

# Department of Workforce Services

---

## Mission and philosophy

**Vision:** The vision of the Department of Workforce Services is to link human and economic development for Wyoming's future.

**Mission** The Department of Workforce Services will deliver comprehensive and effective services that build a workforce and promote economic development to meet the changing demands of Wyoming's diverse businesses, citizens and economy.

## Results of outcomes

The Department of Workforce Services provides employment and training related services to our customers statewide through our Workforce Centers, Vocational Rehabilitation Offices, through technology via the web based Wyoming Job Network System (WJN) and through training and education programs administered from Cheyenne. Our customers include job seekers, employers and customers seeking training. The services offered by the DWS range from self-service options for those seeking work via the internet 24 hours per day from their home without coming to an office, to intensive services provided by counselors and career advisors working one on one with customers to training opportunities.

DWS continues the process of building a new department that focuses on workforce development, supports economic development and integrates employment and training related programs. Programs and staff have been realigned along functional lines rather than program funding silos.

In 2004 supervision of the Workforce Centers was moved from the Deputy Director to the Administrator of the Employment Services Division. Due to decreased federal funds and increased operating costs the Quality Assurance Division was eliminated. The Business Training and Outreach Division continues to provide support and oversight to statewide programs. The Employment Services Division provides state-level program and policy support for the programs offered through the statewide Workforce Centers. The Division of Vocational Rehabilitation continues to focus on providing services and meeting the needs of individuals with disabilities. The Administration and Support Division provides agency-wide support in fiscal, human resources and information technology.

### General information

Kathy C. Emmons, Director

### Agency contact

Margo LaHiff  
Herschler Building, 2nd Floor East  
Cheyenne, WY 82002  
mlahif@state.wy.us  
307/777-8728

### Other locations

Cheyenne DWS Administrative offices  
Herschler Building, 1st and 2nd Floor East  
Cheyenne, WY 82002

Casper Administrative office  
100 West Midwest St.  
Casper, WY 82601

### Statewide locations

See division reports

### Year established

2002

### Statutory references

HEA 47-HB101

### Organizational structure

**Executive Level:** Executive Staff

**Administration and Support Division:** Fiscal Unit, Human Resources Unit, IT Unit, Facilities support

**Business Training and Outreach Division:** Senior Employment Unit, Adult Basic Education/GED Unit, Workforce Development Training Fund, TANF/ETSS Unit, Communication Unit, Employer Services

#### **Employment Services:**

Six regions - 19 local Workforce Centers  
Program and policy administrative activities, Labor Exchange programs, Training programs

**Quality Assurance Division:** Program review and continuous improvement activities

#### **Vocational Rehabilitation**

Five regions - 15 local Vocational Rehabilitation Offices  
General Rehabilitation programs, Disability Determination program, Telephone Relay program and services

### Budget information

The Division of Vocational Rehabilitation is funded by a variety of sources including General Funds, Federal Funds, Agency Funds, Enterprise Funds and Special Revenue Funds. DVR anticipates that all of its current federal funding levels will continue into FY 2005-2006 except for the Supported Employment Sub-Program. National level changes in funding have led to a potential shortfall for this program. The shortfall is addressed in the DVR 2005-2006 Biennium exception budget.

## Strategic plan changes

The Department of Workforce Services was formalized July 1, 2002, with the transfer of staff and programs from the Department of Employment, the Department of Family Services, the Department of Health and the Community College Commission. A strategic plan was not submitted for the agency at that time. A strategic plan was prepared July 1, 2003, to outline performance requirements for the agency. Department staff participated in strategic planning preparation activities throughout 2004 to implement a new plan model in 2005.

## Executive Section

### Executive staff, Workforce Center Staff and Program Activities

The Director and staff of the Executive section provide leadership and oversight of all programs, staff, activities and responsibilities of the Department of Workforce Services (DWS). The unit also provides support to the Wyoming Workforce Development Council, the Wyoming Youth Workforce Council and various subcommittees.

The Regional Managers in both Employment Services and Vocational Rehabilitation divisions are responsible for the provision of services across Wyoming.

The primary programs for which the local program staff are responsible include: job placement through a public labor exchange program that matches job seekers, including Veterans and individuals with disabilities, with available job openings; training which operates informed customer-choice opportunities for specific training to enhance employability skills; business outreach to fill vacancies with a skilled workforce; other federally funded employment programs including alien labor certification, H2A housing inspections, services to migrant workers, and Work Opportunity Tax Credits.

Training services assist eligible persons to gain skills that will place them in employment, and in some cases, better paying employment than they currently enjoy. These functions have special additional services to veterans, persons with specific barriers to employment, and various other identified groups with special needs.

Wyoming's WIA training programs, ABE program and Carl Perkins program were recognized nationally for their achievement in outstanding performance. DWS administers the WIA training programs and ABE programs.

### Placements and Clients Served:

*FY2003 (DWS's initial year of operations)*

Individuals Registered .....	61,020
Veterans .....	5,156
Unemployment Insurance Claimants .....	13,262

Individuals Placed.....	32,912
Veterans.....	2,810
Unemployment Insurance Claimants .....	8,222

### Business Services:

Job Openings Received.....	29,793
Work Opportunity Tax Credit applications	2,133

### Training and additional services - Clients Served:

Adults.....	746
Youth .....	1040
Dislocated Workers .....	257
TAA .....	73

## TANF POWER Work program

This program is a part of the pay-after-performance system for low-income households with dependent children. The program provides employment directed services to participants who must engage in an employment-related activity. The POWER Work Program supports families and individuals in achieving their goals of self-sufficiency and self-responsibility through a combination of employment, child support and other appropriate resources.

Case managers engage clients in activities such as employability assessment and planning, job readiness training including decision making, personal budgeting, time management, job maintenance and other activities which lead to successful self-sufficient employment. Close communication is required between the DWS case manager and DFS Benefit Specialists to meet the federally required work participation rates. Failure to meet the participation rate would result in a loss of federal TANF funding. Wyoming has met the required rate and has also received a high performance bonus of \$1,089,072.00 for FFY01 and \$1,089,072.00 for FFY02, and \$877,787.00 for FFY03. The high performance bonus is based on job entry rate, employment retention rate and earnings gain rate. Other key partnering programs include Adult Basic Education and coordination with community colleges.

**Population Served:** Low income households with dependent children.

**Number Served:** The average number of POWER recipients served per month in FY04 was 626 representing 421 cases. The POWER Work Program served an average of 27 mandatory individuals per month in FY04. This program has a mission of developing skills for successful transition to self-sufficiency during the period they receive assistance from TANF POWER from the Department of Family Services.

## Food Stamp Employment and Training Program

The purpose of the Food Stamp Program is to boost the nutrition of low-income individuals and families by increasing their ability to buy food products. In FY02 the

value of the Food Stamp benefits brought \$21,215,629.00 into the Wyoming economy due to the sales through local grocery stores of food products, including those produced in Wyoming. Food Stamp benefits are distributed through the electronic benefit transfer process.

The Food Stamp Act of 1977, as amended, requires states to operate a Food Stamp Employment and Training Program (E&T). The E&T program is required for clients as a condition of eligibility to receive Food Stamp Benefits. The purpose of the E&T program is to provide recipients with the skills and opportunity to obtain and maintain employment and to increase earnings. The program provides clients with job seeking, interviewing, resume writing and job retention skills in a group setting, along with providing job leads. The E&T program served 1,133 clients in 2003.

The program operates in Laramie, Park, Sweetwater, Sheridan, Converse and Natrona counties, training slots from the private sector are contracted, which provides the employment, directed services and training. Active E&T job seekers are reimbursed \$15 per month for costs related to employment directed activities. In FY01, 29 percent or 332 of the 1,133 job seekers participating in E&T reported having become employed. This program will be coordinated in tandem with other appropriate DWS services. Federal Food Stamp E&T 100 percent funding for FFY03 was \$117,765.00 and for FFY04 will be \$137,839.00; it is anticipated that funding for future FFYs will remain relatively consistent.

**Population Served:** Food Stamp-eligible clients and food retailers statewide. Food Stamp Employment & Training (E&T) applicants and recipients in Laramie, Park, Sweetwater, Sheridan, Converse and Natrona counties

**Number Served:** Comparison of Average Number of Food Stamp Cases and Recipients by Fiscal Year.

Year.....	Cases .....	Recipients
1999.....	9380.....	24,944
2000.....	8933.....	22,845
2001 .....	9098.....	22,533
2002*.....	9,350.....	22,964
2003.....	10,255.....	25,710

\*the E&T portion of the Program transferred from DFS to DWS, same contractor retained.

## Employment Services Division

The Employment Services Division provides the state level program administration necessary to effectively operate the array of Federal programs that are provided in the Workforce Centers. The duties of the Employment

Services Division include ensuring the funding and reporting requirements are met for all programs, developing and implementing policies for successful delivery of program services, and oversight of programs for program compliance. Integration planning for service enhancement and the leveraging of resources continues as DWS evaluates opportunities for closer cooperation among programs and partners.

The Workforce Centers have been combined into regions and are located as follows:

Northwest: Cody, Riverton, Worland Satellite, Lander West: Evanston, Jackson, Rock Springs, Kemmerer and Afton

Central: Casper, Rawlins, Douglas

North central: Sheridan

Northeast: Gillette, Newcastle

Southeast: Cheyenne, Laramie, Torrington, Wheatland

## Community Services

### Wyoming Commission for National and Community Service

**Statutory authority:** National and Community Service Trust Act of 1993 (U.S.C. Title 42, Chapter 129) and State of Wyoming Executive Order 1994-2, as re-authorized by Wyoming Executive Order 1996-1.

The Commission for National and Community Service transitioned from the Department of Workforce Services into a non-profit organization, Serve Wyoming, Inc., in Casper, Wyoming. A new executive order was issued by Governor Freudenthal in January 2004 giving Serve Wyoming, Inc., authority to act as agent for the commission.

No positions were transferred with the commission responsibilities, and the only support provided is for fiscal functions until all grants are closed.

There were three AmeriCorps program grants awarded in FY 2004 which are still being provided fiscal support by the Department of Workforce Services. These grants will, however, be closed out December 31, 2004, and will complete the department's responsibility for all commission activities.

## Administration & Support Division, Fiscal, HR, IT, Facilities

The fiscal unit is responsible for providing accurate and timely accounting support to the staff and programs of DWS. In addition to supporting the procurement of goods and services, and processing the payment of all expenses of the agency, the fiscal unit completes the state and federal fiscal documents such as federal grant requests and

reports, monitors and processes the cash management activities of the agency, develops and tracks the indirect cost recovery plan, reports, cash draw down documents. To meet the Federal and state requirements, these activities require coordinating the input and processing of data on several computer applications, including the Wyoming Rehabilitation and Employment system (WYRES), the Wyoming Job Network system (WJN), the Federal Accounting and Reporting system (FARS) and the Wyoming Online Financial system (WOLFS) to generate the required payments and accounting data.

DWS is focusing on providing services effectively to our customers in a manner that overcomes program-funding silos. This commitment is reflected in the DWS organization structure, which is based on function rather than funding. However, the accounting processes must still accurately track expenses and revenue and allocate charges in this integrated operational environment.

The fiscal unit includes staff in the Cheyenne administrative office, with supervision of the fiscal staff in the Casper administrative office and close cooperation with the fiscal staff in DVR. The Administration and Support Division Administrator acts as the Chief Financial Officer.

## Human Resources Unit

As a strategic component of DWS, the HR staff develop and deliver innovative human resource programs and services designed to support the mission of the Agency. The HR unit's core services and competencies include recruitment and staffing, employee relations, organizational and employee development, compensation and benefits, payroll, HR information management, Equal Employment Opportunity activities and regulatory compliance.

Providing professional development opportunities to the staff of the new department is an important focus of the Human Resources unit.

## Information Technology

The IT unit contains the IT Manager, IT staff located in Casper and technical oversight of IT staff located in Cheyenne with the Division of Vocational Rehabilitation.

The IT Manager is responsible for the agency technology resources and meeting technology needs. The IT Manager provides the administrative and strategic oversight necessary for staff to support an agency wide technology environment including eighteen Vocational Rehabilitation offices and nineteen Workforce Centers, the Cheyenne Administrative office and the Casper Administrative office. The DWS IT scope includes client-server applications, web-based applications, help desk activities, maintaining and developing new applications and maintaining system and data security.

The IT Manager coordinates with the IT staff of the Department of Employment for hosting DWS on the DOE infrastructure from Casper.

# Business Training and Outreach Division

The Business Training & Outreach Division (BTO) provides both business training and outreach services to the State of Wyoming, either as a direct service provided by BTO staff or through our various program contract staff. BTO provides services through five major programs: General Educational Development Testing Program, Adult Basic Education Program, Senior Community Service Employment Program, Employment & Training for Self-Sufficiency Program and the Workforce Development Training Fund.

The General Educational Development (GED) Testing Program ensures high quality secure GED testing to adults who wish to earn high school equivalent credentials. The Department ensures that national standards are met through annual test site monitoring and appointment of GED examiners.

From July 1, 2003 to June 30, 2004, approximately 1,321 adults earned GED certificates in the State of Wyoming. The number of new certificates earned increases by 40 or 50 each year. Wyoming is the only state that does not charge a fee to issue certificates and transcripts. Wyoming's Adult Basic Education (ABE) and GED programs work well together and the average pass rate from July 1, 2002 to June 30, 2003 was 92 percent, considerably higher than the national average of 72 percent.

The GED Testing Service, the national organization governing the GED test, requires each GED examiner, approximately 60 throughout the state, to attend mandatory test security training each year. The state GED Coordinator must attend at least one national training conference each year and each GED Test Center is also monitored once per year.

The Adult Basic Education (ABE) Program strives to provide high quality adult basic education and English as a second language education. ABE services are provided throughout the state in partnership with the Community Colleges.

During the first nine months of the 2003-2004 program year, Wyoming's ABE program served approximately 4,600 students. Of the students who set a goal to achieve a GED, 66 percent attained that goal.

The purposes of the Senior Community Service Employment Program (SCSEP) are: to foster and promote useful part-time opportunities in community service activities for unemployed low-income persons who are 55 years of age and older and who have poor employment prospects; to further individual economic self-sufficiency; and to increase the number of older persons who benefit from unsubsidized employment in both the public and private sectors.

SCSEP provides direct services to seniors through Wyoming Senior Citizens, Inc., the program contractor.

The program provides recruitment, eligibility determination, orientation, assessment, community service assignment, employment plan development, training, supportive services, job search assistance and unsubsidized placement and follow-up. There are 65 enrollee slots available in six counties: Big Horn, Natrona, Fremont, Park, Hot Springs and Washakie. Services are provided in the remaining Wyoming counties through Experience Works, Inc. and the USDA Forest Service.

The U.S. Department of Labor recognized DWS' SCSEP as third in the nation in placing low-income older adults in unsubsidized employment in Program Year 2003. This program has been consistently in the top five in the nation in the last decade.

The Employment & Training for Self-Sufficiency (ETSS) program provides funding for grants that provide employment, training and education services through community based contractors to individuals in families with an income below 185 percent of the Federal Poverty Level. The 18 ETSS program contractors funded for FY 2002 through FY 2004 served 7,453 Wyoming residents through 25 statewide programs that provided needy families access to basic education, workforce preparedness and supportive services.

The Workforce Development Training Fund (WDTF) was created to provide funding to businesses to allow them to enhance employment opportunities and to meet the training needs of new and existing industries in the state. The Department recognizes that an educated, skilled workforce is vital for the economic growth of the State of Wyoming. The WDTF effectively supports the Agency's mission to deliver comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.

**Business Training Grants:** In the four months of operation in FY 2004, 239 contracts were written awarding a total of \$971,876. Employers who have benefited from the fund represent diverse occupations. Under new program rules instituted July 1, 2004, the new Business Training Grants program reopened with an improved application process and stronger program accountability.

**High-Demand/High-Growth Occupation Grants** In FY 2004, grants to training providers for programs to provide training for diverse occupations were obligated in the amount of \$761,863. The contracts written in FY 2004 will expire in late 2005. The High-Demand/High-Growth Occupation Grant Program will be reworked into the Pre-Hire Training Grant Program, with new rules and application procedure slated to reopen in the summer of 2005.

Administrative services to the public include reviewing applications, making grant and award decisions and contracting funds to businesses and training entities. WDTF administration also provides data and performance management, quality control and technical assistance and seeks to build partnerships that accomplish the purposes of the program.

## Quality Assurance Division

The Quality Assurance Division was originally established to provide both program and operational performance support. Due to decreased federal revenues and increased operational expenses in FY 2004, the Quality Assurance Division was eliminated in June 2004. All required state and federal monitoring requirements were picked up by existing program personnel.

## Vocational Rehabilitation Division

The Mission of the Division of Vocational Rehabilitation (DVR), through its three major programs and ten subprograms, is to advance opportunities for persons with disabilities in Wyoming to be employed and independent.

The Division of Vocational Rehabilitation (DVR), through its various programs and sub-programs, advances opportunities for persons with physical and mental disabilities in Wyoming to be employed and independent. For individuals with the most significant disabilities who are not readily employable, independent living services are provided to prepare them for living independently within their local communities. The division is responsible for three major programs:

1. Vocational Rehabilitation (VR)
2. Social Security Disability Determination Services (DDS)
3. Telecommunications Relay Service for the Communications Impaired (TRS)

To effectively administer its various programs and sub-programs, DVR incorporates the programs and sub-programs under one expense organization (0201) named DVR Administration. This method allows DVR maximum flexibility to meet federal match and maintenance of effort requirements.

### Vocational Rehabilitation Program

#### Clients Served:

Projected number of clients to be served in FY2005-2006: There are over 60,000 Wyoming citizens with some type of disability who may receive services either directly or indirectly through DVR's various programs and sub-programs.

**Note:** The estimated number of Wyoming citizens with disabilities is based on the following sources of information: The U.S. Census Bureau indicates that disabilities affect one-fifth of all persons or in excess of 55 million

Americans with 12.3 percent of the total population considered to have a significant disability. The Census 2000 established our State's population at 493,782, which using the national average calculates to be an estimated 60,735 Wyomingites with significant disabilities.

**Specific Activities:**

The Vocational Rehabilitation Program includes 68 full time positions and one part time position. An array of Vocational Rehabilitation services are provided to individuals who have an impairment that constitutes or results in a substantial impediment to employment and for which that individual can benefit in terms of an employment outcome from provision of services. General rehabilitation services are comprehensive and individualized per the 1998 Amendments of the Rehabilitation Act to allow individuals to:

- Live independently
- Enjoy self determination
- Make choices
- Contribute to society
- Pursue meaningful careers
- Participate fully in the economic, social, cultural and education mainstream of America

The Vocational Rehabilitation Program is DVR's largest program with nearly 79 percent of the program's funding provided by the U.S. Department of Education, Rehabilitation Services Administration. The Vocational Rehabilitation Program consists of ten (10) separate sub-programs as explained below:

**Sub-programs**

**General Rehabilitation - Basic Support Sub-Program:** This is the largest sub-program under the Vocational Rehabilitation Program. This sub-program is designed to assess, plan, develop, and provide vocational rehabilitation services for individuals with disabilities, consistent with their strengths, resources, priorities, concerns, abilities, capabilities and informed choice, so that such individuals may prepare for and engage in gainful employment. Core services are vocational rehabilitation counseling, guidance, job development, job placement and assistive technology. Other services are tailored to the vocational goal of each client and are identified on an individualized plan for employment (IPE) developed by the client and a qualified DVR counselor. Major services include evaluation, training, physical and mental health services, transportation, and maintenance. General Rehabilitation services are delivered through 15 permanent local offices and multiple itinerant offices. The DVR offices are staffed by 28 counselors and 19 assistants, with 5 regional managers located in the 5 service regions of the Department of Workforce Services. In this sub-program, each state dollar is matched with nearly four federal dollars.

The performance goals for FY2005-2006 include serving 4,250 clients per year, rehabilitating 734 eligible clients

per year, and rehabilitating 450 eligible persons with significant disabilities per year. (Note: These 450 persons are included in the 734 eligible clients rehabilitated each year).

**General Rehabilitation – Basic Support Sub-Program Accomplishments for FY 2003:**

Number of clients served .....4,180  
 Number of eligible clients rehabilitated (employed) 731

**Note:** The number of eligible persons with significant disabilities who have been rehabilitated are included in the number of eligible clients who have been rehabilitated. Likewise, the number of eligible clients who have been rehabilitated are included in the number of clients served.

**Vocational Rehabilitation/Workers' Compensation (VR/WC) Match Sub-Program** serves clients who meet the eligibility requirements of the Workers' Compensation program as well as DVR's federally funded vocational rehabilitation program. In this sub-program, each dollar provided by the Workers' Compensation fund will be matched with nearly four federal dollars.

**Vocational Rehabilitation/Workers' Compensation (VR/WC) State Only Sub-Program** serves eligible Workers' Compensation recipients who do not meet the eligibility requirements of the federally funded vocational rehabilitation program but who still want to pursue a vocational rehabilitation employment outcome.

**Social Security Reimbursement Sub-Program** provides vocational rehabilitation agencies like DVR with a payment for successful rehabilitations of clients with significant disabilities who were Supplemental Security Income (SSI) and Social Security Disability Income (SSDI) beneficiaries.

**Supported Employment Services Sub-Program** increases community integration, independence and productivity of persons with the most significant disabilities, thereby reducing substantially their dependence on public support.

**Independent Living Part B Sub-Program** provides comprehensive services for independent living designed to meet the current and future needs of individuals whose disabilities are so severe that they do not presently have the potential for employment, but may benefit from vocational rehabilitation services which will enable them to live and function independently.

**Independent Living Chapter 2 Sub-Program** provides services to individuals age 55 or older whose severe visual impairment makes competitive employment extremely difficult to obtain but for whom independent living goals are feasible.

**Business Enterprise Sub-Program (BEP)** promotes small business opportunities and training for people with disabilities to be employed.

**Administration Sub-Program** program provides personnel administration, fiscal services and management support to all operations and sub-programs of DVR.

**In-Service Training Sub-Program** enhances General Rehabilitation staff members' capabilities to serve persons with disabilities .

## Social Security Disability Determination Services Program

### **Clients Served:**

The clients served under this program are claimants who apply for benefits under the Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) programs.

### **Specific Activities:**

With a staff of 20 full time positions, the Social Security Disability Determination Services (DDS) Program makes decisions of disability and blindness on initial, reconsideration and continuing eligibility cases under both the Social Security Disability Insurance (Title II) and Supplemental Security Income (Title XVI) programs of the Social Security Act. Disability decisions comply with federal regulations as mandated by the Social Security Administration. These regulations contain performance standards and other administrative requirements and procedures relating to the Disability Determination function. The DDS function includes obtaining medical, psychological, and vocational evidence from the applicant and from his or her medical treatment sources, and where necessary, arranging for one or more examination(s) of the applicant by specialists.

Performance Goals for FY2005-2006 include processing approximately 5,872 claims per year, achieving initial claims accuracy of not less than 95.1 percent per year, and processing initial claims within 85.9 days for Title II and 87.3 days for Title XVI.

## Telecommunications Relay Service for the Communications Impaired Program

### **Clients Served:**

Clients served under this program are individuals with communication impairments such as deafness, hard of hearing, and speech impairments.

### **Specific Activities:**

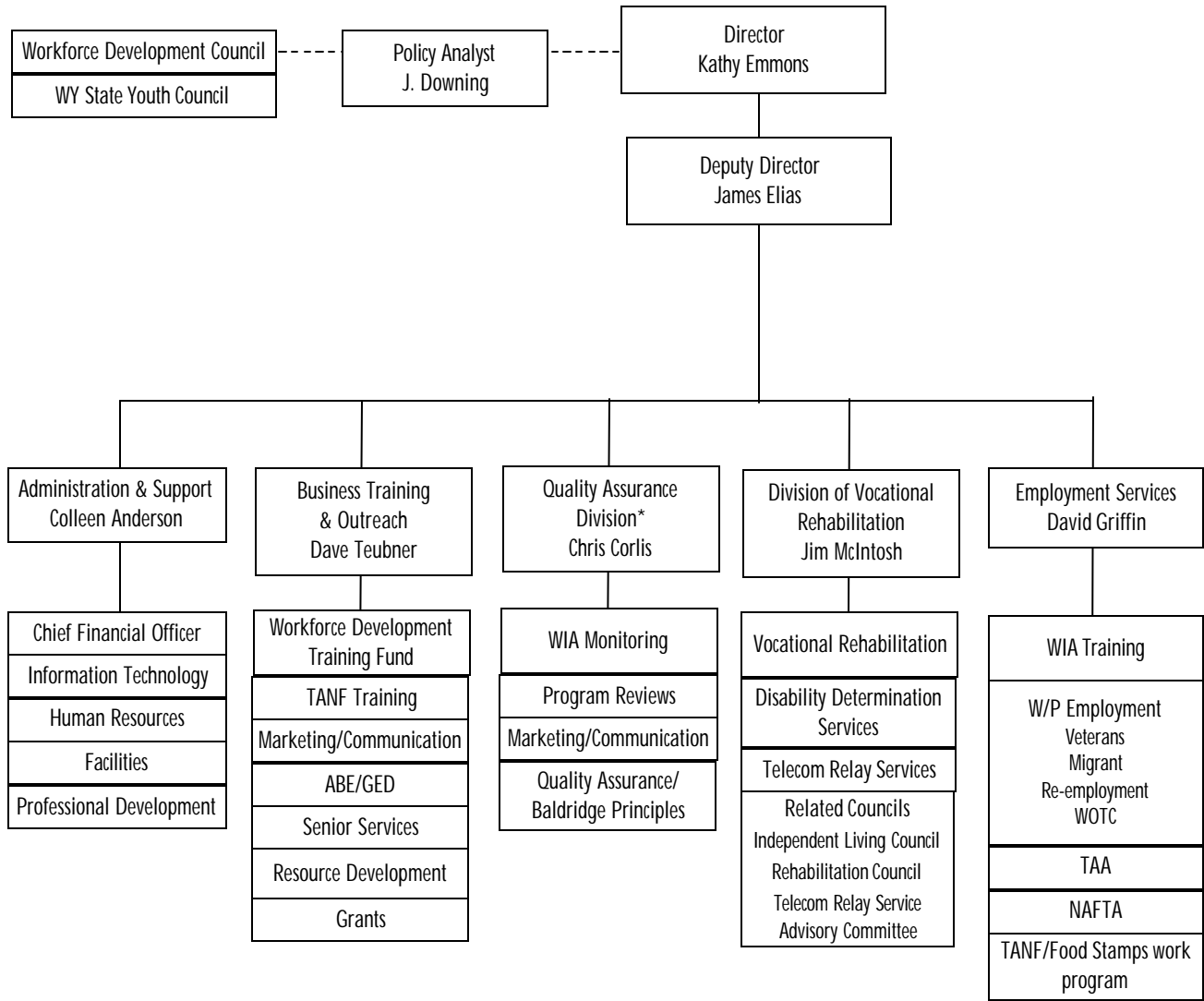
The federally mandated Telecommunications Relay Service for the Communications Impaired Program provides a statewide, 24 hours per day, 7 days per week, telecommunications relay service for persons who are deaf, hard of hearing or speech impaired. It gives communications impaired people access to telephone use through a relay system, using operators at a central location, to relay messages back and forth from a communications impaired person to a non-communications impaired person. Electronic devices are used to transmit typed messages by phone lines. These devices resemble a typewriter, and are typically referred to as text telephones (TTYs). The relay system portion of this program is operated through a contractual arrangement with Sprint and is certified by the Federal Communications Commission. With a staff of one

full time position and two half time positions, this program also distributes TTYs and other communication equipment free of charge to individuals with disabilities who meet a financial needs test.

### **TRS Program Accomplishments for FY 2003:**

Number of inbound relay calls transmitted.....40,501  
Number of outbound relay calls transmitted..52,194

# Department of Workforce Services organization chart



\*Division eliminated June 2004