest in Big Horn County and Park County at 3.3 million tons, followed by Goshen County (3.2 million tons), Washakie County (3.1 million tons), Fremont County (2.7 million tons), and Sweetwater County (2.5 million tons) – in southwest Wyoming.
Hay farming has evolved to the point where most individual harvests are completed by one or two workers, using machinery that produces and hauls very large bales. Few operations still rely on workers to haul 60–80 pound bales, and fewer still free-stack their hay without baling it. As a result, the traditional need in this area for workers has greatly diminished over time.

Oat harvest figures showed an increase in acreage for 2010 compared to 2008, of 12.0 percent, but a decrease of 15.0 percent, compared to 2009. Total acreage planted in 2010 was 34,000. Production figures, by county, could not be located for 2010. However, based on earlier data, the greatest production usually occurs in Park County, followed by Laramie County, Platte County, Crook County (northeast), Fremont County, Campbell County (northeast), Big Horn County, Sheridan County (north), Lincoln County, and Natrona County (east central) which also harvest significant quantities of oats. Oats are machine produced.

Sugarbeet acreage in 2010 was down almost 6.0 percent, compared to 2009, but was still up 2.6 percent compared to 2008. Total acres planted in 2010 equaled 30,500. With regard to the harvest of sugarbeets, the largest production again occurred in the Big Horn Basin, where Park County (278,000 tons), Big Horn County (242,000 tons), and Washakie County (186,000 tons) led the state. A much lesser – yet significant quantity of sugarbeets was also harvested in Platte County (39,300 tons). Ironically, Goshen County – where sugar production occurs – has a lesser involvement in the production of sugarbeets.

Sugarbeet production was a reliable source of employment for MSFWs until about 2010. Producers began using herbicides to control weeds, which limited the work that had been available to the workers. As a result, employer feedback, through the outreach program, indicated there was a dwindling need for the workers seasonally. Those conditions have continued since the 2010–2011 time period.

Wheat farming in 2010, at 1,650,000 acres, increased over 2009 by 6.1 percent, and exceeded 2008’s acreage by about 1.2 percent. Winter wheat production occurred primarily in southeast Wyoming, particularly in Laramie County where the bushel yield was 2,930,000. Goshen County harvested 860,000 bushels, followed by Platte County at 253,000 bushels. Other significant counties that produced winter wheat were Crook County (168,000 bushels) and Campbell County (130,000 bushels) in northeast Wyoming. Most wheat farming is done by machines.

(ii) A review of the previous year’s MSFW activity in the state.

Estimate the agricultural labor employed in each of the crops identified in item (i) above. Estimate the number of MSFWs involved in each, and indicate crop areas that experienced labor shortages.

DWS checked a number of sources, in an attempt to obtain data about labor involvement and labor shortages in Wyoming agriculture. These included USDA, Wyoming Farm Bureau, the Wyoming Department of Agriculture, the Wyoming Agricultural Economics Department at the University of Wyoming, county Agricultural Extension Offices, Motivation Education and Training (MET) – the WIA Section 167 NFJP grantee in the state, and DWS’ own Research and Planning Division, which produces data for the Bureau of Labor Statistics, etc. No data were found that would enable DWS to reliably estimate MSFWs involved in the production of individual crops and potential or realized labor shortages. USDA, in its 5-year census, does provide data showing the number of MSFWs working in each county. Possibly, that data could
be used to extrapolate outcomes, such as the two that are requested here. However, the most recent census data is for 2007. Since then, the state has experienced wider use of herbicides, which have reduced the need for labor in the production of Wyoming crops, making the census data unreliable in that area. The next census data, for 2012, won’t be available until 2014.

DWS will continue to work with partner organizations to identify MSFWs and to provide needed services to them. Also, it will continue to seek meaningful data that would enable the agency to understand those needs. The State of Wyoming is not designated by ETA as a Significant State, for MSFW purposes. Also, none of Wyoming’s local One-Stop centers are designated as Significant Local Offices. Estimates of the number of migrant and seasonal farmworkers (MSFW) in the state have been consistently low.

(iii) **A projected level of agricultural activity in the state for the coming year.**

*Identify any changes from last year’s crop activities as described in item (ii) above.*

DWS receives requests from agricultural employers to post job orders. For the coming year DWS does not expect that agricultural activity will change much from what it has been in recent years. Recent years of drought could have a negative effect on activity, reducing yields, which would have a corresponding effect on the need for workers. It is anticipated that agricultural employers will continue using herbicides to control weeds for selected crops, which will negatively affect opportunities for MSFW.

With regard to long-term forecasts, the Wyoming Department of Agriculture indicates that farms and ranches are declining and that the average age of farmers and ranchers is increasing. However, agriculture is still an essential part of Wyoming’s culture and lifestyle. The Research and Planning Division of the Wyoming Department of Workforce Services estimates there will be some job growth in Wyoming’s Agriculture, Forestry, Fishing, and Hunting sector over the next 10 years. It is projected that the sector will grow approximately 25 jobs per year.

(iv) **A projected number of MSFWs in the state for the coming year, which must take into account data supplied by WIA 167 National Farmworker Jobs Program (NFJP) grantees, other MSFW organizations, employer organizations and federal and/or state agency data sources such as the U.S. Department of Agriculture and the Employment and Training Administration.**

The State Monitor Advocate contacted Wyoming’s WIA 167 NFJP grantee, Motivation, Education, and Training (MET), and other organizations regarding the number of MSFW who have been in Wyoming in recent years, and who are projected to be in the state during PY 2013. In addition to MET, Migrant Head Start, Migrant Health Program, USDA, Wyoming Department of Agriculture, and the University of Wyoming Agricultural Economics Office were contacted. Also, MSFW data in the Department of Workforce Services’ Wyoming at Work labor management system were researched.

No data on this subject were available from the Wyoming Department of Agriculture or the University of Wyoming. Data were available from the USDA, but only for 2007 and previous years. Department census data, which is produced every five years, won’t be available for 2012 until February 2014.
USDA census data from 2007 showed a total of 257 MSFWs throughout the state. However, a USDA representative confirmed DWS’ observation that MSFW numbers in the state have been decreasing since Wyoming employers began using herbicide-protected crops in about 2010.

MSFW data and outcomes are compiled by DWS’ Wyoming at Work System into a Migrant Indicators of Compliance (MIC) report. Because the MIC data come from the Wyoming at Work system, which is the same data source that is used to compile the Wagner-Peyser (W-P) reports, the MIC figures are the same as those that would be reported in the ETA 9002 series reports to the Employment and Training Administration.

The Wyoming at Work system reports that there were 13 migrant workers and 77 seasonal workers who registered in the system between July 2011 and June 2012. No migrant food processing registrants were reported. Criteria used in the system, to identify MSFWs, appear to be producing unrealistically high numbers. DWS is seeking to verify MSFW who are listed in the Wyoming at Work system.

MET was contacted regarding MSFWs who were served in PY 2011. No data have been provided, as of this time. However, in its report to the Employment and Training Administration, MET projected that it anticipated providing core services to 60 MSFWs in PY 2012 (07/01/12 through 06/30/13). MET’s MSFW definition differs from that used by DWS. Met is allowed to consider a two-year period when determining if a worker qualifies as a MSFW.

Data from the Migrant Head Start office seems to confirm the USDA input. In calendar year 2012, Migrant Head Start only served half a dozen MSFW families. Because of the small number served, the organization elected not to apply for a 2013 grant to serve MSFW.

Information obtained from the Torrington Middle School, in Goshen County, which holds a yearly summer school program for MSFW children, indicated that 16 students were served in 2012 and less than 25 students were served in 2011. The students could have been brothers and sisters, which would limit the actual number of families served. Also, in this case MSFW is defined according to definitions used by the Wyoming Department of Education, which are not the same as those used by the Department of Workforce Services and U.S. Department of Labor. For example, a person may be considered to be MSFW if the person has lived in the community for less than three years.

The Park County School District was also contacted regarding services to MSFW families. The district ceased having a summer school program for students from these families a few years ago.

In calendar year 2012, Wyoming’s Migrant Health Program served a total of 488 individuals from seasonal worker families, and 198 individuals from migrant worker families, for a total of 686 people. Services to the migrant family members occurred during the months of March 2012 through October 2012.

On the surface, it appears there is a considerable disparity between the Migrant Health data and that which was supplied from other sources. A brief explanation of this data would be helpful here. The Migrant Health totals do not represent distinct individuals. One individual may have been served multiple times, and probably was. Second, the Migrant Health Program served men, women, and children, some of whom would not be classified as a migrant or seasonal farmworker, per se. Also, MSFW family sizes have a tendency to be numerically large. One family served by the program contained 12 children, and it was common to have four or five
children in a family. As such, DWS feels it is realistic to estimate that the total individual MSFWs served was 100 or less.

Based on data from these combined sources, DWS projects there will not be more than 100 MSFW in the state during PY 2013, and probably less than this number, due to the use of herbicides, by local crop farmers, and farm machinery in the mass production of crops.

B. Outreach Activities. The proposed outreach activities must be designed to meet the needs of the MSFWs in the state and to locate and to contact MSFWs who are not being reached by the normal intake activities conducted by the local offices.

The plan for the proposed outreach activities must include:

(i) Numerical goals for the number of MSFWs to be contacted during the fiscal year by W-P staff. The number of MSFWs planned to be contacted by other agencies under cooperative arrangements during the fiscal year also should be included in the plan. These numerical goals must be based on the number of MSFWs estimated to be in the state in the coming year, taking into account the varying concentration of MSFWs during the seasons in each geographic area, the range of services needed in each area and the number of W-P and / or cooperating agency staff who will conduct outreach. (NOTE: The numerical goals that must be included in the agricultural outreach plan are in reference only to the proposed outreach activities and are not negotiated performance targets.)

DWS does not retain a full-time agricultural outreach worker, due to the lack of MSFWs who are believed to be in the state, even during summer crop-growing months. The Agency stopped doing that in 2011, when it was realized that significant numbers of workers were no longer coming to Wyoming. Agricultural outreach is now done from Wyoming’s workforce centers (American Job Center Network and One-Stop centers), by assigned workforce specialists, as part of their overall duties. As mentioned earlier in this plan, it is felt that Wyoming at Work system reports of MSFW are probably overstating the population. Efforts are being undertaken to improve the accuracy of the reports.

The Department recognizes there is still a trickle of MSFWs who come into the state seeking employment and training opportunities. Therefore, DWS will utilize a memorandum of understanding with MET, the NFJP grantee, to facilitate information sharing and coordination of services to MSFW. Also, the Department will continue to contact other organizations that are known to serve MSFW, including the Migrant Health Program, English as a Second Language (ESL) organization, and Wyoming’s school districts and schools. DWS will work with these organizations as much as possible, to identify MSFWs and reach out to the workers. The workforce specialists who are assigned to conduct MSFW outreach will, along with the State Monitor Advocate, be the individuals who will work with MET and other MSFW service providers.

It is difficult to set numerical goals for the number of MSFWs who will be contacted during the year, due to the circumstances mentioned in this plan. However, DWS feels that a goal of 35 is reasonable again this year, for the Department.
(ii) **Assessment of Available Resources.** The assessment of the resources available for outreach must include:

1. **The number of SWA staff positions the state will assign to outreach activities.** The assessment must indicate the full-time equivalent positions for each local office to which staff must be assigned, and the number of staff assigned to the state office for this purpose.

   The Department of Workforce Services does not plan to assign full-time agricultural outreach positions to any of its Workforce Centers, due to limited anticipated MSFWs in the state and planned budget cuts for the state fiscal year, beginning July 2013.

2. **Where the number of SWA staff positions assigned to outreach activities is less than in the prior year, please provide an explanation for the reduction and the expected effect of the reduction on direct outreach activities, as indicated in 20 CFR 653.107(h)(3)(i).**

   The number of SWA staff positions assigned to outreach activities has not changed from PY 2012 to PY 2013. DWS does not plan to have a full-time or seasonal outreach worker.

3. **Identify resources to be made available through existing cooperative agreements with public and private community service agencies and MSFW groups.** (States are encouraged to initiate cooperative agreements with WIA Section 167 NFJP grantees for outreach position).

   The Department of Workforce Services will coordinate with the WIA Section 167 NFJP grantee, MET, to identify MSFW needs, and to facilitate or provide intensive services and training services. This will be facilitated by a Memorandum of Understanding. Cooperative agreements are not anticipated with other public or private community service groups. Nevertheless, DWS does plan to engage other groups for the purpose of identifying and assisting MSFWs.

(iii) **The tools which will be used to conduct outreach contacts, including personal contact, printed matter, videotapes, slides, and / or cassette recordings.**

   DWS will employ printed materials and personal contacts through community opportunity fairs, and migrant health fairs, etc. to conduct outreach with workers and their families. It is anticipated that some contacts will also occur on employer premises. Technology will be used, as needed, in these efforts – based on operational capability.

C. **Services Provided to MSFWs through the American Job Center Network.**

   The plan must provide specific information on how core, intensive, and training services required under WIA Title I will be provided to MSFWs through the American Job Center (AJC) network (also referred to as the One-Stop Career Center system). States should provide information on how MSFWs will be provided staff-assisted services and how MSFWs will be served in an electronic environment in the AJCs and / or affiliate sites. States should consider how they will enable these AJC customers to advance their skills and be competitive in a local, regional and global economy.
Core workforce services will be offered to workers through the Wagner-Peyser (W-P) program. These may be received in person at the workforce centers. Also, W-P services are available electronically through the Wyoming at Work system. This system is available in Spanish.

In-person services will include assistance in registering for work in the Wyoming at Work system, resume preparation and repository, job matching, labor market information, skills testing, and career planning. Consideration, on a need basis, will be given to the provision of services to workers in the workplace. Priority of service for Veterans, which is enforced through federal and state policies, will be provided to MSFW.

Staff-assisted services, including WIA intensive services and training, are offered at the workforce centers. As needed, these will be taken to workers in their workplace too. The services are coordinated between programs, based on eligibility. Through the centers, workers will also have access to the full array of other services provided by DWS and its partners.

Core, intensive, training, and supportive services are also provided by MET and it is anticipated that the grantee will continue to provide these services to MSFW during the year. MET also has its clients register in Wyoming at Work, and refers the workers to DWS, according to the needs of the workers. DWS will coordinate with MET in the provision of services.

D. Services Provided to Agricultural Employers through the American Job Center Network. The plan must describe efforts that will be taken to provide services to agricultural employers in states with an adequate supply of U.S. workers and in those states where a shortage of workers is anticipated. The services provided to agricultural employers can be incorporated into the section of the WIA / W-P plan on serving employers in general.

The Department’s workforce centers have contact with agricultural employers and provide services to them, including job order preparation, job matching, and employer seminars. Although it is anticipated that there will continue to be a reduced demand for MSFWs in Wyoming, due to the use of herbicides, DWS will work with crop growers to ascertain and fulfill their needs for workers.

Employers who participate in the H-2A Temporary Agricultural Program also have direct contact with DWS and the State Monitor Advocate, or else through their agents. It is anticipated that this contact will continue through the plan period.

E. Data Analysis.

(i) Previous year’s history (based on Program Year (PY) 2011 data:

Number of agricultural job orders and openings received;

DWS processed 283 agricultural job orders for Wyoming employers, and 127 agricultural orders for interstate employers, during PY 2011. Of these totals, 87 of the Wyoming orders and 112 of the interstate job orders were for H-2A. The combined positions offered through H-2A and non-H-2A job orders were 1040.

Number of agricultural job orders filled;
The PY 2011 job orders, mentioned above, offered a total of 1,040 positions. DWS was able to make 85 placements for those positions.

**Percent filled:**
Of the positions available through PY 2011 agricultural job orders, 8.2 percent were filled (1,040 divided by 85).

**Number of interstate clearance orders received; and**
A total of 127 interstate job orders were received from other states and processed in the Wyoming at Work system, during PY 2011. Of this number, 112 were H-2A.

**Number of interstate clearance orders initiated.**
All H-2A job orders initiated in Wyoming were also sent to labor supply states for entry into their systems. It is believed that no non-H-2A agricultural job orders were sent to other states for recruitment.

(ii) **Plan for upcoming year (based on estimated data):**

**Number of agricultural job orders expected to be received;**
DWS anticipates that agricultural demand for workers will remain constant in PY 2013, with possibly even a small amount of growth. Therefore, the Department plans to establish approximately 400–425 agricultural job orders.

**Number of agricultural job orders projected to be filled;**
DWS will seek to increase the number of agricultural job orders filled in PY 2013. It is currently working with Geographic Solutions regarding reporting capabilities in the Wyoming at Work System, which will enable the Department to better track performance for this outcome. The Department understands that this will be challenging to accomplish, especially given the high number of H-2A job orders in the mix. H-2A employers have exhibited a tendency to want to employ foreign workers who have worked for them in past years. DWS is aware of this situation and is working with employers, their agents, and job applicants to assure that domestic workers have opportunity to be employed.

**Percent to be filled;**
DWS projects that an outcome of 15–20 percent is potentially achievable for PY 2013. DWS proposes to monitor referral outcomes more closely, as well as increase coordination with employers in the recruitment of workers, to facilitate accomplishment of the goal.
Estimated number of interstate clearance orders the state will receive; and

Interstate clearance orders from other states are primarily H-2A requests, the majority of which come from Montana. A few orders have also been received from Washington, Utah, Colorado, Nebraska, and Oregon. Based on recent activity, Wyoming estimates that it will receive about 150–175 of these orders during PY 2013.

Estimated number of interstate clearance orders the state will initiate.

DWS has not initiated agricultural interstate clearance orders in recent years, other than for H-2A purposes. Therefore, it has no reliable history on which to base estimates for interstate recruitment on regular agricultural orders. However, DWS estimates that a high percentage of intrastate job orders could need to be posted with other labor supply states, because of the fact that less than 10 percent of all PY 2011 job orders were filled. Inasmuch as locally created non-H-2A job orders numbered 196 in PY 2011, it is estimated that Wyoming could expect the need to recruit interstate for at least 100–150 job orders, even with improved performance in PY 2013.

H-2A interstate job orders, from Wyoming to other labor supply states, initiated by DWS during PY 2012, are on track to equal the job orders that were initiated during PY 2011. Tallies for PY 2013 are expected to be similar.

F. Other Requirements.

(i) State Monitor Advocate. The plan must contain a statement that indicates that the State Monitor Advocate has been afforded the opportunity to review and comment on the PY 2013 AOP.

The State Monitor Advocate position resides in the Employment and Training Division of the Wyoming Department of Workforce Services. This Agricultural Outreach Plan was prepared for the Department by the Monitor Advocate.

(ii) Review and Public Comment. The plan must provide information indicating that WIA Section 167 NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations, have been given an opportunity to comment on the state AOP. Include the list of organizations from which information and suggestions were solicited and any comments received and state responses to those suggestions.

The Wyoming Department of Workforce Services is observing the requirement to make the proposed plan available to the NFJP Grantee, public agencies, agricultural employer organizations, and other organizations expressing an interest in the plan. This is being done, as required, at least 45 days prior to the expected submission date of the plan to the Region IV Administrator, Employment and Training Administration, U.S. Department of Labor. A 30-day comment period is being provided to these parties.
STATE OF WYOMING INTEGRATED WORKFORCE PLAN
PROGRAM YEARS 2012 – 2016

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of Title I Grant Recipient Agency: Wyoming Department of Workforce Services
Address: 122 West 25th Street, Herschler Building 2-East, Cheyenne, Wyoming 82002
Telephone Number: 307-777-8650
Facsimile Number: 307-777-5857
E-mail Address: joan.evans@wyo.gov

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
____________________________________________________________________________________
____________________________________________________________________________________
Telephone Number: ____________________________________________________________________
Facsimile Number: ____________________________________________________________________
E-mail Address: ______________________________________________________________________

Name of WIA Title I signatory Official: Joan K. Evans, Director, WY Department of Workforce Services
Address: 122 West 25th Street, Herschler Building 2-East, Cheyenne, Wyoming 82002
Telephone Number: 307-777-8650
Facsimile Number: 307-777-5857
E-mail Address: joan.evans@wyo.gov

Name of WIA Title I Liaison: Michael Griffin, Deputy Administrator, Employment and Training Programs
Address: 122 West 25th Street, Herschler Building 2-East, Cheyenne, Wyoming 82002
Telephone Number: 307-777-8512
Facsimile Number: 307-777-5857
E-mail Address: michael.griffin@wyo.gov

Name of Wagner-Peyser Act Grant Recipient / State Employment Security Agency
Wyoming Department of Workforce Services
Address: 122 West 25th Street, Herschler Building 2-East, Cheyenne, Wyoming 82002
Telephone Number: 307-777-8650
Facsimile Number: 307-777-5857
E-mail Address: joan.evans@wyo.gov
Name and Title of State Employment Security Administrator (Signatory Official):  
Joan K. Evans, Director, WY Department of Workforce Services  
Address:  122 West 25th Street, Herschler Building 2-East, Cheyenne, Wyoming 82002  
Telephone Number:  307-777-8650  
Facsimile Number:  307-777-5857  
E-mail Address:  joan.evans@wyo.gov

As the Governor, I certify that for the State of Wyoming, the agency and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor ______________________________________________________________

Signature of Governor ___________________________ Date _____________________
In this update of Research & Planning’s portion the Wyoming Department of Workforce Services Integrated Workforce Plan, the demographics of the Wyoming population 18 years and older are initially discussed. Levels of education of by age group and race are discussed with the purpose of identifying possible job opportunities in conjunction with long-term employment projections. Analyzing demographics alongside projections allows R&P to identify opportunities to place job training participants (e.g. the Senior Community Service Employment Program (SCSEP) in gainful employment. Many factors must be considered including: Are job opportunities in a particular industry or occupation expected to be available in the near future either through net growth or replacement need? Are the wages low/high relative to other opportunities? What knowledge, skills, and abilities are necessary for these occupations?

As a reference point for the discussion of the average annual wage earned by occupation, the average annual wage across all occupations was $43,770 (Table 6). The median 2012 ACS median household income in Wyoming was $54,901 (U.S. Census Bureau). The most recent Occupational Employment Statistics wages (2013) were used to determine average annual wages.

Demographics of the Wyoming Population, Ages 18 and Older
The American Community Survey finds that as of 2012, the Wyoming population 18 years of age and older (i.e. a proxy for the possible labor force) was racially comprised of 92.2% white, 1.9% American Indian, 0.9% black, 0.8% Asian, and 4.1% other (Table 1 and Figure 1). By ethnicity, Wyoming’s population was 7.7% Hispanic and 92.3% non-Hispanic (Table 2).
Overall, 91.7% 1 of the Wyoming population 18 years of age and older had a high school diploma or a higher level of education (Table 3a). Among the Hispanic population, 20.3% had less than a high school education, while

1 30.6% with a high school diploma plus 61.1% with higher than a high school education results in the 91.7% percentage stated.
7.3% of non-Hispanics had not completed high school (Table 3b). Across racial makeup and age groups, 61.1% of Wyoming adults had greater than a high school education (Tables 3a and 4). There appears to be no clear-cut trends regarding age and level of education. The 55-64 age group demonstrated the highest percentage of the population with a high school degree or higher, at 95.7%. The 18-19 age group had the lowest of any age group (72.8%), however this is largely a function of the lack of opportunity (i.e. time) to have achieved higher levels of education. All age groups except for 18-19 year olds displayed that the majority of the population had more than a high school education. Among the two age groups eligible for the Senior Community Service Employment Program (SCSEP) (e.g. 55-64 and 65 and older), 90.8% of the population had a high school diploma or higher.

Long-Term Projections

Employment by Industry

Across industries, a net growth of 35,842 jobs is projected over the 2012-2022 time period. Mining is expected to remain a primary economic driver in the Wyoming economy. As of 2012, the mining sector provided 37.2% of Wyoming’s total gross state product (U.S. Bureau of Economic Analysis) and 9.9% of total employment (Table 5). Employment in this industry is expected to increase 4.0% (1,114 jobs). In terms of total job growth, health care and social assistance is expected to experience the highest growth (7,207 jobs), followed by construction (4,966), accommodation and food services (3,802), and educational services (3,046). In terms of percentage growth, the highest growth industries are expected to be real estate, rental, and leasing (31.0%) followed by professional, scientific, and technical services (24.8%) and management of companies and enterprises (24.2%).

Employment by Occupation

Across occupations, a net growth of 36,668 jobs is projected over the 2012-2022 time period. The following section discusses the top growth occupations across the levels of educational requirements and by level of educational attainment. Many of the jobs projected to have the highest levels of growth in new openings (16 of the top 20 growth occupations) require a high school degree or less (see Tables 6 and 7).

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1 Total employment from the occupation analysis is higher than the total employment in the industry analysis because self-employed and unpaid family workers are included in the occupation analysis.
**Educational Attainment: High School or Less**

Many of the jobs expected to increase the most in terms of number of new openings (16 of 20) require a high school degree or less. Retail salespersons are expected to experience the highest growth of any occupation regardless of education level (see Tables 6 and 7). Of the top ten growing occupations requiring a high school degree or less, first-line supervisors of construction trades and extraction workers ($65,890) and industrial machinery mechanics ($56,600) exhibit the highest average annual wages (see Table 6). Of the top ten growing occupations within this educational attainment level, combined food preparation and serving workings, including fast food earn the lowest annual wages ($18,220) on average.

**Educational Attainment: Some College or Certificate**

The demand for heavy and tractor-trailer truck drivers is expected to produce 82 annual growth openings and 113 annual replacement openings and pays a higher wage ($46,350) than the average wage across all occupations. Demand is also projected to be strong for nursing and teacher assistants with job growth of 3,380 and 3,306, respectively. Within the top ten growing occupations in this education classification, the occupation earning the highest average wage is first-line supervisors of production and operating workers ($72,660). This occupation is projected to have 27 openings annually (growth and replacement openings combined).

**Educational Attainment: Associate’s Degree**

Several occupations that generally are employed in the health care and social assistance industry are projected to show substantial growth within this education category. The demand for registered nurses and dental hygienists is expected to increase by 18.6% and 24.0%, respectively. These occupations along with the other occupations in this education category often employed in health care (e.g. respiratory therapists) all earn more than the overall average wage for all occupations.

**Educational Attainment: Bachelor’s Degree**

Job openings for general and operations managers, a relatively high wage position ($95,560 average annual wage) are projected to be 180 positions annually. Four teaching positioning are projected to have the highest growth in this education category. These positions (excluding substitute teachers) earn wages higher than the overall average wage.

**Educational Attainment: Master’s Degree**

The fastest growing occupations in this education category are dominated by occupations that tend to be employed in the health care, social assistance, and education industries. All of the top ten fastest growing occupations earn
higher than the overall average annual wage. Annual openings for all occupations at this level of education over the 2012-2022 time period are 177 (growth and replacement combined).

_Educational Attainment: Doctoral or Professional Degree_

As in the Master’s degree category, the top ten fastest growing occupations in this category are largely occupations that are employed in the health care, social assistance, and education industries. The exceptions are lawyers and veterinarians with average annual wages of $89,280 and $76,410, respectively.

It is important to note that while some occupations may not be projected to have a high level of net growth, job opportunities in these occupations are likely to become available due to replacement need. For example, while service unit operators (oil, gas, and mining) do not rank in the top ten occupations requiring a high school degree or less based on annual growth, this occupation ranks fifth across all occupations in terms of annual replacement need. This occupation also earns higher than the overall average wage at $50,000 annually. Please see for all occupational projections at: [http://doe.state.wy.us/lmi/projections/2014/long-term-occupational-2012-2022.htm](http://doe.state.wy.us/lmi/projections/2014/long-term-occupational-2012-2022.htm).

_An Example of How the Age Characteristics of Those Employed in an Occupation Affect Replacement Need: SOC Code 25-2000 Preschool, Primary, Secondary, and Special Education School Teachers_ Using Wyoming Department of Education data for the 2013/14 school year, Research & Planning was able to examine the age distribution of teachers and estimate the number of teachers exiting the profession and therefore replacement need.

Teachers are used in this example due to:

- Availability of the necessary demographic data
- Teachers constitute a substantial portion of the labor market (approximately 7,712 teachers in the 2013/14 school year).
- Employment in the education sector has been relatively stable over time and is expected to increase over the 2012-2022 time period.

Figure 2 displays the age distribution of teachers in the 2013/2014 school year. 20.4% of teachers in Wyoming during that school year were 55 years of age and older. This percentage has stayed approximately the same since the 2008/09 school year. The age distribution within this occupation will drive the replacement need for teachers as current teachers retire (i.e. actual and projected exits in Table 8). Projected exits are analogous to replacement need (assuming the number of teachers needed is not expected to decline). Table 8 shows that projected exits are expected to increase within the 55 and older age group through 2017/18. This replacement need in conjunction with the expected growth in the number of new teaching positions needed (Table 6) results in strong demand for new teachers over the next decade.
Knowledge, Skills, and Abilities³ Requirements of the Top 20 Growth Occupations, 2012-2022 While the previous section described occupational projections in terms of educational attainment, this section briefly discusses the knowledge, skills, and abilities workers must possess to adequately perform the duties associated with these occupations. Table 7 shows the total growth, average annual wage, educational requirement, and the knowledge, skills, and abilities (KSA) for Wyoming's Top 20 Projected Growth Occupations, 2012-2012. Identifying the educational requirements and the knowledge, skills, and abilities necessary to perform a particular occupation is essential to ensuring employment training participant/occupation compatibility. For example, if a potential trainee has impaired vision that cannot be adequately corrected then job training as a heavy/tractor-trailer truck driver is not tenable.

Skill gaps that can be closed can also be identified. For example if a participant possesses all the abilities required for an occupation except for oral expression then public speaking classes may provide a solution.

Conclusions
Examining the demographics of the Wyoming labor force (e.g. age and educational attainment level) and the long term projections for employment by industry and occupation provides insight into the possible job openings that may provide gainful employment for job training participants. Examining the necessary education level and the knowledge, skills, and abilities required for these occupations enables those involved with job training programs to identify occupations that fit a participant’s capabilities and to identify any potential skill gaps that can be rectified with these job training programs.

³ O*NET Online defines knowledge, skills, and abilities as:
Knowledge: Organized sets of principles and facts applying in general domains
Skills: Developed capacities that facilitate learning or the more rapid acquisition of knowledge
Abilities: Enduring attributes of the individual that influence performance
O*NET Online data descriptors can be found at: http://www.onetonline.org/find/descriptor/

Sources


Table 1: Wyoming Population Age 18 and Older by Race, 2012

<table>
<thead>
<tr>
<th>Race</th>
<th>N</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>White</td>
<td>400,060</td>
<td>92.2</td>
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<tr>
<td>Black</td>
<td>3,936</td>
<td>0.9</td>
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<td>American Indian</td>
<td>8,320</td>
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<tr>
<td>Asian</td>
<td>3,632</td>
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<td>Other</td>
<td>17,926</td>
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<td>Total</td>
<td>433,874</td>
<td>100.0</td>
</tr>
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Source: American Community Survey (3-year data), U.S. Census Bureau

Figure 1: Wyoming Population Age 18 and Older by Race, 2012

Source: American Community Survey (3-year data), U.S. Census Bureau
Table 2: Wyoming’s Hispanic and Non-Hispanic Population, 2012 (Age 18+)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Non-Hispanic</td>
<td>400,380</td>
<td>92.3</td>
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<td>Hispanic</td>
<td>33,494</td>
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<td>433,874</td>
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</table>

Source: American Community Survey (3-year data), U.S. Census Bureau

Table 3a: Highest Level of Education in Wyoming by Race, 2012 (Age 18+)

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>Black</th>
<th>American Indian</th>
<th>Asian</th>
<th>Other</th>
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<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Less than High School</td>
<td>30,682</td>
<td>7.7</td>
<td>372</td>
<td>9.5</td>
<td>1,751</td>
<td>21.0</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>121,750</td>
<td>30.4</td>
<td>1,884</td>
<td>47.9</td>
<td>2,451</td>
<td>29.5</td>
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<tr>
<td>More than High School</td>
<td>247,628</td>
<td>61.9</td>
<td>1,680</td>
<td>42.7</td>
<td>4,118</td>
<td>49.5</td>
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<tr>
<td>Total</td>
<td>400,060</td>
<td>100.0</td>
<td>3,936</td>
<td>100.0</td>
<td>8,320</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: American Community Survey (3-year data), U.S. Census Bureau

Table 3b: Level of Education by Hispanic and Non-Hispanic, Wyoming 2012 (Age 18+)

<table>
<thead>
<tr>
<th></th>
<th>Non-Hispanic</th>
<th>Hispanic</th>
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<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
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<tr>
<td>Less than High School</td>
<td>29,096</td>
<td>7.3</td>
<td>6,801</td>
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<tr>
<td>High School Diploma</td>
<td>121,273</td>
<td>30.3</td>
<td>11,595</td>
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<td>More than High School</td>
<td>250,011</td>
<td>62.4</td>
<td>15,098</td>
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<tr>
<td>Total</td>
<td>400,380</td>
<td>100.0</td>
<td>33,494</td>
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Source: American Community Survey (3-year data), U.S. Census Bureau
Table 4: Highest Level of Education in Wyoming by Age Group, 2012 (Age 18+)

<table>
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<tr>
<th>Age Group</th>
<th>Less than High School</th>
<th>High School Diploma</th>
<th>More than High School</th>
<th>Total</th>
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<tbody>
<tr>
<td>18-19</td>
<td>4,304 (27.2%)</td>
<td>4,691 (29.7%)</td>
<td>6,818 (43.1%)</td>
<td>15,813 (100.0%)</td>
</tr>
<tr>
<td>20-24</td>
<td>3,341 (7.9%)</td>
<td>13,538 (32.1%)</td>
<td>25,320 (60.0%)</td>
<td>42,199 (100.0%)</td>
</tr>
<tr>
<td>25-34</td>
<td>5,255 (6.7%)</td>
<td>21,360 (27.1%)</td>
<td>52,293 (66.3%)</td>
<td>78,908 (100.0%)</td>
</tr>
<tr>
<td>35-44</td>
<td>3,871 (5.8%)</td>
<td>18,913 (28.1%)</td>
<td>44,491 (66.1%)</td>
<td>67,275 (100.0%)</td>
</tr>
<tr>
<td>45-54</td>
<td>5,508 (6.8%)</td>
<td>26,028 (32.1%)</td>
<td>49,617 (61.1%)</td>
<td>81,153 (100.0%)</td>
</tr>
<tr>
<td>55-64</td>
<td>3,278 (4.3%)</td>
<td>21,798 (28.6%)</td>
<td>51,080 (67.1%)</td>
<td>76,156 (100.0%)</td>
</tr>
<tr>
<td>65+</td>
<td>10,340 (14.3%)</td>
<td>26,540 (36.7%)</td>
<td>35,490 (49.0%)</td>
<td>433,874 (100.0%)</td>
</tr>
</tbody>
</table>

Source: American Community Survey (3-year data), U.S. Census Bureau

Table 5. Long-Term Industry Projections for Wyoming, 2012 to 2022

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>Employment 2012</th>
<th>Employment % of 2012 Total</th>
<th>Employment 2022 (Projected)</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>2,663</td>
<td>1.0%</td>
<td>2,932</td>
<td>269</td>
</tr>
<tr>
<td>Mining</td>
<td>27,688</td>
<td>9.9%</td>
<td>28,802</td>
<td>1,114</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,633</td>
<td>0.9%</td>
<td>2,718</td>
<td>85</td>
</tr>
<tr>
<td>Construction</td>
<td>21,543</td>
<td>7.7%</td>
<td>26,509</td>
<td>4,966</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9,358</td>
<td>3.4%</td>
<td>10,285</td>
<td>927</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>9,216</td>
<td>3.3%</td>
<td>10,788</td>
<td>1,572</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>29,519</td>
<td>10.6%</td>
<td>32,464</td>
<td>2,945</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>10,881</td>
<td>3.9%</td>
<td>12,215</td>
<td>1,334</td>
</tr>
<tr>
<td>Information</td>
<td>4,543</td>
<td>1.6%</td>
<td>4,726</td>
<td>183</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>6,716</td>
<td>2.4%</td>
<td>7,153</td>
<td>437</td>
</tr>
<tr>
<td>Real Estate &amp; Rental &amp; Leasing</td>
<td>4,148</td>
<td>1.5%</td>
<td>5,433</td>
<td>1,285</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>9,438</td>
<td>3.4%</td>
<td>11,774</td>
<td>2,336</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>954</td>
<td>0.3%</td>
<td>1,185</td>
<td>231</td>
</tr>
<tr>
<td>Administration &amp; Support &amp; Waste Management &amp; Remediation Services</td>
<td>7,988</td>
<td>2.9%</td>
<td>9,680</td>
<td>1,692</td>
</tr>
<tr>
<td>Educational Services</td>
<td>28,243</td>
<td>10.1%</td>
<td>31,289</td>
<td>3,046</td>
</tr>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>33,957</td>
<td>12.2%</td>
<td>41,164</td>
<td>7,207</td>
</tr>
<tr>
<td>Arts, Entertainment &amp; Recreation</td>
<td>4,580</td>
<td>1.6%</td>
<td>5,384</td>
<td>804</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>31,184</td>
<td>11.2%</td>
<td>34,986</td>
<td>3,802</td>
</tr>
<tr>
<td>Other Services</td>
<td>8,931</td>
<td>3.2%</td>
<td>9,614</td>
<td>683</td>
</tr>
<tr>
<td>Government, Excluding, Education, Hospitals, &amp; Post Office</td>
<td>24,406</td>
<td>8.8%</td>
<td>25,330</td>
<td>924</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>278,589</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>314,431</strong></td>
<td><strong>35,842</strong></td>
</tr>
</tbody>
</table>

Source: Research & Planning, Wyoming DWS
### Table 6. Top 10 Occupations by Projected Growth for Each Level of Educational Requirement in Wyoming, 2012 to 2022

<table>
<thead>
<tr>
<th>soccode</th>
<th>soctitle</th>
<th>Employment</th>
<th>Annual Openings</th>
<th>Average Annual Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>00-0000</td>
<td>Total, All Occupations</td>
<td>300,015</td>
<td>336,683</td>
<td>36,668</td>
</tr>
<tr>
<td>41-2031</td>
<td>Retail Salespersons</td>
<td>8,421</td>
<td>9,474</td>
<td>1,053</td>
</tr>
<tr>
<td>35-3021</td>
<td>Combined Food Preparation and Serving Workers, Including Fast Food</td>
<td>5,604</td>
<td>6,555</td>
<td>951</td>
</tr>
<tr>
<td>39-9021</td>
<td>Personal Care Aides</td>
<td>2,099</td>
<td>2,908</td>
<td>809</td>
</tr>
<tr>
<td>47-2031</td>
<td>Carpenters</td>
<td>3,908</td>
<td>4,706</td>
<td>798</td>
</tr>
<tr>
<td>49-9041</td>
<td>Industrial Machinery Mechanics</td>
<td>2,407</td>
<td>3,115</td>
<td>708</td>
</tr>
<tr>
<td>43-3031</td>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td>4,718</td>
<td>5,396</td>
<td>678</td>
</tr>
<tr>
<td>47-2061</td>
<td>Construction Laborers</td>
<td>3,907</td>
<td>4,567</td>
<td>660</td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>4,787</td>
<td>5,412</td>
<td>625</td>
</tr>
<tr>
<td>47-1011</td>
<td>First-Line Supervisors of Construction Trades and Extraction Workers</td>
<td>3,743</td>
<td>4,323</td>
<td>580</td>
</tr>
<tr>
<td>37-2011</td>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>4,456</td>
<td>4,992</td>
<td>536</td>
</tr>
<tr>
<td>37-2011</td>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>4,456</td>
<td>4,992</td>
<td>536</td>
</tr>
<tr>
<td>53-3032</td>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>7,081</td>
<td>7,901</td>
<td>820</td>
</tr>
<tr>
<td>31-1014</td>
<td>Nursing Assistants</td>
<td>3,380</td>
<td>3,928</td>
<td>548</td>
</tr>
<tr>
<td>25-9041</td>
<td>Teacher Assistants</td>
<td>3,306</td>
<td>3,610</td>
<td>304</td>
</tr>
<tr>
<td>49-9021</td>
<td>Heating, Air Conditioning, and Refrigeration Mechanics and Installers</td>
<td>583</td>
<td>733</td>
<td>150</td>
</tr>
<tr>
<td>31-9092</td>
<td>Medical Assistants</td>
<td>655</td>
<td>792</td>
<td>137</td>
</tr>
<tr>
<td>29-2061</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>795</td>
<td>925</td>
<td>130</td>
</tr>
<tr>
<td>29-2041</td>
<td>Emergency Medical Technicians and Technologists</td>
<td>626</td>
<td>737</td>
<td>111</td>
</tr>
<tr>
<td>15-1151</td>
<td>Computer User Support Specialists</td>
<td>600</td>
<td>713</td>
<td>113</td>
</tr>
<tr>
<td>31-9091</td>
<td>Dental Assistants</td>
<td>595</td>
<td>691</td>
<td>96</td>
</tr>
<tr>
<td>51-1011</td>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>1,351</td>
<td>1,428</td>
<td>77</td>
</tr>
<tr>
<td>51-1011</td>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>1,351</td>
<td>1,428</td>
<td>77</td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>4,738</td>
<td>5,619</td>
<td>881</td>
</tr>
<tr>
<td>29-2021</td>
<td>Dental Hygienists</td>
<td>441</td>
<td>547</td>
<td>106</td>
</tr>
<tr>
<td>29-2012</td>
<td>Medical and Clinical Laboratory Technicians</td>
<td>307</td>
<td>393</td>
<td>86</td>
</tr>
<tr>
<td>29-2056</td>
<td>Veterinary Technologists and Technicians</td>
<td>250</td>
<td>337</td>
<td>87</td>
</tr>
<tr>
<td>29-2034</td>
<td>Radiologic Technologists</td>
<td>416</td>
<td>496</td>
<td>80</td>
</tr>
</tbody>
</table>
Table 6. Top 10 Occupations by Projected Growth for Each Level of Educational Requirement in Wyoming, 2012 to 2022

<table>
<thead>
<tr>
<th>Soccode</th>
<th>soctitle</th>
<th>Employment</th>
<th>Annual Openings</th>
<th>Average Annual Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2012 (Actual)</td>
<td>2022 (Projected)</td>
<td>Percent Change</td>
</tr>
<tr>
<td><strong>Bachelor's Degree</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-1021</td>
<td>General and Operations Managers</td>
<td>5,352</td>
<td>6,153</td>
<td>801</td>
</tr>
<tr>
<td>25-2021</td>
<td>Elementary School Teachers, Except Special Education</td>
<td>2,649</td>
<td>3,031</td>
<td>382</td>
</tr>
<tr>
<td>25-3098</td>
<td>Substitute Teachers</td>
<td>3,029</td>
<td>3,299</td>
<td>270</td>
</tr>
<tr>
<td>13-2011</td>
<td>Accountants and Auditors</td>
<td>1,887</td>
<td>2,161</td>
<td>274</td>
</tr>
<tr>
<td>17-2051</td>
<td>Civil Engineers</td>
<td>864</td>
<td>1,037</td>
<td>173</td>
</tr>
<tr>
<td>11-9111</td>
<td>Medical and Health Services Managers</td>
<td>757</td>
<td>902</td>
<td>145</td>
</tr>
<tr>
<td>25-2031</td>
<td>Secondary School Teachers, Except Special and Career/Technical Education</td>
<td>1,867</td>
<td>2,008</td>
<td>141</td>
</tr>
<tr>
<td>25-2022</td>
<td>Middle School Teachers, Except Special and Career/Technical Education</td>
<td>1,002</td>
<td>1,145</td>
<td>143</td>
</tr>
<tr>
<td>13-1111</td>
<td>Management Analysts</td>
<td>365</td>
<td>481</td>
<td>116</td>
</tr>
<tr>
<td>17-2171</td>
<td>Petroleum Engineers</td>
<td>547</td>
<td>654</td>
<td>107</td>
</tr>
<tr>
<td><strong>Total, All Occupations</strong></td>
<td></td>
<td>41,177</td>
<td>46,416</td>
<td>5,239</td>
</tr>
<tr>
<td><strong>Master's Degree</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-1012</td>
<td>Educational, Guidance, School, and Vocational Counselors</td>
<td>687</td>
<td>777</td>
<td>90</td>
</tr>
<tr>
<td>21-1014</td>
<td>Mental Health Counselors</td>
<td>352</td>
<td>444</td>
<td>92</td>
</tr>
<tr>
<td>29-1122</td>
<td>Occupational Therapists</td>
<td>267</td>
<td>337</td>
<td>70</td>
</tr>
<tr>
<td>29-1171</td>
<td>Nurse Practitioners</td>
<td>191</td>
<td>248</td>
<td>57</td>
</tr>
<tr>
<td>29-1071</td>
<td>Physician Assistants</td>
<td>195</td>
<td>259</td>
<td>64</td>
</tr>
<tr>
<td>25-1072</td>
<td>Nursing Instructors and Teachers,</td>
<td>131</td>
<td>181</td>
<td>50</td>
</tr>
<tr>
<td>25-4021</td>
<td>Librarians</td>
<td>495</td>
<td>534</td>
<td>39</td>
</tr>
<tr>
<td>25-9031</td>
<td>Instructional Coordinators</td>
<td>301</td>
<td>340</td>
<td>39</td>
</tr>
<tr>
<td>21-1015</td>
<td>Rehabilitation Counselors</td>
<td>284</td>
<td>321</td>
<td>37</td>
</tr>
<tr>
<td>21-1022</td>
<td>Healthcare Social Workers</td>
<td>164</td>
<td>200</td>
<td>36</td>
</tr>
<tr>
<td>Occupation</td>
<td>Doctoral or Professional Degree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>---------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29-1123  Physical Therapists</td>
<td>434 570 136 31.3 14 11 78,990</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23-1011  Lawyers</td>
<td>1,046 1,174 128 12.2 13 17 89,280</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-1199  Postsecondary Teachers, All Other</td>
<td>363 418 55 15.2 6 6 63,690</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-1071  Health Specialties Teachers, Postsecondary</td>
<td>119 166 47 39.5 5 2 76,760</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29-1069  Physicians and Surgeons, All Other</td>
<td>336 387 51 15.2 5 8 227,160</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29-1051  Pharmacists</td>
<td>533 583 50 9.4 5 13 113,120</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29-1131  Veterinarians</td>
<td>226 262 36 15.9 4 7 76,410</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29-1181  Audiologists</td>
<td>75 103 28 37.3 3 2 72,680</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19-3031  Clinical, Counseling, and School Psychologists</td>
<td>322 356 34 10.6 3 9 68,110</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-1042  Biological Science Teachers, Postsecondary</td>
<td>123 149 26 21.1 3 2 75,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total, All Occupations</td>
<td>5,951 6,834 883 89 124</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research & Planning, Wyoming DWS

Figure 2. Age Distribution of Teachers Working in Wyoming, 2013/14 School Year
Table 7. Actual and Projected Number of Exits of Teachers of Retirement Age in Wyoming, 2008/09 to 2017/18.

<table>
<thead>
<tr>
<th>Year</th>
<th>Ages 55+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008\09</td>
<td>191</td>
</tr>
<tr>
<td>2009\10</td>
<td>230</td>
</tr>
<tr>
<td>Actual</td>
<td>261</td>
</tr>
<tr>
<td>2010\11</td>
<td>276</td>
</tr>
<tr>
<td>Exits</td>
<td>296</td>
</tr>
<tr>
<td>2011\12</td>
<td></td>
</tr>
<tr>
<td>2012\13</td>
<td></td>
</tr>
<tr>
<td>2013\14</td>
<td>298</td>
</tr>
<tr>
<td>2014\15</td>
<td>312</td>
</tr>
<tr>
<td>Projected</td>
<td>326</td>
</tr>
<tr>
<td>Exits</td>
<td>354</td>
</tr>
<tr>
<td>2016\17</td>
<td></td>
</tr>
<tr>
<td>2017\18</td>
<td></td>
</tr>
</tbody>
</table>

Source: Wyoming Department of Education 602 data

Table 7. Growth, Average Annual Wage, Educational Requirement, and Top 5 Knowledge, Skills, and Abilities (KSA) for Wyoming’s Top 20 Projected Growth

<table>
<thead>
<tr>
<th>Growth SOC Rank</th>
<th>Code</th>
<th>Occupation</th>
<th>Total Growth</th>
<th>Average Annual Wage</th>
<th>Education</th>
<th>KSA Rank</th>
<th>Knowledge</th>
<th>Skills</th>
<th>Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 41-2031</td>
<td>41-2031</td>
<td>Retail Salespersons</td>
<td>1053</td>
<td>$26,480 High School or Less</td>
<td></td>
<td>1</td>
<td>Customer and Personal Service</td>
<td>Persuasion</td>
<td>Oral Comprehension</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>Sales and Marketing</td>
<td>Speaking</td>
<td>Speech Clarity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>English Language</td>
<td>Service Orientation</td>
<td>Speech Recognition</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>Mathematics</td>
<td>Negotiation</td>
<td>Near Vision</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 35-3021</td>
<td>35-3021</td>
<td>Combined Food Preparation and Serving Workers, Including Fast Food</td>
<td>951</td>
<td>$18,220 High School or Less</td>
<td></td>
<td>1</td>
<td>Customer and Personal Service</td>
<td>Persuasion</td>
<td>Oral Comprehension</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>Sales and Marketing</td>
<td>Speaking</td>
<td>Speech Clarity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>English Language</td>
<td>Service Orientation</td>
<td>Speech Recognition</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>Mathematics</td>
<td>Negotiation</td>
<td>Near Vision</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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Table 7. Growth, Average Annual Wage, Educational Requirement, and Top 5 Knowledge, Skills, and Abilities (KSA) for Wyoming's Top 20 Projected Growth

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<th>Growth SOC Rank</th>
<th>Code</th>
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</table>

**Table 7. Growth, Average Annual Wage, Educational Requirement, and Top 5 Knowledge, Skills, and Abilities (KSA) for Wyoming's Top 20 Projected Growth**

<table>
<thead>
<tr>
<th>Growth SOC Rank</th>
<th>Code</th>
<th>Occupation</th>
<th>Total Growth</th>
<th>Average Annual Wage</th>
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<th>KSA Rank</th>
<th>KSA Knowledge</th>
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Research & Planning, Wyoming DWS
O*NET Online