

Wyoming Department of Workforce Services

Workforce Investment Act Title I Wagner Peyser Modified Program Year 2009 Strategic Plan

June 2009



Two Years of the Strategic Five-Year State/Local Plan for title I of the Workforce Investment Act of 1998 and the Wagner Peyser Act

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I. State Vision

- I. *Describe the Governor's vision for a statewide workforce investment system. Provide a **summary** articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)*

Governor Freudenthal has a clear vision to grow, strengthen and diversify Wyoming's economy and industry base. The Governor has committed to the Department of Workforce Services, the Department of Employment, the Department of Education, the University of Wyoming, Wyoming's community college system and the Wyoming Business Council to collaborate in creating new jobs that pay a livable wage for Wyoming's citizens; and to produce a skilled and productive workforce for Wyoming's businesses to succeed in a competitive global economy.

A. *State's Economic Development Goals*

What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

Wyoming's energy driven economy continues to be negatively impacted by low energy prices. Wyoming's natural resources and mining sector continued to shed jobs and from March 2009 to April 2009, employment in this sector decreased by 800 jobs, or 2.9%. Over the year (April 2008 to April 2009), Wyoming employment decreased by 2,200 jobs, or 0.8%. Employment numbers fell in construction, natural resources and mining, professional and business services, retail trade, leisure and hospitality, and manufacturing. Job gains were seen in government (including public schools, colleges, and hospitals), educational and health services, wholesale trade, and transportation and utilities.

Wyoming has encountered drastic growth and decline over the past decades based upon the energy sector, and has developed economic development goals around diversification, while at the same time supporting this sector and the diversification opportunities that exist within it. Efforts to create more diversification in the state's economy include executive and legislative support of technology, manufacturing and green energy (wind) sectors, as well as traditional sectors.

As a lead in economic development, the Wyoming Business Council was established as a quasi-government agency. This group has developed or maintained a wide variety of strategies around the diversification goal. A few of these strategies are served through the following initiatives:

Business Ready Communities: During the 2003 session, Wyoming legislators created the Business Ready Community Grant and Loan Program to promote economic development at the city, town and county level by financing publicly owned infrastructure to serve current and future economic development needs. The statute, W.S. 9-12-601, allows for funding of economic and educational development infrastructure including: purchase of land, buildings, facilities, telecommunications infrastructure,

rights of way, airports, sewer and water projects, roads, landscaping, recreational facilities, and convention facilities. Once an application is submitted, the Wyoming Business Council Board reviews it and makes a recommendation to the State Loan and Investment Board, which has final approval.

Since 2003, the Business Ready Community Grant & Loan Program has awarded \$113,154,907 in grants (as of February 2008).

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 postsecondary education within the State of Wyoming. The program consists of 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.

During the 2006-2007 academic year 1,858 students benefited from this program.

2008 Legislative Session (Budget Session)

- Through the budget bill, the legislature created a Community College Taskforce to review and evaluate the existing community college system and in conjunction with the statewide college system strategic plan develop recommendations:
 - Conducts a statewide study on the current capacity level of the college system based upon established student population projections and projected state academic and workforce needs and provide estimates on recommended future capacity needs;
 - Allocate programming to meet the needs of students in the most cost effective manner;
 - Address the needs of industry in the development of a trained and skilled workforce; and
 - Create a seamless educational system from k-12 to post-secondary education.

The Community College Taskforce includes representatives of the House and Senate Education Committee, the community college system, Department of Workforce Services, industry, and the public.

- SF0085 Healthcare Reform – Pilot Project was introduced. SF0085 proposed a small pilot project to help Wyoming working families get health insurance support they need to get and stay healthier, get better jobs and move away from state-supported assistance programs. The intent of this unique health insurance program was to address the underlying cost issues of health insurance instead of an expansion of coverage. The bill proposed that participants in Department of Workforce Services' training programs would be given priority. While under the provisions of this legislation. The bill received unanimous support in the Senate, but ultimately failed in House committee.

2009 Legislative Session (General Session)

- SF0024 Healthcare Reform – Demonstration Project, proposed at SF0085 in previous legislative session was again introduced as SF0024. As in the previous session, the measure received substantial support in the Senate but was voted down in the full House.
- SF0099 Career and Technical Training Grants, to be administered by the Department of Workforce Services, was introduced as a measure to establish a career and technical training grant program to enhance the skills of Wyoming’s workforce based on current, projected or emerging labor shortages in the Wyoming economy. The bill received great support in the Senate before failing in the House.
- HB0301 Wyoming Industry Partnership Act was introduced by the Joint Minerals, Business and Economic Development Committee to advance sector based solutions within Wyoming. The measure received great support during the legislative session. Although ultimately not funded, the Wyoming Workforce Development Council has proceeded with the release of funds to support these partnerships with funding provided by the American Recovery and Reinvestment Act.

B. Governor’s Vision for Maximizing Workforce Investment to Ensure Skilled Workforce Given that a skilled workforce is a key to the economic success of every business, what is the Governor’s vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State’s cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State’s business and industry? (§112(a) and (b)(4)(A-C).)

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 has a vision to link human and economic development for Wyoming’s future.

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

The Wyoming Workforce Development Council's (WWDC) works to bring business, labor, and the public sector 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 WWDC’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 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 foster lifelong learning among Wyoming's citizens; and
- 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 to nurture healthy economic development.

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.

*C. Governor's Vision on Continuum of Education and Training to Support Workforce
Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)*

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

The mission of the Wyoming P-16 Education Council is to guide the development of a seamless statewide system of education in which all levels of education coordinate, communicate, and educate as one system rather than several. Specifically, The P-16 Council seeks to aid the continuous, coordinated evaluation and improvement of five related P-16 system components: academic standards, curricula, assessments, instructional quality, and system accountability.

In relation to the Wyoming P-16 Education Council, Governor Dave Freudenthal stated, “This council will enhance the dialogue that has been ongoing in various education circles by bringing all the key players into a more formal setting. Frankly, I'm pleased that several representatives from the business community are included. The private sector needs to have a seat at the table as we continue to look for ways to strengthen education and enhance the ties between our schools and workforce development.”

Priority Items of the P-16 Council

1. Encourage high school students to take courses that are more rigorous as a way to better prepare students for college. While the Hathaway Success Curriculum would seem to fill that role, the P-16 Council prefers to ratchet up coursework even further (an effort known as “Hathaway Plus”). For example, the Council would prefer a higher-level math course in the senior year (as opposed to any math course the student chooses under Hathaway) and 3 1/2 years of social studies (up from three). Students who take the Hathaway Plus curriculum could be eligible for federal scholarships and grants beyond Hathaway scholarship money.
2. Full implementation of the Wyoming Transcripts Center, which will track students and their coursework from grade school through college. This data system is key to fulfilling the reporting requirements in the Hathaway legislation, providing better information for policymakers. For example, it will point out which schools, school districts or classes may have shortcomings. Likewise, it will highlight successful schools that can be held up as models for lower-performing institutions. It will also offer a better understanding on such things as dual enrollment, in which students are concurrently enrolled in a high school and a college course, and getting credit at both levels.
3. Common course taxonomy --- ensuring that each school district is teaching the same material in classes that have the same names. This will fall in line with Wyoming Department of Education’s next effort to revise K-12 standards, a process that must, by law, be done every five years.

The Wyoming P-16 Education Council membership representation includes:

- Rollin Abernethy, Associate Provost for Academic Affairs, University of Wyoming
- Rob Black, Department of Workforce Services
- Clark Burden, Executive Director, Wyoming Child and Family Development
- Michael Ceballos, President, Qwest Wyoming
- Hank Coe, Senator, Co-Chair, Joint Education Committee of the Wyoming Legislature
- Bernadine Craft, Representative, Joint Education Committee of the Wyoming Legislature
- Carol Kirkwood, Teacher, Laramie High School
- Audrey Kleinsasser, Director, Wyoming School-University Partnership
- Dr. Karla Leach, President, Western Wyoming Community College, represents the Office of the Governor
- Jim Lowham, Deputy Director of Planning of the Wyoming School Facilities Commission
- Bernie Schnorenberg, Teacher, Sundance High School
- Joe Simpson, Deputy Superintendent, Department of Education
- Bill Sniffin, President and CEO, Wyoming Inc.
- Kathryn Valido, President, Wyoming Education Association
- Charlie Ware, Businessman, Cheyenne

Wyoming’s seven community colleges successfully served more than 24,000 students during the 2007-08 academic years. The most common goal was to earn an associate’s degree or transfer to another institution; other important goals included earning a certificate, upgrading current or developing new job skills, and personal enrichment.

The American Recovery and Reinvestment Act of 2009 (ARRA), also known as the Recovery Act, will have a significant impact on Wyoming. As Wyoming and the nation face the most difficult economic circumstances in decades, this bill, represents effort to jumpstart the economy and to save or create millions of jobs so the nation can not only survive but thrive in the 21st century.

The Governor, Wyoming Workforce Development Council and Department of Workforce Services understands 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 have not been enough to combat the unique problems faced in this state. To this end the WWDC, through its share of ARRA funds, has released a request 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 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.
- 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 Wyoming Workforce Development Council and Department of Workforce Services have released request for proposals to support initiatives that advance alternative and renewable energy training and support economically disadvantaged individuals in reaching self-sufficiency.

D. Governor's Vision to Gather Key Players in Workforce Development

What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

As mentioned above, Governor Freudenthal has been involved in efforts to include and engage key players in workforce development. The Governor and legislature have commissioned a series of studies and initiatives that will more precisely determine the skills needed in the state's job market, and subsequently to continue the progress Wyoming has made in aligning educational curriculum to the demands of the current job market. As well, several business leaders continue to identify needs to DWS, the education system, and other key agencies. This 'Grow Your Own' strategy is a part of the solution.

E. Governor's Vision Ensuring Youth Opportunities for Development and Career Goals

What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112(b)(18)(A).)

The Governor believes youth are the key to Wyoming's future. He remains committed to providing career opportunities to the state's youth that will allow them to remain in Wyoming in a career they enjoy, while providing a wage which allows their family to grow and prosper. The

Governor is committed to the following youth-focused programs that allow for the development of their career goals. With the additional Recovery Act resources this vision can be expanded to include a more specific Summer Youth Program. In addition to the Summer Youth Program Recovery Act funds will be used to provide eligible youth with the full range of WIA services as appropriate.

Career Planning:

- DWS has 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.
- DWS has 19 offices statewide that are well equipped with resource rooms that have computers with resume writing software, various books and videos on resume writing and interviewing, college catalogs, typing and spelling tests, and other resource materials.
- DWS has spearheaded the Wyoming Career Readiness Certificate Initiative. Launched in July 2008, the Career Readiness Certification Initiative is a statewide program designed to foster economic and workforce development in the state of Wyoming. The Career Readiness Certificate, powered by WorkKeys®, a product of ACT, Inc., is a nationally-recognized credential which denotes that the holder possesses the fundamental skills required to achieve success in the workplace and become a productive, valuable employee.
 - There are three levels of certification: gold, silver, and bronze. The level of certificate earned depends on the recipient's scores on the WorkKeys® exam. WorkKeys® is a cognitive assessment which measures a tester's skill levels in the three key areas which have been found to be critical for workplace success: Reading for Information, Locating Information and Applied Mathematics. These three tests make up the core assessment for career readiness certification. Testing sites have been set up throughout Wyoming.
 - The Career Readiness Certification Initiative is a joint partnership between the following entities: The Governor's Office, Wyoming Community Colleges, Wyoming Department of Education, Wyoming Department of Corrections and the Wyoming Department of Workforce Services.
 - As of June 15, 2009, 767 Wyoming Career Readiness Certificates have been issued. More information relating to the Wyoming Career Readiness Certificates can be found at <http://wyomingworkforce.org/crc/>.

DWS has trained staff at the local workforce centers statewide that can meet with youth to assist in determining career goals, appropriateness of job training for individual youth, and/or if the individual youth needs additional education. Additionally, a state wide system of referral and resources is in place to provide:

- 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 for adults, 16 years of age and up, in basic literacy: 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 age 18 and over.
- Referral at Wyoming's community colleges, the University of Wyoming, and vocational preparation programs.

Children and Family Initiative:

The Wyoming Children and Families Initiative is the result of an act adopted by the Wyoming Legislature and signed by Governor Freudenthal in March 2004. The Children and Families Initiative specifically 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 Employment, 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 faith-based organizations and not-for-profit organizations expressing an interest in participating in the development of the plan) in the development of a comprehensive plan to improve the lives and futures of all children and families in Wyoming.

This initiative and resulting plan led to three priorities for the Governor:

- 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, which would be modeled after community drug courts, which allow judges to be proactive in assigning counseling, treatment and education rather than just reacting and locking people up.

Wyoming Workforce Development Council – Youth Council: The Wyoming Workforce Development Council – Youth Council members are from business, education, community-based organizations, parents, youth and government. Under the Workforce Investment Act of 1998 (WIA), the following is a brief summary of the duties that were assigned to the Youth Council:

- 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, and
- Make recommendations with regard to the coordination of workforce development and youth development activities and services which eliminate duplication and increase efficiency.

Summer Youth Program: Through the use of Recovery Act funds, there is now a Summer Youth Program. This program is designed to give Wyoming's youth an opportunity to receive

specific work experience relevant to their career goals. This program is set to run May 1, 2009 through March 31, 2010 as requested in the attached waiver. Please see Attachment E for the waiver. Approximately 70% of the Recover Act youth funds are targeted towards the summer employment opportunities that may be combined with educational activities. Below are some of the activities the state is focusing on:

- Provide wages for summer work experiences so that significantly increased numbers of low income youth have the opportunity to earn and learn over the summer months.
- Expose young people to the workplace, enhance academic skills and increases marketable skills to help make informed career choices.
- Provide career guidance, coaching and support for low income youth in all areas which include: employment, postsecondary education and training, and alternative education.
- Provide expanded basic academic and computer skills tutoring and remediation to more youth to prepare them for successful transition to post-secondary education, occupational training and apprenticeships.

II. State Workforce Investment Priorities

II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)

Governor Freudenthal 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. This leads to efforts from a wide array of key partners in assuring that potential and existing workers continually develop and refine those skills for success in employment. The second priority is to assure that key partners have strong leadership and adequate resources to address needs as identified. This priority leads to strong success of the various partners in delivering qualified workers. The third priority is establishing quality of life standards. This helps to assure that families can enjoy a safe, wholesome, and full life in Wyoming.

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 which include:

- Identify the training needs of current and future businesses, including skill gaps critical to competitiveness and innovation.
- Facilitate companies to come together to aggregate training and education needs and achieve economies of scale.
- Help educational and training institutions to align curriculum and programs to industry demand, particularly for higher skill occupations.

- Facilitate bringing employers together to address the challenges of connecting youth to careers.
- 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.
- Identification of barriers to entry level employment for workers and strategies to remediate those barriers.
- Develop career ladders and lattices within and across companies, enabling workers to improve skills to advance into higher skill, higher wage jobs.
- Develop new industry credentials that give companies confidence in the skills of new hires and workers more mobility and earning potential across firms.
- Promote communication networks between firms, managers and workers to promote 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.

One of the greatest impacts of the change in economy on the Governor’s ability to achieve his vision for the workforce system has been the effect on the state budget. Agencies have been ask for contingency budgets including cuts of up to 15% at the same time there is an increased number of industry job losses that bring a significantly larger number of job seekers into the facilities putting a strain the staff.

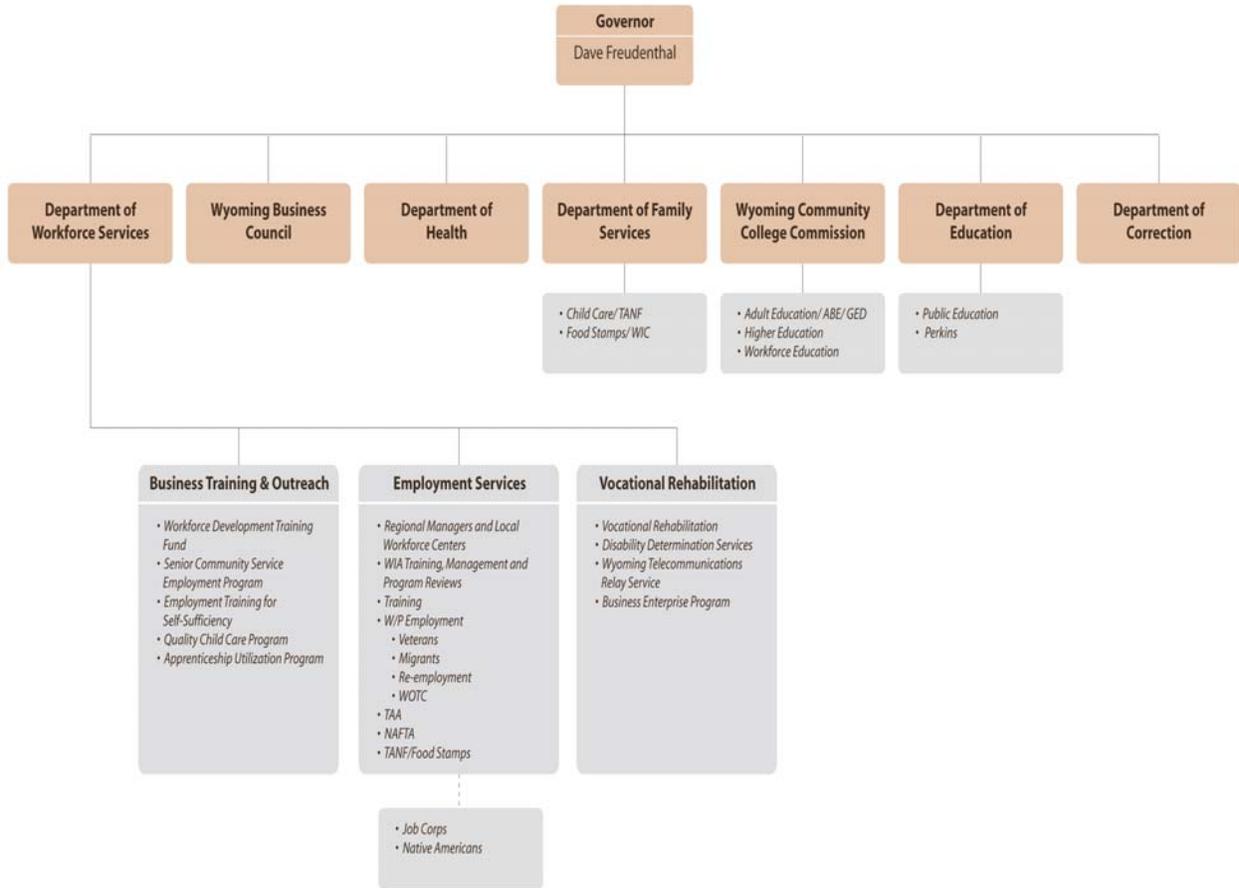
The Recovery Act can assist in some of the above planned areas of investment in the workforce system.

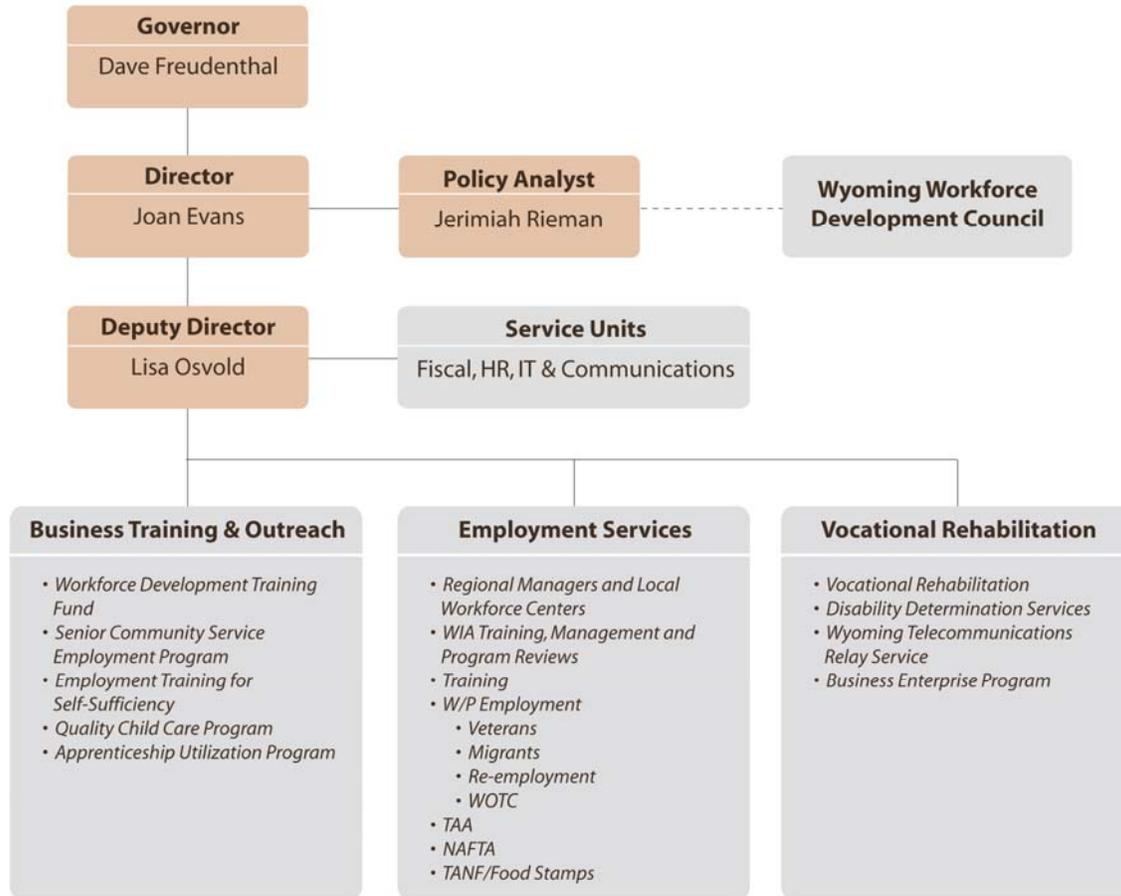
III State Governance Structure

III. State Governance Structure (§112(b)(8)(A).)

A. Organization of State agencies in relation to the Governor:

- 1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.*





2. *In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.*

In 2004, the state of Wyoming began an important transition toward a more meaningful strategic planning process. With an aim to increase usefulness and decrease paperwork, the new results-based accountability template allows government agencies to communicate to the Governor, Legislature and public in plain language. As of fall 2005, nearly all state agencies submitted a strategic plan consistent with the new method, and endorsed the simplicity and usefulness of the effort. Today, the budget process is also directly aligned with strategic planning to help ensure that financial resources are both targeted and justified toward the accomplishment of the 10 results the state most want to accomplish:

- *Stable Families:* Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- *Strong Economy:* Wyoming has a diverse economy that provides a livable income and ensures wage equality.
- *Healthcare:* Wyoming residents have affordable and accessible healthcare and insurance.

- *Early Childhood Development:* Children are born healthy and achieve their highest potential during their early development years.
- *Education:* Students are successfully educated and prepared for life's opportunities.
- *Government:* Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.
- *Transportation:* Wyoming enjoys a safe, high-quality, efficient transportation system.
- *Natural Resources:* Wyoming natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.
- *History and Heritage:* Wyoming values the unique aspects of its Western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- *Technology and Workforce:* Advanced technologies and a quality workforce allow Wyoming business and communities to adapt and thrive.

DWS relates to the Strong Economy Result and the Technology and Workforce Result. The first paragraph of this page provides some great language you can use as to why he requires that agencies relate to these goals (hence why we do our strategic plans).

Wyoming Department of Workforce Services works to develop a diverse economy that provides a livable income and ensures wage equality. The Agency also works to advance technologies and a quality workforce to allow Wyoming's businesses and communities to adapt and thrive. Please see Attachment F for the DWS Strategic Plan.

The State Workforce Investment Board (SWIB) also known as the Wyoming Workforce Development Council (WWDC) was established by Governor's Executive Order 1998-1 and reconstituted under the Workforce Investment Act of 1998 and Governor's Executive Order 1999-1. State agency membership is required on the WWDC. The following are the required agency members:

- Director of the Department of Workforce Services;
- Superintendent of Public Instruction or designee;
- Director of the Department of Employment;
- Director of the Department of Family Services;
- Chief Executive Officer of the Wyoming Business Council;
- Executive Director of the Community College Commission; and
- President of a Wyoming community college.

These agencies in conjunction with the WWDC, work collectively to improve the economic stability of the State. During quarterly WWDC meetings, the members have the opportunity to discuss economic, workforce, and education issues with these members of the Governor's Cabinet.

Beginning in February of 2009, the Governor assembled a team of representatives from state agencies that would be affected by the ARRA and asked them to begin analysis of this very complex Federal bill. The team started with three distinct objectives which include:

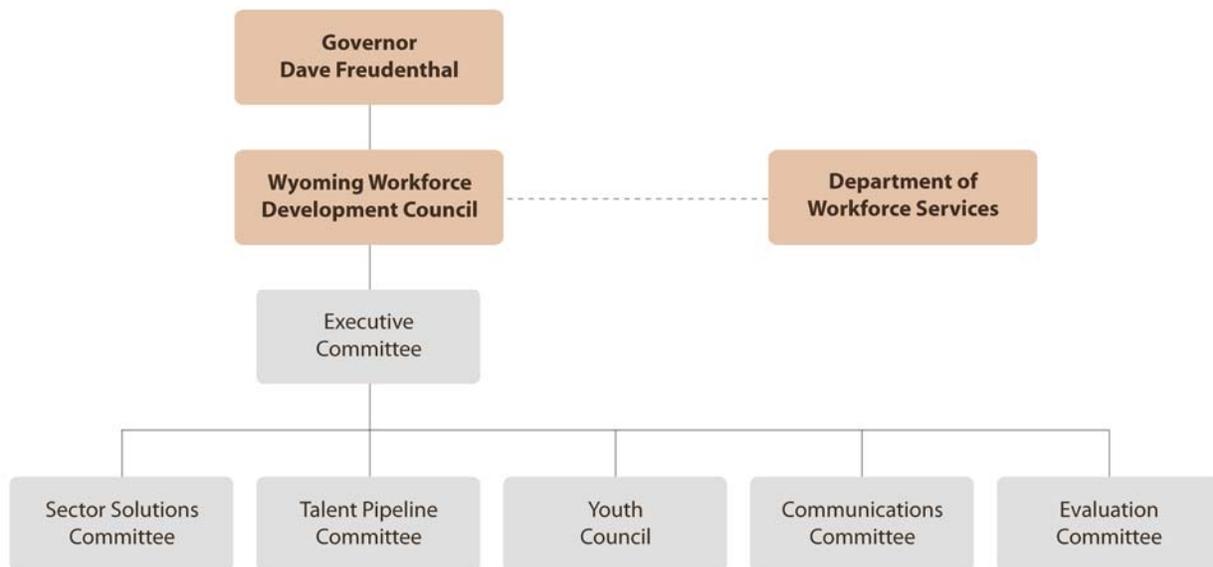
- Identify projects that can be started immediately and that will lead to long-term economic benefit in Wyoming.
- Identify obstacles to move funds quickly and work to remove barriers while maintaining transparency.
- Quickly move Federal stimulus fund to local communities.

This team, which includes a representative from the Department of Workforce Services, met weekly through April. Every-other-week meetings are scheduled throughout 2009. Under the Wyoming Recovery and Reinvestment Team, six committees have been established to ensure cross-agency collaboration. These committees include: Capital Infrastructure; Health, Education and Human Services; Economic Development, Research and Energy; Federal Agency Coordination; Reporting and Accountability; and IT Support.

More details regarding Wyoming’s activities under the American Recovery and Reinvestment Act can be found at <http://wyoming.gov/recovery/>.

B. State Workforce Investment Board
(§112(b)(1).)

1. Describe the organization and Structure of the State Board. (§111.)



The Governor takes an active interest in the WWDC by appointing individuals to the Council and routinely consults with leaders of the business and labor communities in making these appointments. The Management Council of the State Legislature makes legislative

appointments. The WWDC conducts the majority of its work through monthly subcommittee meetings. The following list includes the current membership of the WWDC:

Wyoming Workforce Development Council

Name	Community	Representation
Alan “Rocky” Anderson	Casper	Labor
Curtis Biggs	Sheridan	Youth
Representative Dave Bonner	Powell	Wyoming State House of Representatives
Bruce Brown	Devils Tower	Private Sector – Construction
Gary W. Child	Cheyenne	Department of Employment
Jon. R. Conrad	Mountain View	Private Sector – Mining
Christie DeGrendele	Rock Springs	Community Based Organization
Dr. Kevin E. Drumm	Sheridan	Community Colleges
Jim Engel, Vice Chair	Gillette	Private Sector – Real Estate
Joan K. Evans	Cheyenne	Department of Workforce Services
Dr. Ray Fleming Dinneen	Cheyenne	Private Sector
Governor Dave Freudenthal	Cheyenne	Governor
Senator John Hastert	Green River	Wyoming State Senate
Mark Herrmann	Gillette	Private Sector – Mining
John H. Jackson	Laramie	University of Wyoming
Bob Jensen	Cheyenne	Wyoming Business Council
Tony Lewis	Cheyenne	Department of Family Services
Dr. Jim McBride	Cheyenne	Department of Education
Bryan Monteith	Cody	Local Education
Dr. Jim Rose	Cheyenne	Community College Commission
Greg Schaefer	Wright	Private Sector – Mining
Leonard R. Scoleri	Guernsey	Private Sector – Banking
Dave Scriven, Chair	Casper	Private Sector
Senator Michael Von Flatern	Gillette	Wyoming State Senate
Tim Wells	Rock Springs	Labor
Kristen Wilson	Casper	Private Sector – Electrical Contractor
Representative Dan Zwonitzer	Cheyenne	Wyoming State House of Representatives
Vacant		Private Sector – Healthcare
Vacant		Private Sector – Hospitality
Vacant		Private Sector – Oil and Gas
Vacant		Private Sector – Technology
Vacant		Private Sector – Agriculture
Vacant		Private Sector – Transportation/Warehousing
Vacant		Private Sector – Manufacturing
Vacant		Private Sector
Vacant		Private Sector

2. *Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§§111(a-c), 111(e), and 112(b)(1).)*

The WWDC has representatives from urban, rural, and suburban areas of the state, including a majority of representatives of businesses and industries having a major impact on the State's economy and employment; representatives of labor, local education, and local economic development; the University of Wyoming; and a community based organization. This is in addition to the State agency representation.

In order to ensure that each of the required entities will be involved in the planning and implementation of the workforce investment system of WIA, the Director of the Department of Workforce Services shall serve as 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 meetings. The WWDC and actions taken by the WWDC are done under 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 assisting the Governor to:

- Perform the duties required of the state and local workforce investment board by the Workforce Investment Act of 1998;
- Oversee the creation of a strategic plan for the development of Wyoming's workforce with a vision towards ensuring that Wyoming is a state with a strong and growing economy populated by educated, economically self-sufficient people who enjoy a high quality of life;
- Guide the development of a comprehensive and coordinated workforce development system for the state and monitor its operation;
- Review and make recommendations that will align the workforce system, including education and economic development goals for the purpose of creating systems that are integrated and provide Wyoming a competitive advantage in the global economy;
- Identify 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, diversified economy;
- Review and evaluate workforce development programs within the state, formulate recommendations to increase their efficiency and effectiveness, eliminate duplication, and align 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;
- Increase academic capability and technical skills within the state workforce and foster lifelong learning among Wyoming's citizens; and

- Strengthen collaboration among institutions which provide education and training services, government agencies which coordinate employment and other human resource investment activities, and businesses and industries to create a seamless system to nurture healthy economic development.

3. *Describe the process your State used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200.)*

The Governor, by authority of state law, appoints the members of the WWDC, including the Chair (a private sector member). The Governor consults with leaders of business and labor in making the appointments to the WWDC, with the exception of state legislators who are nominated by the leadership of the State Legislature. Wyoming is a Single Service Delivery Area; appointees are sought from all sectors of the state's economy and the highly populated and lesser-populated areas. Interested individuals apply for membership on the WWDC by accessing an application on the Governor's website (<http://governor.wy.gov>) or the WWDC website (www.wyowdc.org).

Once the Governor receives and reviews applications they are vetted with assistance of the Director of the Department of Workforce Services.

4. *Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)*

All members are chosen for their leadership qualities, representation of target and demand industries, growth industries, optimum policy-making authority and because they represent diverse regions of the state. This enables and empowers the WWDC to achieve the state vision and goals as defined above.

5. *Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.*

The WWDC meets at least quarterly, each time at a different location around the state to highlight a particular region's workforce, education/training, and economic development activities, goals, challenges, and successes. The first quarterly meeting of each year is scheduled in Cheyenne, Wyoming, during the state legislative session. These meetings are primarily devoted to the review, revision, and approval of work done by committees and taskforces of the WWDC.

The WWDC carries out its functions by assigning responsibilities to working committees. The WWDC has organized these committees around specific functions:

- Executive Committee - The Executive Committee is responsible for assigning issues to Committees for consideration; reviewing and responding to partnership and commitment requests; reviewing requests and determining conference sponsorships; and tracking and

responding, as appropriate, to Federal and State legislative activities that impact the Council and the State and its industries and workforce.

- Sector Solutions Committee - The Sector Solutions Committee is responsible for convening partners for sector initiatives while supporting the sharing of information, ideas and challenges within industries in Wyoming by:
 - Identifying training needs of industries, especially skill gaps critical to competitiveness and innovation;
 - Helping educational and training institutions align curriculum and programs to industry demand;
 - Helping industries identify and work together to address common organizational and human resource challenges; and
 - Strengthening connections among businesses in industries improve competitiveness and job quality, such as market research or centers for technology and innovation.
- Talent Pipeline Committee - The Talent Pipeline Committee will work to develop, recruit and retain the talented workforce Wyoming's industry sectors need to prosper and grow by:
 - Helping industries work together to address common organizational and human resource challenges, such as recruiting new workers, retaining incumbent workers, implementing a high-performance work organization, and adopting new technologies;
 - Developing and strengthening career ladders within and across industries, enabling entry-level workers to improve skills and advance to higher-wage jobs;
 - Helping industries to attract potential employees from a diverse job seeker base, including individuals with barriers to employment, such as those who are economically disadvantaged, youth, older workers, ex-offenders, and others;
 - Aligning education and training systems to ensure all workers are a part of our future success, through increased education and skill attainment; and
 - Supporting the Career Readiness Certificate initiative and work on developing certified work-ready community criteria.
- Youth Council – The Youth Council is responsible for working to ensure all youth have the necessary skills and opportunities to stay, grow and succeed in Wyoming by:
 - Developing an innovative youth opportunity delivery model;
 - Convening youth focus groups in order to become a recognized authority on youth workforce issues, including developing a website for career management that is sector based; and
 - Working with partners to address the high school dropout rate.
- Communications Committee - The Communications Committee is responsible for:
 - Developing a communications strategy for the Council in order to help implement and disseminate initiatives to all stakeholders;
 - Working with partners towards common data; and
 - Providing research support and guidance.
- Evaluation Committee - The Evaluation Committee is responsible for:
 - Benchmarking; developing, monitoring and making recommendations on the Workforce Investment Act (WIA) 15% budget;
 - Reviewing compliance with the WIA, including state and local activities and workforce information grants; and
 - Identifying innovative practices.

In addition to the required functions, the WWDC also oversees and provides guidance for the following programs and activities:

- Workforce Development Training Fund
- Labor Market Information
- Governor's specific, education, economic development, and workforce development activities.

6. *How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)*

In accordance with state law and the spirit of the Sunshine Provision, the WWDC ensures that the public has access to board meetings. Public notice is given prior to each quarterly meeting, specifying the date, time, and place of such meetings; and giving not 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. Reasonable arrangements for persons with disabilities will be made, if requested, for all meetings of the WWDC and its committees.

7. *Identify the circumstances, which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)*

A member of the WWDC may not vote on a matter under consideration by the WWDC (1) relating to the provision of services to the workforce investment system by the member or a related entity, or (2) which would provide direct financial benefit to the voting member or the member's family. A member of the WWDC may not engage in any other activity determined to constitute a conflict of interest as specified in the state plan.

The WWDC and its staff may not provide core services and/or intensive services or be designated a one-stop operator unless approved by the Governor, or their designee, nor shall the WWDC provide training services unless the Governor, or their designee, grants a waiver in accordance with WIA, section 117(f)(1).

8. *What resources does the State provide the board to carry out its functions, i.e. staff, funding, etc.?*

The State provides administrative staff, meeting facilities, funds for administrative costs for the WWDC as well as travel per diem for members who qualify. Selected members have the opportunity to attend national conferences.

C. Structure/Process for State Board and agencies to collaborate and communicate

Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)

- 1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)*

The agency will continue to collaborate with DWS partners and with the Department of Family Services to deliver the Power Program; Food Stamp Employment and Training Program; the Employment Training for Self Sufficiency Program—which includes programs that target single parents such as Dads Making a Difference and Climb Wyoming. DWS and Department of Employment are exploring opportunities to improve ways of serving UI recipients by jointly applying for the Reemployment Assistance Grant in 2010.

Throughout the State, office staff partner with a variety of non-profit organizations, economic development entities, business partners, and education partners to improve the delivery of services. The development and implementation of E-Wyoming will improve collaboration efforts by centralizing programs and projects on a knowledge-base portal. This will provide job seekers, employers, students and professionals access to workforce tools and resources for timely information about careers, employment, education and training, technology, policy, and legislation.

The Director, Joan Evans, serves on the Executive Leadership Team, which is comprised of directors from Department of Employment, Department of Family Services, Department of Health, Department of Administration and Information and Department of Corrections, as well as representation from the Governor's Office and the Wyoming Healthcare and Insurance Commissions—which oversees collaboration and coordination of state services across agencies. Efforts are currently underway which will permit cross agency access to a multi-agency shared database for clients served by more than one agency.

- 2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system; between the State agencies and the State Workforce Investment Board.*

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 key points to the discussions and decisions made by each. To ensure a strong tie between the Governor's Office and all established boards and commissions, the Governor has an established Liaison in his State Planning Office.

3. *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)*

The WWDC meets quarterly; the Department of Workforce Services regularly reports on the department's activities and dialogues 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 methods.

All information is disseminated to the Workforce Centers (One-Stop Career Centers) through the Employment Services Division administrative staff.

4. *Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)*

The Wyoming Youth Council is a primary organization responsible to guide and inform an integrated vision for serving youth. The Department of Workforce Services' role is to coordinate education, job training, employment, and other support for youth. A recent initiative includes placing workforce counselors "on-site" (where possible) in schools for career counseling and other related services at the local level. Wyoming's Integrated Services Plan MOU and One-Stop MOU provide the 'umbrella' for collaboration at the State level. Local Partnership Agreements are negotiated at the local level to establish pathways for services, define agency responsibilities, establish screening and case coordination procedures, and allocate expenditure of DWS, WIA and other funds for high-risk youth. As for local coordination, DWS annually holds a joint statewide meeting with all Department of Workforce Services staff. Attendance at these meetings comes from all levels of each division and is designed to ensure a coordinated approach to providing joint services in an integrated manner.

IV. Economic and Labor Market Analysis

IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

- A. What is the current makeup of the State's economic base by industry?*
- B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?*
- C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*
- D. What jobs/occupations are most critical to the State's economy?*
- E. What are the skill needs for the available, critical and projected jobs?*
- F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?*
- G. Is the State experiencing any "in migration" or "out migration" of workers that impact the labor pool?*
- H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?*
- I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?*
- J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?*

The most published recent labor management information (3rd quarter 2008) indicates the Government (Local/State/Federal) accounts for the largest percentage (20.3%) of Wyoming's economic base. Trade (Retail and Wholesale) accounts for 14.3%, followed by Accommodation and Food Services at 12.1%, Construction at 10.4%, Mining 10.2%, and Health Care and Social Assistance at 7.2%. Retail Trade did not show much change from 2007 to 2008; however, each of the other industries grew significantly during that period. Finally, other industries showing significant growth (at least 3.0 percent) during this period were Finance and Insurance, Professional and Technical Services, and Educational Services.

Industries that declined between 2007 and 2008 were Agriculture, Manufacturing, Real Estate (including Rental and Leasing), Management of Companies and Enterprises, Administrative and Waste Services, and Arts, Entertainment, and Recreation.

Wyoming's over-the-year job growth rate for 2008 was modest, and began to experience a decline in the growth rate in 2009. This was largely the result of the national recession and particularly, declines in energy prices. Yearly job growth was 2.1 percent for January 2009, 0.7 percent for February, and 0.0 percent for March 2009. This represents the slowest pace since October 2004. At the same time Wyoming's seasonally adjusted unemployment rate increased from 3.7% in January to 3.9% in February 2009 and to 4.5% in March 2009, but remained significantly lower than the U.S. unemployment rate of 8.1%. From January to February,

employment increased by only 100 jobs (0.0%). The normal seasonal pattern is for employment to rise by approximately 1,400 jobs in February.

Wyoming's seasonally adjusted unemployment rate was 4.5% in March 2009. County unemployment rates increased in all 23 counties remained higher than February 2008 levels, and all county rates increased from February 2009 to March 2009. The highest rates were found in Big Horn (8.7%), Lincoln (8.0%) and Fremont (7.0%) counties. The lowest unemployment rates were found in Sublette (2.8%), Albany (2.9%), and Campbell (3.3%) counties.

While Wyoming's long-term projected job growth is expected to be good, these projections could be affected by the current economic recession. Industries that are expected to show significant growth through 2016, based on the average annual increase in jobs, are Specialty Trade Contractors (477 jobs), Rental and Leasing Services (143 jobs), Professional, Scientific, and Technical Services (402 jobs), Administrative and Support Services (285 jobs), Ambulatory Health Care Services (271 jobs), Social Assistance (197 jobs), Oil and Gas Extraction (99 jobs), Mining (excluding Oil and Gas – 213 jobs), Support Activities for Mining (387 jobs), Building Construction (134 jobs), Heavy and Civil Engineering Construction (231 jobs), Wholesale Merchandizing of Durable Goods (147 jobs), Truck Transportation (114 jobs), Educational Services (385 jobs), Hospitals (192 jobs), Nursing and Residential Care Facilities (122 jobs), Accommodations (268 jobs), Food Services and Drinking Places (283 jobs), Repair and Maintenance (110 jobs), and Local Government – excluding Education and Hospitals (116 jobs). These projections are for the 10-year period between 2006 and 2016.

Industries which are expected to decline during this period are: Crop Production (-1.2%), Forestry and Logging (-2.5%), Food Manufacturing (-2.3%), Wood Product Manufacturing (-4.4%), Printing and Related Support Activities (-0.9%), Chemical Manufacturing (-0.3%), Computer and Electronic Product Manufacturing (-1.3%), Transportation Equipment Manufacturing (-0.8%), Food and Beverage Stores (-0.9%), Gasoline Stations (-0.2%), Postal Service (-0.2%), Broadcasting – except Internet (-2.0%), Private Households (-1.0%), and Federal Government – excluding Post Offices (-0.5%).

Through partnerships with the Governor, Legislators and employers, Wyoming continues to grow and evolve its Workforce Development Training programs. These programs strive to create a world-class workforce in Wyoming, through continuous improvement to the skill levels of employed and emerging workers in targeted and demand industries. It is anticipated these programs will support growth in more diverse and better paying jobs, establish career paths and wage gains for Wyoming workers, and create a more highly skilled workforce for businesses.

Wyoming's economy is expected to experience continued modest expansion in the coming years. The projected numbers of job vacancies available by industry are:

- Construction and Extraction Occupations – 5,108
- Building and Grounds Cleaning and Maintenance Occupations – 4,247
- Transportation and Materials Moving Occupations – 3,523
- Food preparation and Serving Occupations – 3,386
- Office and Administrative Support Occupations – 3,260

- Production Occupations – 2,716
- Sales and Related Occupations – 2,471
- Installation, Maintenance, and Repair Occupations – 1,503
- Farming, Fishing, and Forestry Occupations – 769
- Protective Service Occupations – 640
- Healthcare Practitioner and Technical Occupations – 634
- Healthcare Support Occupations – 592
- Personal Care and Service Occupations – 592
- Education, Training and Library Occupations – 574
- Management Occupations – 527

In addition to this economic expansion, over the next decade the identified skills gaps include, but are not limited to:

- Construction and Extraction related skills
- Healthcare Skills
- Truck Driver and Equipment Operator Skills
- Technology Skills
- Retail and Hospitality Skills
- Teachers
- Office and Management Skills
- Universally soft employability skills across all industries

Despite state-wide unemployment rate being somewhat higher in February 2009 than in the same time period in 2008, the state's labor market will not likely be sufficient to meet this economic expansion. The low internal population growth combined with significant increases in the anticipated increases in required education and/or skill level needed in the labor market and the trend of out migration of skilled labor are significant issues in Wyoming. The state's education system continues to produce educated workers, both at the high school and secondary levels, and continues to strengthen ties to the Department of Workforce Services and other entities in assuring that education and training match demand. It is hoped that focused training to emerging and re-emerging workforce populations, coupled with in-migration should be able to supplement any labor shortfalls that may develop.

The business partners on the Workforce Development Council indicated the need for workers with soft skills was a key area for focus over these next two years. The Department is strategically planning to offer soft skills training to customers. Customers will be identified through assessing barriers, work history, and current skill levels. Once it is determined the customer would benefit from soft skills training, options for receiving this training will be presented, and the customer will choose the option that meets their needs. The overall outcome of this initiative is to improve the quality of applicants. Wyoming is also focused on increasing capacity in the state to train workers in health care. Strategically we find it to be important to overcome unfair and inaccurate stigma's that parents and students may have regarding careers in mining, oil and gas, manufacturing, construction and automotive skills. These are high growth, high skill, and high wage areas of opportunity over the next decade.

For priorities refer to: Section II. State Workforce Investment Priorities

Critical Jobs / Occupations

Wyoming's economic fortunes are strongly linked to natural resources extraction. According to the Research and Planning Section (R & P) of the Wyoming Department of Employment, the growth rate in goods-producing industries has been more than double that of service-producing industries, and mining has had the largest net and percentage increases among goods-producing industries. It also has led net and percentage growth across all sectors. Of the employment gains in mining, over three fourths of the jobs have been in support activities for mining.

Heavy and tractor-trailer truck drivers are projected to have the highest net growth of all detailed occupations. Among construction and extraction occupations, the highest projected net growth is for operating engineers and other construction equipment operators. Job duties for this occupation may include bulldozer, backhoe, and grader operation. In fact, eight construction and extraction occupations are in the top 25 occupations for net growth.

R&P data indicate that trade, transportation, and utilities, followed by educational and health services have led net increases in service-providing industries. Within health care and social assistance, ambulatory health care services, hospital employment, and nursing & residential care facilities have been, and are projected to continue being critical in Wyoming. Employment in health care firms is projected to increase substantially in the coming decades, largely due to the overall rise in the age of Wyoming's population. Depending on implemented policy changes, demand by health care firms for registered nurses in particular is expected to increase significantly between 2006 and 2016. Demand for other goods and services also will be affected by demographic changes.

Skill Needs for Available, Critical and Projected Jobs

Many of the occupations related to the mining and extraction industries require skill training, but not at the post-secondary education level. This training is frequently provided on-the-job or through short-term classroom training. Only one of Wyoming's top eight industries (registered nurses) requires post-secondary education. However, according to R&P, most of the higher paying occupations require post-secondary education.

Given the volatility of jobs in natural resources industries, the best course of action for those who seek to stay in Wyoming long-term, according to R&P, is to acquire training or experience for occupations in which the skills can be transferred to a range of industries and occupations. For example, occupations that provide goods and services (and, specifically, health care) to an increasingly older population likely will provide solid employment options regardless of economic conditions.

Current and Projected Demographics

Based on U.S. Census Bureau estimates, as reported by the Economic Analysis Division of the Wyoming Department of Administration and Information, Wyoming's total minority population reached 70,150 in July 2008. The growth of minorities since 2000 was 16,520 persons, or 30.8 percent, compared with a 7.9 percent overall increase for the State's total population. This addition in the minority population contributed over 42.5 percent of the state's population growth

from 2000 to 2008. Hispanic was the largest minority group with 41,162 in July 2008, and it increased 30.0 percent during the eight-year span. All other races, including Black, American Indian, and Asian recorded at least 19 percent or higher growth, while the majority, Non-Hispanic White, increased only 5.1 percent.

An analysis of in-state users of WyomingatWork, the Department's online job matching system, show changing demographic among job seekers using Wyoming at Work. During the past two years, there has been an increase in the number of non-white, in-state job seekers accessing and using WyomingatWork. Only 83.7% of in-state users in the past year identified themselves as White, compared to 89.4% two years ago. Increases have occurred in the percentage of workers who are African American/Black, American Indian/Alaskan Native, and Asian. Additionally, the number of users who identified themselves as being Hispanic nearly doubled in the past two years (from 5.4% to 9.1%).

U.S. Census Bureau estimates indicate that the aging trend of Wyoming's population is slowing. The median age (half of the population younger and the other half older) increased from 36.2 in 2000 to 36.8 in 2008, a rate increase lower than the rate nationally. In fact, the median age in Wyoming has been declining since 2005. The Economic Analysis Division reported this is unusual, but not a surprise because of the types of industry and job growth in Wyoming in recent years. Specifically, the state's rapid growth has been experienced in the energy and construction industries, drawing many younger workers into the State, and has kept many of Wyoming's youth from leaving the State due to the abundant job opportunities. The annual net in-migration of around 6,000 in the past a couple of years was the highest since 1982.

The number of births in the state has increased tremendously since 2001, at 33.0 percent. The number of births in 2008, over 8,000, was the highest since 1986, according to the Economic Analysis Division. However, Wyoming's aging could speed up in the coming years. The proportion of the State's elderly population (65 and over) was 12.3 percent in 2008, but it grew faster than the national rate. In addition, Wyoming has one of the highest proportions of the early baby boom population, and one of the lowest Generation X (age 30 to 44 in 2008) proportion in the country. Together with slower employment growth, and the rural nature of the State, Wyoming may continue to face a labor force shortage and a faster population aging, according to the Economic Analysis Division. Wyoming's population 65 and older increased from 57,693 in 2000 to 65,614 in 2008, or 13.7 percent. It is projected to reach 103,500 or about 18 percent of total state residents by 2020.

For priorities refer to: Section II. State Workforce Investment Priorities

V. Overarching State Strategies

A. State use of WIA Title I Funds to Leverage other Funds

Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)

Wyoming has integrated employment and training programs for Wagner/Peyser, Veterans Employment and Training, WIA, Trade, Food Stamps E & T and TANF/Work; this integration reduces duplication of effort and funding which maximizes these funding sources to reach the largest number of customers as possible. DWS also coordinates with a state funded training program which allows for partnerships with businesses to be formed to ensure employees are trained or retrained allowing the business to remain economically stable. Most recently, DWS has partnered with DOL's ETA in piloting the Career Advancement Account model.

B. Strategies to Address national Strategic Direction

What strategies are in place to address the national strategic direction discussed in Section 4 of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§§112(b)(4)(D) and 112(a).)

- 1. How workforce investment system resources, both stimulus and regular formula funds, can be deployed to serve increased numbers of workers in need.*

DWS has made many changes with funds from the Recovery Act and regular formula funds to help compensate for the increase in number of clients seeking services. Changes include:

- Implementation of an on-line customer self-assessment tool that will generate a report on what services a participant may qualify for.
- All One-Stop centers have new technical assistance equipment which allows participants the ability to view agency information, job search, videos and tools, and to participate in self-help workshops. Additional software is also available which gives customers enhanced tools to increase their employability.
- Effective July 2009, under contract with Laramie County Community College, DWS will conduct Wagner-Peyser workshops serving previously un-served. These workshops offer customers training in interviewing skills, basic computer skills, and job searching techniques. Plans are also underway to extend these workshops statewide as soon as additional contracts are finalized.
- DWS has hired a training coordinator who's primary responsibilities are to train DWS staff on the specifics of all programs offered through DWS. The goal of this training is to increase staff efficiency and competence in service delivery and case management, thereby maximizing the department's existing staff resources as caseloads increase statewide.

- 2. How adults and dislocated workers, including low-income adults, who need to acquire new skills will have increased access to education and training opportunities.*

The state will continue to increase the number and variety of approved training providers, as well as diversify and increase the types of supportive services available to eligible participants. The state has requested a waiver for eligible training providers to allow for additional training opportunities. This waiver will also allow Wyoming the opportunity to complete the design of our Eligible Training Provider web site. This web site will be available to all participants, training providers, service providers and will allow them to view training information, eligibility status and on-line application submission. The WWDC has also released request for proposals to support initiatives that advance alternative and renewable energy training

With the increase in participant dollars from the Recovery Act, there is a larger population of adults and dislocated workers that can be trained or re-trained to find sustainable employment opportunities in the areas of green jobs, medical, and other industry sectors.

- 3. How the state will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations as well as the needs of under-skilled adults.*

The state will continue in its ongoing work with the community colleges and other training providers to develop and implement new curriculum and training programs as indicated by changes in the economic market, conditions necessitate, rates of unemployed individuals, and as conditions necessitate.

As stated above the increase in participant dollars from the Recovery Act has given us an opportunity to serve a larger population of adults and dislocated workers that can be trained or re-trained to find sustainable employment opportunities in the areas of green jobs, medical, and other industry sectors.

- 4. How workforce activities (e.g., adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments, and supportive service activities) will be aligned in career pathways both now in implementing the Recovery Act and in the transformed workforce system of the future.*

Training providers remain flexible with regards to the changing skill requirements of businesses. The state is also working closely with industry leaders throughout the state to determine training needs as related to anticipated high growth/high demand occupations, including green jobs.

- 5. How the state will partner to develop workforce solutions with community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations to align workforce*

development strategies and align workforce strategies with strategies for regional development and shared prosperity.

The state has established working partnerships with many local and regional organizations including Chambers of Commerce, the Society for Human Resource Management, economic development councils, the Wyoming Business Council, community colleges, University of Wyoming and others, to share strategic plans and ideas to improve the economic conditions of the state.

C. State's Strategies for Targeted Industries and Occupations

Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§§112(a) and 112(b)(4)(A).) The State may want to consider:

- 1. Industries projected to add a substantial number of new jobs to the economy; or*
- 2. Industries that have a significant impact on the overall economy; or*
- 3. Industries that impact the growth of other industries; or*
- 4. Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
- 5. Industries that new and emerging and are expected to grow.*

Wyoming's economy has grown during much of the present decade, largely due to mineral extraction, especially energy resources (Ellsworth & Saulcy, 2008). This is in contrast to the 1990s, when Wyoming's economy grew more slowly than the nation's (Harris, 2004).

The Department of Workforce Services relies heavily upon employment projections produced by the Department of Employment, Research and Planning Section. Additionally, the Department has relied on census data produced and disseminated by the Department of Administration and Information, Economic Analysis Division.

Collectively the Department's of Workforce Services, Administration and Information, and Employment meet monthly to discuss labor market data, revenue projections, job order data and other sources of information to ensure that proactive utilization steps are taken to meet the needs of target industries and occupations.

Wyoming's needs for economic development needs include reducing its dependence on the mineral industry, for higher paying jobs. The state's economic agenda includes diversification of its economic base to attract, higher-paying, knowledge-based jobs across a variety of industries. While Wyoming is unavoidably affected by both the national and global markets, the state's chief executive remains firmly committed to Wyoming's economic growth and development.

According to the Department of Employment, Research and Planning Section, employment in health care firms is projected to increase substantially in the coming decades, largely due to the overall rise in the age of Wyoming's population. In addition to health care, major occupational groups with the fastest growth are expected to include services, mining and oil and gas related

activities. Production jobs will continue to show slower than average growth, while farming/fishing/forestry occupations are expected to remain stable.

Several low-paying occupations are projected to generate new openings. These include retail salespersons, cashiers, and waiters/waitress occupations.

Wyoming continues a trend where demand for labor tends to be in occupations requiring higher levels of training. Occupations which require post-secondary training will continue to experience the fastest growth, plus provide the best wages.

Several emerging industries continue their expansion into the state. These emerging sectors include technology (data centers, etc.), alternative and renewable energy (wind energy, etc.), and coal-to-liquids. The emerging sector of coal-to-liquids represents a diversification around Wyoming's current economic base.

The Governor, Department of Workforce Services, and Wyoming Workforce Development Council will continue their efforts to address the issues these projections and emerging industries present. This will be done through coordinated partnerships and involve the sector strategy/industry partnership model currently advancing within the state and across the country.

D. Strategies to Promote and Develop Partnerships

What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)

The Department collaborates with the Wyoming Department of Education, Wyoming Business Council, Community College Commission and local economic development entities to continue to enhance partnerships for developing a skilled workforce for businesses in the state. Further, the department has established a goal of re-engineering services in an innovative manner to have a greater impact for Wyoming's businesses and economies.

DWS has joined efforts with the training and community organizations to target recruitment and training to meet the needs of the high growth industries.

E. State Strategies for System Resources

What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§§112(b)(17)(A)(i) and 112(b)(4)(A).)

In Wyoming, we have identified high growth/high demand industries as "Targeted Industries/Occupations." This information has been published and distributed to all grades 8 -12 and is used by employment counselors as they negotiate a career path with their individual customers. In the Department's electronic case management system (WyomingatWork), these

individuals are identified, and are continually engaged with employment opportunities. As additional targeted industries/occupations are identified, new tools will be developed.

F. State Strategies for Small Business

What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)

The Wyoming Business Council and University of Wyoming, as well as the Wyoming Community College system, offer a comprehensive menu of services for small businesses. These services include assistance with: finance, business planning, marketing, management training and many other key and critical supports.

Membership of the SWIB includes representatives of small businesses (50 employees or less). Their role is to be the voice of small business at the SWIB. DWS's Business Consultants act as liaisons to the business community through the local chambers of commerce, business associations, the Society for Human Resource Management, economic development organizations, employer committees and other means.

They assist with recruitments, layoffs, rightsizing, writing of job descriptions, providing economic and demographic information, linking them up with organizations to assist in drug screening, provide information on hiring and interviewing techniques, working with entrepreneurs and others to obtain financing for their companies, and the list goes on.

G. Funds for Statewide Activities

How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

DWS prioritizes the services and activities supported by statewide activity funds annually. Priority is given to national and state directives; these directives are reviewed, analyzed and folded into the strategic plans.

H. State's Strategies to Collaborate with Education, Human Services Juvenile Justice, etc

Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and with significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

The WWDC's Youth Council is a primary organization responsible to guide and inform an integrated vision for serving youth. The Youth Council membership includes representation from education, family services, the Legislature, a community based organization, the business community, and participants. This structure promotes collaboration with the intent of connecting

the highest risk youth to education and training opportunities that lead to successful employment. The goal is that youth will live successfully as adults.

- I. *Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)*

To identify issues, Wyoming economic development leaders meet and listen to business, and work with the Legislative Service Office, which serves as staff for the Legislature. Once issues are defined, impacted State laws, regulations, and policies are reviewed for potential modification. The Governor, will work with the state Legislature to create a coordinated and efficient set of programs and incentives, to allow Wyoming to attract and retain a critical mass of activity in each target industry.

- J. *Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to §189(i) and §192.*

When implementing state strategic objectives, if provisions in WIA impede the objective, the state will determine the need to obtain waivers. Potential waivers are presented to the SWIB for input and recommendations. Once SWIB approves, the waiver is published for a 14-day public comment period. All comments and recommendations are reviewed, modifications are made and the waiver is submitted for approval.

VI. Major State Policies and Requirements

- VI. *Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)*

- A. *State Policies and System to Support Common Data Collection and Reporting
What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)*

DWS has consolidated its state policies and procedures, into one policy manual. This manual is available to all employees via intranet and shared with DWS partners. The WWDC in partnership with DWS coordinates, defines, and delegates common data collection and reporting processes. DWS partners with other data collectors to ensure data is reflective of the state's and private sectors needs. DWS also has an integrated web-based case management and job matching system. Please also see Attachment F.

- B. *State Policies that Promote Efficient Administrative Resources*

What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)

Several funding streams were consolidated into DWS to promote seamless one-stop workforce development services to customers. All funding streams and administrative supports that sustain the local one-stops are centrally administered. Please also see Attachment F.

C. State Policies to Promote Universal Access and Consistent Service

What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)

Customers come to DWS One Stop Centers at various stages in their career development. It is the Service Providers responsibility to offer appropriate service at all stages along the career path. Please also see Attachment F.

The Governor is placed a state hiring freeze which includes DWS staff. Even with the influx of Recovery Act funds there will not be an increase of staff for the limited time period of the act. At this time DWS is confident that access and consistency of service will not be impeded.

D. Policies to Support Demand-Driven Approach

What policies support a demand-driven approach, as described in Part I. “Demand-driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)

The DWS Strategic Plan integrates services policy and procedures to direct the appropriate use of demand-driven information. Please also see Attachment F. Staff training is available on labor market information. Data from labor market information and publications are available and reviewed at WWDC meetings. The SWIB reviews this information and utilizes it as a basis for discussion and making knowledge-based decisions.

E. Policies to Ensure Resources for Apprenticeship and Job Corps

What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State’s One-Stop delivery system? (§112)(b)(17)(A)(iv).)

The MOU between Job Corps and DWS ensures that Job Corps resources are available at DWS Workforce Centers. Wyoming Job Corps Representatives are co-located in One-Stop Centers. DWS works closely with the USDOL Bureau of Apprenticeship and Training. DWS is working closely with developers of the planned Wind River Job Corps Center which is scheduled to be operational by the target date of 2011. DWS has provided staff training regarding registered

apprenticeship programs offered in Wyoming. The Department encourages One-Stop Center staff to enroll participants into registered apprenticeship programs when applicable.

VII. Integrated One-Stop Service

VII. *Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121.)*

A. State Policies and Procedures to Ensure Quality of Service Delivery

What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)

DWS continues to improve a Career Development system which is a tool that will help each employee as they develop their own career paths. DWS intends to follow the apprenticeship model for staff development and skills enhancement.

A primary goal of a one-stop delivery system is to serve as the anchor for the statewide Workforce Development System that will effectively respond to the needs of business clients, job seekers and the community. The one-stop system provides a seamless and comprehensive employment exchange network, which will serve as the connecting point for business clients and job seekers. A one-stop center provides direct services or referrals for services through partner agencies to meet the needs of its customers. This requires that centers develop and maintain strong relationships with partner agencies in order to maintain efficiency and to avoid duplication of services. Further, DWS has a written policy relative to delivering the various levels of services to job seeker customers.

DWS has a service delivery model that aligns existing services in an innovative manner to influence Wyoming's businesses. In this model business can determine eligibility, determine which business services they will need, derive potential employment counseling and customer training, and focus service providers on the same overall goals as they coordinate services to customers. Outcomes are targeted to ensure that DWS achieves the goal of developing the workforce.

DWS is a demand-driven organization and, as such, all activities will directly support service to its customers. The goal is to enhance the service we provide for internal and external customers. DWS provides organizational structures and pathways that promote individualized service that is responsive, professional and compassionate. Exceptional customer service is promoted and integrated into all endeavors. Each center manages people and technical resources to minimize customer waiting, maximize meeting service requests on the initial visit, and minimize customer handoffs. Eligibility and Employment Counseling may be concurrent activities as the Department meets the needs of its customers.

DWS customers are located throughout the state and any customer should be able to access the same level of services regardless of their location. DWS centers should have a common look and feel in appearance including signage. The centers should have an open environment that is friendly to both internal and external customers. However, in order to provide a consistent level of service, center managers have flexibility in establishing pathways. Resources and local needs drive those pathways.

In order to continue to provide consistent service it is critical that all one-stop centers follow state approved policy and procedures. Adherence to policy and procedure is required. It is the responsibility of employees to examine processes to continually improve and provide cost effective services while still maintaining adherence to policy and procedure.

B. State Policies or Guidance to Support Integration of Service

What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

DWS integrated Business and Employment Services policy and procedures provides guidelines on how Business Consultants and Career Advisors work with their respective customers. The Employment Counselor and Business Consultants match business customers (employers) and individuals (job seekers) to appropriate employment opportunities.

C. One-Stop Infrastructure Costs

What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

Not applicable

D. State's use of Reserved Funds for Statewide Activities

How does the State use the funds reserved for Statewide activities pursuant to (§§129(b)(2)(B) and 134(a)(2)(B)(v).) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

Funds are used to promote Industry Partnerships, an approach also known as Sector Solutions or Sector Strategies. This approach encourages creation of partnerships involving multiple businesses within the same industrial sectors and include local or state workforce development professionals. Other key partners are education/training entities and economic development organizations. The primary goal of the partnerships is to determine workforce challenges across an entire industry, which could include recruitment, retention, entry-level training, marketing, or management development. Through these partnerships, public workforce development and education dollars are better focused to help multiple businesses within any industry sector and reduce inefficiencies associated with addressing business needs on a case-by-case basis.

E. States Assets in One-Stop in Support of Human Capital

*How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly?
(§112(b)(14).)*

The integration of functions such as finance, administration, personnel, technology, legal, case management, workforce information and public affairs, supports the delivery of all customer services at the One-Stop Workforce Center's. Since key workforce assets are under the governor's One-Stop Workforce Center domain, traditional agency fund sources become common model resources that are maximized and leveraged by avoiding a duplication of tasks. As one-stop resources identify and share in a broader base of common support functions and tools, resources are able to specialize, develop, and complement more effectively those common one-stop objectives that support the statewide mission and vision statements.

By responding to labor demands from targeted growth industries with job-ready customers the one-stop delivery system is supporting individual and business human capital solutions. These demand driven industries are identified and targeted through trend leading growth models.

VIII. Administration and Oversight of Local Workforce Investment System

A. Local Area Designations

1. *Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period. (§112(b)(5).)*

In April 2000 the Governor designated Wyoming as a Single Service Delivery Area. This designation is expected to remain the same over the next two years.

2. *Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)*

The Governor made this decision after consulting with the SWIB and taking into consideration geographic and labor market areas of the state.

3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §§112 (b)(5) and 116(a)(5).*

If a local area meeting population requirements makes an appeal, the WWDC would listen to arguments from a representative from the area making the appeal and the Council would then vote to determine the outcome. If the local area wished to appeal further, the Governor would make the final determination. If that appeal did not result in such a designation, the decision could be appealed to the Secretary of Labor.

B. Local Workforce Investment Boards

Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6) and 117(b).)

Not Applicable

C. Capacity of Local Boards

How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

Not Applicable

D. Local Planning Process

- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process? (112(b)(2) and 20 CFR 661.350(a)(13).)

- 1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?*

Wyoming is a Single Service Delivery Area and local workforce area strategic planning is included in the State planning processes. Because of our single service delivery area designation, a yearly strategic plan will be developed to provide direction for the One-Stop system towards the Departments goals and to incorporate any Recovery Act specific issues.

- 2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?*

See VIII D#1.

E. Regional Planning

- 1. Describe any intra-State or inter-State regions and their corresponding performance measures. (§§112(b)(2) and 116(c).)*

Based on our Single Service Delivery Area Wyoming negotiates one set of performance measures.

- 2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.*

Same as E #1 above.

- 3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.*

Not Applicable.

F. Provider Selection Policies

(§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

- 1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.*

Potential training providers can obtain an application from DWS administrative staff. Training providers submit a completed application to DWS administrative staff. The entire approval process is completed by the training provider consultant.

Performance information will be reviewed, once received from providers to determine their continued eligibility. The DWS intends to negotiate performance levels with the providers and the providers continued eligibility will depend on their achievement of meeting or exceeding their negotiated performance levels.

2. *Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

Policies are located on the DWS website. Interested parties have the opportunity to comment on the established policies. Further, given the WWDC, interested public, business and labor representatives have provided input into these policies and procedures.

3. *How will the State maintain the State's eligible training provider list?*

Applications approved by WWDC are added to the Approved Provider list on the Internet; <http://workforceservices.org> and the automated case management system (WyomingatWork).

4. *Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.*

Applicants who are denied eligibility receive a notice informing them of the decision and an explanation of the reason(s) for the denial. The notice also informs the applicant of their right to appeal the decision, and the contact information to begin the appeal process is provided to the applicant.

Providers who are denied eligibility have the opportunity to protest the denial. The protest policy is: 1) training provider submit a written protest to the Employment Services Division Administrator, who may (a) attempt informal resolution within 15 calendar days from receipt of the written protest, or (b) establish a hearing date to be held by an impartial hearing officer within 30 days of receipt of written protest. The impartial hearing officer will render a recommendation to the Director within 20 days of the hearing. The Director of the DWS shall issue a decision within 10 days of the hearing officer's recommendation, (c) if the training provider is not satisfied with the Director's decision, the training provider may appeal the decision to the Governor's Office within 10 days of receipt of the decision. The Governor will issue a final decision to the protest within 30 days of receipt of the appeal. It is here noted that the WWDC has become involved with the approval and denial process, making final inclusion/exclusion determinations, yet adhering to the above mentioned appeals process.

5. *Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)*
 - a. *How providers of all youth services will be procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the state is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.*
 - b. *How the state will implement the Recovery Act provision that a Local Workforce Investment Board may award a contract to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.*

All contracts, to include those awarded for youth summer employment opportunities, as well as training contracts awarded through a Local Workforce Center, will be procured using a competitive process compliant with procedures outlined in OMB Circular A-87. The State Division of Purchasing maintains a website that contains advertising for request for proposals. Vendors subscribe to this website to receive notifications or can access the website directly through the internet. All contracts are reviewed and processed through the State Division of Purchasing under State Legislative authority and are in compliance with State law. Additionally, since Wyoming is a single designation state, all contracts awarded through a Statewide Workforce Investment Board will be in compliance with all requirements set forth in the Workforce Investment Act 1998 Section 134(d). The same process is used for Recovery Act funds. The fiscal agent for all Wagner-Peyser, Workforce Investment Act and Recovery Act funds operating summer employment opportunities and training in the State.

6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)*

DWS follows Wyoming Procurement Code and associated Wyoming Administrative Rules in the selection of WIA youth providers.

WIA regulations (20 CFR 664.405) explain that the youth program design framework may be delivered by the grant recipient, (DWS in Wyoming), or included in the request for proposal as part of the competitive selection process. WIA regulations further state that the grant recipient may elect to provide the summer youth employment opportunities program element, (20 CFR 664.610).

It is the responsibility of the WWDC Youth Council to create a youth services request for proposals. Further, the WWDC Youth Council reviews and scores all request for proposals.

The State of Wyoming Procurement Office announces a Request for Proposals for WIA Youth Services statewide. Wyoming Procurement Code guides the process of identifying qualified respondents and selecting providers. The RFP process complies with WIA Sec. 123, 20 CFR Part 652 et al. WIA, Final Rules, and Wyoming procurement policy. The following is a summary of the RFP process:

- Request for Proposals development
- Request for Proposals release
- Pre-proposal conference (optional)
- Proposals due
- WWDC Youth Council evaluates responses to Request for Proposals and recommends provider(s)
- WWDC Youth Council makes recommendation(s) to WWDC
- WWDC grants final approval of recommended provider
- Contract negotiations
- Submit contract for formal approval to DWS Director
- Formal execution of contract
- Start date of service delivery

In an effort to foster competition and identify potential service providers, Request for Proposals will be announced in the following ways:

- Public notice in local newspapers and daily newspapers
- Wyoming Procurement Office maintains a list of parties interested in replying to Request for Proposals, notice will be given to organizations on the list
- DWS web page
- State Purchasing web page
- Other means, as appropriate

In the event the Request for Proposals process does not result in a qualified provider in a given region, DWS will assume responsibility for delivering WIA youth services. The 'lifetime' of the DWS service delivery will correspond with the cycle for contract providers, a maximum three-year period. Contracts are awarded on a one-year basis, with the possibility of two additional one-year extensions, which are based on successful monitoring.

The method used to identify effective and ineffective youth activities and providers of such activities is annual monitoring. WIA youth service delivery, either by contractor or DWS, is monitored in a consistent way; fiscal and program compliance is reviewed, and the same monitoring tools are used for both contracted and in-house service delivery.

G. One-Stop Policies
(§112(D)(14).)

1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)*

All services provided by required and optional One-Stop partners are available through the local workforce centers (One-Stop Center). Wagner/Peyser funds are utilized to provide core services to Adult and Dislocated Workers in Wyoming's efforts to consolidate WIA and Wagner/Peyser funding sources and to avoid duplication. Core services in Wyoming are not duplicated, since Wagner/Peyser funds are used to provide core services and Adult and Dislocated Worker funds are used to provide intensive and training services.

2. *Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.*

The state administration reviews statewide performance each month. If an area is identified as needing improvement a state specialist will schedule time to meet with the local one-stop to assist in identifying the root cause, to problem solve and identify solutions.

The state also has a trainer that is devoted to assessing the needs of the local areas and training all staff on any pressing issues. Current training efforts include: Summer Youth Program, new hire training in all programs, and individualized training for case managers.

3. *Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.*

In addition to being the One-Stop operator, DWS administers the following partner programs: TANF, Food Stamps, NAFTA/TAA/ATAA, and Veteran's Employment and Training.

H. Oversight/Monitoring Process

Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

DWS State Program Specialists and administration review outcome and operational data to monitor program performance, outcomes and efficiencies. Data is reviewed at a statewide region, workforce center, and individual customer level.

For Recovery Act funds the same monitoring process is in place and done on a weekly basis.

I. Allocation Formulas (112(b)(12).)

1. *If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30%*

discretionary formula adult employment and training funds and youth funds pursuant to §§128(b)(3)(B) and 133(b)(3)(B)

Since Wyoming is a single service area state, a local distribution formula is not required. Wagner/Peyser funds are allocated to the regions (allocation formula is based on the number of unemployed individuals, the number of “covered” employees as compared to the number of “covered” employers statewide, and the size of the workforce compared to the size of the workforce statewide) and will be used to provide core services. Adult funds are allocated to the regions (allocation formula is based on size of workforce compared to size of workforce statewide and the number of unemployed individuals as compared to the number of unemployed statewide) and will be used for intensive and training services. Youth funds will be used to provide activities as outlined in section 129 of the Act. Funds are allocated to the Local Workforce Center using the formula based on the number of youth with barriers as compared to the number of youth with barriers statewide (barriers include teen pregnancy, English deficient, drop-outs, juvenile arrests, youth in “out-of-home” placement) and the number of youth living in poverty. Staffing allocations are made to each region based on the Wagner/Peyser, Adult, and Youth funds allocations.

- 2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

Since Wyoming is a single service area state, a local distribution formula is not required. Allocations are made to each Local Workforce Center using the formulas, but may be moved between them as required.

- 3. Describe the State’s allocation formula for dislocated worker funds under §133(b)(2)(B).*

Since Wyoming is a single service area state, a local distribution formula is not required. Dislocated Worker funding will be used for intensive and training services.

- 4. Describe how the individuals and entities on the State Board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.*

The WWDC is continually involved in funding discussions through regular meetings. Further, by the Council recognizing this plan, it is involved with the state’s methods for distributing Wagner/Peyser and WIA funds.

- J. Grievance Procedures.
(§§122(g) and 181(cc).) Attach a copy of the State’s grievance procedures for participants and other affected parties (including service providers.)*

Formal grievance procedures for participants and other affected parties are in place as outlined in Attachment D.

K. State Policies or Procedures to Facilitate Effective Local Workforce Systems
Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2).)

1. State guidelines for the selection of One-Stop providers by local boards;

DWS is the One-Stop provider for Wyoming based on appointment of the Governor and the SWIB.

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

As a Single Service Delivery Area, DWS' MOU serves as statewide agreements. If a dispute arises from or relates to the terms and provisions of these MOUs, and if the dispute cannot be settled through good-faith negotiation, any One-Stop partner may request mediation of an MOU issue in writing. Written requests are to be submitted to the DWS Director.

3. Criteria by which the State will determine if local Boards can run programs in-house;

Not Applicable

4. Performance information that on-the-job training and customized training providers must provide;

When an OJT agreement is negotiated with an employer, the employer must assure that they provide long-term employment for trainees who successfully complete training, with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. Wyoming has not implemented a customized training program.

5. Reallocation policies;

As 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 requires that Wyoming's regions meet those requirements separately. If one region is not meeting expenditure or obligation requirements, DWS is able to transfer funds to another region that is meeting or exceeding the requirements to assure that the state remains in compliance.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;

As DWS is a single service delivery area state, the 20% transfers will take place at the state level. It is noted that this plan includes a waiver request to reserve the ability to transfer up to 100% of Dislocated Worker funds to the Adult program. The SWIB will approve any transfer of funds between funding streams.

7. *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;*

DWS' WIA Policies and Procedures provide for equal access and comparable service to these distinctive groups. Policies related to the above mentioned groups are reflected within the WIA Policies and Procedures Manual.

8. *If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)*

In coordination with the Department of Education and the WWDC Youth Council, DWS defines the sixth youth eligibility criterion as "youth at risk". Youth at risk are identified through one or more of the following characteristics:

- Recent parents divorce or separation
- Chronic absenteeism and truancy from school
- Family substance abuse
- Single parent family
- Chronic behavior problems
- Recent death in family
- Chronic health problems
- Remoteness
- Gifted/creativity (in-school)
- Physical/sexual/psychological abuse
- Lack of social competence and interaction skills
- Limited English proficiency
- Low self esteem
- Lacks vocational goal/skills
- Substance abuse
- Suicide prone
- Individual with a disability, including a learning disability

IX. Service Delivery

IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§112(b)(17)(A).) Activities could include:

*A. One-Stop Service Delivery Strategies
(§§112(b)(2) and 111(d)(2).)*

- 1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system?
(§112(b)(8)(A).)*

Coordination takes place through multiple committees, MOUs, blending services by two or more state agencies, access to service information through self-directed services available via the internet.

- 2. How are youth formula programs funded under (§128(b)(2)(A).) integrated in the One-Stop system?*

DWS employs a State Youth Coordinator to oversee all youth related programs and services. Youth services are delivered through the Workforce Centers (One-Stop). 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 (WyomingatWork).

- 3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?*

All Workforce Centers are required to offer core, intensive and training services. In addition, all Workforce Centers offer applications for Health Coverage Tax Credit, TANF/Work employment assistance, Veterans' Employment & Training, and Food Stamps Employment & Training services (where Food Stamp Employment & Training participation is required by the Department of Family Services).

- 4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?*

The following tools and products have been developed and are available to support all Workforce Centers statewide;

1. Self-directed on-line services through Wyomingatwork.com
 - Registration for services
 - Resume repository
 - Job matching
 - Labor market

- Skills testing
 - Career planning
 - Access to Unemployment Insurance
 - Business Services
 - Workforce Appraisal
2. Staff-assisted services
- Wyomingatwork.com (comprehensive case management system)
 - Intranet for resources, training, frequently asked questions, etc.
 - Job Search Skills videos and literature

DWS is currently developing its Business services to comprehensively meet the needs of Wyoming's businesses. In our effort to become a more demand driven workforce system, the DWS will provide additional services to businesses such as recruiting, advanced screening, employee retention assistance, etc.

5. *What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

1. *Do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers?*

All business customers served at any One-Stop Career Center statewide complete a standardized business self-assessment at the onset of receiving services of any type.

2. *Is there a common individual assessment process utilized in every One-Stop Career Center?*

All clients served at any One-Stop Career Center statewide complete a standardized basic job and personal skill self-assessment at the onset of receiving services of any type.

3. *What approaches will be used to ensure funds are targeted to those most in need, including low-income, public assistance recipients, persons with disabilities, etc.?*

Statewide monitoring of available WIA funds for adult, dislocated worker and youth services is done on an ongoing basis. State policy mandated that when 75% of the program year allocation for any of the three service areas is expended by month nine of the program year, services will be targeted to the following groups of individuals according to the following priority: 1) public assistance recipients, 2) level and severity of economic disadvantage, and 3) other target populations as determined by the Wyoming Workforce Development Council.

4. *How will states streamline the sequence of service to facilitate individual access to needed services and training?*

The State has implemented an online customer self assessment tool which solicits information specific to eligibility criteria for all programs and services collectively which are offered at one-stop 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.

B. Workforce Information

A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)

1. *Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.*

DWS utilizes workforce information in planning and decision making. This information is critical in determining what our target industries/occupations are in working with the Agency partners in business and education to ensure skills training is available and working with our job seeker during employment planning, allowing them to make informed choices.

2. *Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.*

DWS delivers high quality employment statistics information to customers of the One-Stop system through the Labor Market Information page on Department of Employment's website <http://doe.state.wy.us/lmi>. Data collected for the Bureau of Labor Statistics State-Federal cooperative statistical programs are analyzed and published. DWS will work closely with customers to improve and enhance delivery and content of its products and services to make them meaningful and practical for users. DWS provides workforce information via its website, developed by statewide, regional, and county levels.

As part of America's Labor Market Information System, Wyoming populates the database and has built a web interface system which allows customers to access the data.

Wyoming is continually improving its Workforce Information Web page at <http://doe.state.wy.us/lmi>. Making labor market and occupational information available on-line greatly expands all customers' access to this information. The website contains data, publications, and pages for Wyoming's counties. Wyoming will work closely with the Department of Education and other state agencies to develop its website which will highlight labor market information on the front page. This expands easy access to labor market information that can be used in career planning.

DWS prepares and disseminates labor supply and demand data using local data. Accordingly, labor supply and demand tables are constructed for publication. Wyoming also develops long-term and short-term industry projections and publishes them.

DWS provides information about occupations that require licenses for the Licensed Occupations Information System to support ETA websites and systems. This information is also available on the Workforce Information Website.

- 3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.*

DWS' Workforce Information administration is housed within the Department of Workforce Services. The Workforce Information core products are designated by the Governor to occur through Wyoming Department of Employment's (DOE) Research & Planning unit. This unit works closely with DWS' Director, who is appointed by the Governor. This line of consultation ensures that Wyoming's workforce information system and its grant activities are consistent with the strategic vision of the Governor. The Research & Planning staff work closely with the SWIB to gain approval from them and ensure that grant activities support their strategic vision. The directors and managers work closely to ensure that its goals are consistent with those of the Department, the WWDC, other state agencies, and the Governor.

Wyoming's Workforce Information staff work to ensure products and services are meeting customer needs. DWS also maintains a close working relationship with education. DWS works with chambers of commerce and economic development agencies to ensure business customer needs are met and maintained. Customers are encouraged to provide feedback on all publications and services. All of these activities combined provide information, which is used to produce, create, and continually improve our products and services to meet customer needs.

DOE's broad strategic approach for workforce information delivery to principal customers has been developed around the core products of the ETA One-Stop grant. DOE populates its ALMIS Database and has built and deployed a web interface system. DOE also maintains and continually improves the Workforce Information web pages. DOE prepares and disseminates labor supply and demand data using local data, in cooperation with WWDC and DWS. DOE provides information about occupations that require a license and publishes a bi-monthly newsletter for the state and quarterly information at the county level. Wyoming publishes an

adult career guide to assist in career planning and provides presentations about Wyoming's economy to community and business groups and the general public.

DWS delivers workforce information and services as core services to customers through the state's One-Stop service delivery system. Information is provided on its website, which includes the Wyoming Economic Data. Most of the hard copy publications are used in the One-Stop centers including *Trends* newsletters and wage flyers. Wyoming also provides employment counselor and business consultant training for One-Stop Center staff.

4. *Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.*

DWS' workforce information products and tools direct customers to national electronic workforce information tools whenever it is appropriate. Workforce information training and presentations highlight these national resources whenever it is appropriate.

C. Adults and Dislocated Workers

1. Core Services

(§112(b)(17)(a)(i).)

- a. *Describe State strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).*

All customers have access to core services. Details are available in the WIA Policy Manual. Customers have universal access to core services by completing their core service application on the WyomingatWork (wyomingatwork.com), interacting with a Workforce Center either in person, telephone or e-mail. This is accomplished whether a customer begins their access with a vocational rehabilitation program, Department of Family Services program (TANF, Medicare, Child Support), Department of Employment program (Unemployment Insurance, Workers' Compensation, Labor Standards), with the employment services programs (Wagner/Peyser, WIA, Veterans' Employment & Training, WOTC, Alien Labor Certification, TANF/POWER-Work, Food Stamp E&T), community based programs, community colleges, local school districts, and/or economic development agencies.

Target populations for Recovery Funds including Adults and Dislocated Workers are provided with access to all core services stated above.

- b. *Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and are accessible and available to all customers at the local level.*

All Workforce Centers operate under the three-tiered delivery strategy that ensures self-service, facilitated self-help and staff-assisted services which are available to all customers

1. Self-service is available from any location via the Internet:
 - o Self-directed on-line services
 - Registration for services
 - Resume repository
 - Job matching
 - Labor market
 - Skills testing
 - Career planning
 - Access to Unemployment Insurance
2. On-site facilitated self-help service. All self-directed services listed above are available and may be staff assisted depending on the needs of the customers.
3. Staff-assisted service are provided to individuals needing further assistance to become employed or to remain employed.

All State Agencies receiving Recovery Act funds are required to post available job openings on the WyomingatWork MIS. This also includes any sub-contractors that receive such funds. All jobs generated through the Recovery Act are accessible and available to all customers via the internet as stated above.

- c. *Describe how the State will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.*

Having all resources for both Wagner/Peyser and WIA Title I under DWS, the delivery of services to the Adult and Dislocated workers is streamlined. Core services are provided through Wagner/Peyser funds and intensive and training services are provided through WIA Title I Adult and Dislocated Worker funds.

Services provided under the Recovery Act are streamlined and delivered as stated above with Wagner/Peyser and WIA Title I resources.

2. *Intensive Services*
(§112(b)(17)(a)(i).) *Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.*

Intensive Services are provided when the customer's need is not met through core services. This level of service may require an eligibility determination.

All service providers are expected to look beyond program limitations and explore all possible service options in order to meet the needs of the customer.

Intensive Services include:

- Eligibility Determination and Maintenance
- Case Management Services (Career planning)
- Career Assessment
- Training Services
- Career Counseling
- Supportive Services

*3. Training Services
(§112(b)(17)(A)(i).)*

- a. *Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.*

With the integrated programs of DWS, leveraging other program funding and resources is built into our operational structure. This does include the incorporation of Recovery Act resources. An example of how the coordination and leveraging of funds leads to more effective programs is demonstrated by the fact that individuals who meet the eligibility requirements for TANF/Work are provided core, intensive, and training services. The same is true for individuals who meet the eligibility requirements for the Food Stamp Employment and Training program.

For youth co-enrolled in WIA and non-DWS state or local funded programs, funds are maximized by case management costs being covered by WIA, while non-DWS programs covers the costs of training and supportive services, when appropriate.

DWS has partnered with adult education facilities across the state in order to assist participants in obtaining GED and other basic skills. These project agreements have helped to facilitate the increase of participants served by meeting the needs of the community. DWS also works closely with the local community colleges to provide similar services.

b. Individual Training Accounts:

Individual training accounts follow the voucher system currently in place with DWS for WIA and other funded training services. The training account is for the amount necessary for the customer to complete the requested training. A customer is issued a voucher for appropriate costs at a state-approved training provider, and the school bills DWS for those costs. Obligated funds follow the customer if the customer moves to another region.

i. *What policy direction has the State provided for ITAs.*

The amount obligated for an individual customer is based on their assessment and employment plan and is individually determined as long as it falls within the state limit. The assessment includes a financial determination of the customer's current resources and expenses, including financial aid from schools and family support. Employment plans differ for each individual, depending on their unique needs and goals. There is no 'one size fits all' when determining training and related costs for each customer. The costs of all appropriate services provided by DWS will be considered when the employment plan and financial obligation are being determined.

ii. *Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

As gaps in skills are identified, DWS works with its partners in education and business to establish plans to mitigate the skill shortage. All programs that lead to skills development through "program based training" are accomplished through ITAs. One of the most visible examples of developing strategies with business, training providers is the current effort the DWS has with the Wyoming Contractors' Association. This joint effort has been developed to provide a trained workforce for the Oil & Gas industry. The DWS and Wyoming Contractors' Association have organized each entities roles and responsibilities.

Another example of agency partnerships is development of an Integrated Systems Technology (IST) training program at Laramie Community College in Cheyenne, which now includes green energy training in wind technology. DWS will work closely with the manufacturers association and regional businesses to develop industry driven training.

iii. *Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.*

During our negotiation with the customer, economic information regarding: labor market, jobs in demand, jobs projected to have high-growth and life sustaining wages are provided for the customer to make the best-informed choice. Because the customer choice option, not all funds are committed to high-growth, high-demand and economically vital occupations. However, DWS is reviewing and will make recommendations to the Director relative to how the use of WIA Title I funds will be utilized for targeted industries throughout the state.

iv. *Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)*

The statewide threshold on classroom training will be two years and \$10,000. One-Stop Center Supervisors have the authority to extend this limit, as appropriate. Workforce Specialists meet with customers regularly to review school progress.

- v. *Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.*

When work based training opportunities are appropriate for the customer, apprenticeship training is available, DWS ensures apprenticeship opportunities are available statewide. DWS works with the apprenticeship programs throughout the state and with businesses to establish apprenticeship sponsors. The agency also partners with public education to recruit applicants for apprenticeship opportunities.

- vi. *Identify State policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)*

Wyoming does not discriminate against religious activities under our training and support opportunities. If an applicant's career choice was in the religious arena, there is a demand for the occupation and all other eligibility requirements were met, the customer would be supported.

- b. *Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)*

DWS has limited performance information concerning training providers. The following information on approved training providers can be found via the Internet when provided by the institution:

1. Program completion rates for all individuals enrolled.
2. Percentage of all individuals enrolled who obtain unsubsidized employment.
3. Wages at placement for all individuals enrolled.
4. Program costs including tuition and all fees.

- c. *On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).)*
Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.
 - i. *In a narrative format, describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

The Governor's vision relative to increasing the use of OJT and Customized Training activities is twofold. In 2005, the Governor signed legislation encouraging OJT using the apprenticeship model with all businesses who receive state contracts that exceed a specified dollar amount.

Further, as the DWS moves to a demand driven service delivery model, customized training will be an important tool/activity to meet the workforce needs of business.

ii. Describe how the State:

- *Identifies OJT and customized training opportunities;*

DWS Business Consultants work with local employers to establish OJT sites. Career Advisors identify potential customers that are suited for OJT opportunities. The Career Advisors and Business Consultants match employers and job seekers to appropriate OJT opportunities.

- *Markets the concept as an incentive to untapped employer pools including new business to the State, employer groups;*

As a new business moves into an area a Business Consultant meets with them, provides them with a packet of information explaining the services DWS offers. One of the services that are discussed is OJT opportunities and the value of these services. Employers utilizing our self-directed services have access to all information regarding OJT.

- *Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*

DWS Business Consultants work with our partners in high-growth and high-demand industries to determine how best to identify, analyze and approach utilizing OJT's in these targeted industries.

- *Taps business partners to help drive the strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*

DWS is collaborating with the Wyoming Contractors' Association (WCA) to meet the workforce needs of the oil and gas industry. Oil and gas businesses work with the WCA and DWS to develop necessary training to include curriculum, length of training and competencies the trainees require. Further, DWS continues to support the Integrated Systems Technology (IST) training at the Laramie Community College in Cheyenne, Wyoming. Business will have a significant say when determining length of training, pricing for this training and how and where this training delivered.

As the DWS develops its business services, partnerships with businesses throughout the state will continue to be developed or enhanced in order for the department to meet the needs of all businesses in Wyoming.

4. Service to Specific Populations. (§112(b)(17)(A)(iv).)

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop*

delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)

- i. Describe the strategy the state will use to effectively implement the Recovery Act priority of service for low-income individuals and recipients of public assistance under the WIA Adult program.*

Statewide monitoring of available Workforce Investment Act funds for adult, dislocated worker and youth services is done on an ongoing basis. State policy mandated that when 75% of the program year allocation for any of the three service areas is expended by month nine of the program year, services will be targeted to the following groups of individuals according to the following priority: 1) public assistance recipients, 2) level and severity of economic disadvantage, and 3) other target populations as determined by the Wyoming Workforce Development Council.

- ii. Indicate how the state will use Wagner-Peyser resources to support individuals with disabilities, such as funding disability program navigators in One-Stop Career Centers, or assisting other targeted populations.*

Vocational Rehabilitation offices are co-located in nearly all One-Stop Centers statewide. Therefore, Wagner-Peyser services are readily available to individuals with disabilities.

Veterans

Each veteran or covered person for priority of service (including the groups identified for special consideration such as service connected disabled veterans, transitioning service members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services. This will ensure that all staff within the One-Stop center will be part of the team providing services to veterans.

Migrant and Seasonal Farmworkers

MSFW activity is under the oversight of the State Monitor Advocate. The Monitor Advocate; provides information, technical assistance, and support to workforce center management, and staff, to enable them to implement the service goals, and ensure compliance with equity of service and minimum services rendered to migrants.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.*

1. *The Governor's vision for Reemployment Services (RES), including how they differ from Wagner-Peyser core services.*

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. Additionally it is understood that conventional means have not been enough to combat Wyoming's unique problems. To this end the WWDC, through its share of Recover Act funds, has released three 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.

2. *How RES will be coordinated with other services provided at the One-Stop Career Center under WIA.*

RES are fully integrated into the One-Stop Centers along with all Wagner-Peyser services, WIA services, TAA, E and T Food Stamps and TANF. In this integrated context it is the goal of Wyoming to have all partners work together to effectively serve Unemployment Insurance (UI) claimants with the ultimate goal of effecting their return to the active workforce as soon as possible.

3. *How UI claimants will be identified quickly and RES provided as early as possible following initial receipt of UI benefits or referrals through UI profiling systems.*

Wyoming has electronic means to identify claimants immediately as they apply for UI benefits. Claimants are contacted the first week of their claim and informed of how to register in WyomingatWork and other mandatory eligibility steps for UI benefits.

4. *The services that will be provided under RES, including in-depth services such as skill assessment, career guidance, individual service plans, and labor market information.*

Wyoming has fully integrated the One-Stop Centers in order to provide claimants and non-claimants with the following services:

- Registration in WyomingatWork for services

- Resume creation
- Job matching
- Labor market information
- Skills testing
- Career planning guidance
- Basic program requirements to remain eligible for UI
- Training and Pell Grant application

5. *The specific population among UI claimants (e.g., those most likely to exhaust benefits) that the state intends to target with Recovery Act funds for RES.*

Wyoming will use the profiling system to identify UI claimants likely to exhaust benefits. Those claimants will be targeted with Recovery Act funds for reemployment services to assist these individuals to prepare for and enter suitable employment.

6. *How the state intends to integrate information technology into its RES program to better identify and serve UI claimants, including the percentage of funds that will be used for integrating ES and UI technology requirements to identify and serve the needs of UI claimants.*

Wyoming links UI claimants to employment services through required registration in the Wyoming at Work MIS. The state has implemented an online customer self assessment tool which solicits information specific to eligibility criteria for all programs and services collectively which are offered at One-Stop Career 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.

7. *Any labor market information tools that will be funded and integrated into RES.*

Wyoming offers updated labor market information both online and at the One-Stop Centers.

c. *Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

Claimants are given work search instructions at the new claims point, which are reinforced by written materials and the weekly claim filing questions. Work search activities are evaluated throughout the life of their claim. Employer materials emphasize their role in reporting questionable work search efforts, and several venues are provided for feedback.

d. *Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?*

Workforce Services policy provides direction for staff; if the customer is enrolled in TAA it is highly recommended to co-enroll in WIA Dislocated Worker. This ensures the customer can access supportive services as needed during their training.

Because the same staff provide rapid response services, administer the TAA program and the WIA dislocated worker program, services will be integrated and aligned for all dislocated workers.

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?*

As gaps in skills are identified, DWS works with partners in education and business to establish plans to mitigate the skill shortage. Training programs are developed to meet the identified needs in order to provide businesses with the most skilled workforce possible. Staff can then advise the education partners regarding how relevant curriculum is to meet the needs of the business community. This helps ensure a well-trained workforce coming out of the education system.

The workforce system in Wyoming will outreach to the populations listed in paragraph (a) as they work to solve business workforce needs, knowing these populations are normally an untapped pipeline to meet the workforce needs of business.

DWS workshops to meet employer and job seeker's needs, and include information on the following:

- One-stop Center Services
- Dislocated Worker & TAA Services
- Labor Market Information
- Job Search Assistance Information

- f. Describe how will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?*

DWS houses both Employment Services and Vocational Rehabilitation (VR) services. VR staff is co-located in nine of the 12 full service Workforce Centers. Employment Services and VR division staff work together when customers are identified in need of services from both divisions. In the three Workforce Centers where Employment Services and VR services are not co-located, staff within these centers communicate electronically, over the telephone and in-person to ensure individuals with disabilities have access to One-Stop services. The location of the office is not a barrier when making One-Stop services available to all customers DWS interacts with.

- g. *Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)*

The Employment Services Division within DWS administers the Veterans' Employment and Training program. The role of LVER and DVOP staff is to provide employment services described in Title 38 U.S.C. to eligible veterans only. This includes outreach to veterans needing the services provided by the workforce centers. Services provided by LVER and DVOP staff focuses on disabled veterans, veterans completing training under the Department of Veterans' Affairs, Chapter 31, Vocational Rehabilitation Program, and veterans with barriers to employment. These groups include but are not limited to disabled, ethnic minority, female, homeless veterans; military separates, and economically disadvantaged veterans. Veterans are able to receive more comprehensive guidance, assessment, counseling, and placement services in these programs so that performance standards established by the Department of Labor are met or exceeded.

In order to accomplish the above general services for veterans, Wyoming's LVER's and DVOP's have the following specific roles and responsibilities.

DVOP/LVER STAFF RESPONSIBILITIES

DVOP and LVER staff provide services to all veterans which Title 38 indicates are eligible for their services. Their efforts are concentrated according to their respective roles and responsibilities on, outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develop increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans. In order to accomplish the above general services for veterans, Wyoming's DVOP's and LVER's have the following specific roles and responsibilities.

DVOP's Roles and Responsibilities

The duties of Wyoming's DVOP specialists are strictly adhered to in accordance with VPL 7-05, these duties include: (as defined in VPL 7-05 and corresponding functions under Title 38, Section 4103A).

1. DVOP specialists facilitate intensive services to veterans with special employment and training needs. Training services are available on intensive services using the case management approach through the National Veterans' Training Institute (NVTI). In order to qualify as intensive services, DVOP specialists may include any combination of the following services, but at a minimum, the first two are required.

- Conduct Assessment (minimum requirement)
- Develop a plan of action that is documented (minimum requirement)

- Provide career guidance
- Coordinate supportive services
- Make job development contacts
- Provide referrals to training
- Make referrals to job openings

2. DVOP specialists should target services to Special Disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment especially, homeless veterans. In order to maximize services to those veterans, DVOP specialists conduct outreach activities at a variety of sites including but not limited to:

- Vocational Rehabilitation and Employment programs
- Homeless Veterans Reintegration Project grantees
- Department of Veterans' Affairs medical centers and Vet Centers
- Homeless shelters
- Civic and service organizations
- Community Stand Downs
- Military Installations
- WIA partners
- State Vocational Rehabilitation Agencies

3. As an integral part of the State's Labor Exchange System, DVOP specialists provide a full range of employment and training services to veterans, with the primary focus on meeting the needs of veterans and other eligible persons who are unable to obtain employment through core services.

DVOPs are fully integrated members within the assigned One-Stop Centers. DVOP Specialists have as their primary focus the rendering of staff-assisted intensive services to meet the needs of disabled veterans, economically or educationally disadvantaged veterans, and veterans with barriers to employment.

Veteran job seekers are identified through the intake process upon entering a One-Stop Center. Disabled veterans, including special disabled veterans, and newly separated veterans are referred to the DVOP for assessment and the provision of intensive services.

In addition, any veteran who is having problems with vocational choice, vocational change, or job adjustment (or any other barrier) is referred for staff assisted intensive services. All Wyoming veteran job seekers contacting the DVOPs are provided a core assessment and considered for staff assisted intensive services. All Title 38, Chapter 31, (VR&E) veterans within 60 days of graduation are provided case management and intensive services. With a limited number of LVERs and DVOPs funded in the state, DWS has either the LVER, DVOP or One-Stop Center's staff identify a veteran in need of intensive services and provide such services. If a veteran is already receiving intensive services through Temporary Assistance for Needy Families (TANF) or WIA, veteran representatives will monitor the veteran's progress and will assist the respective TANF/WIA case manager, as needed. Cross referrals between DVOP, WIA, TANF, and Work Opportunity Tax Credit (WOTC) program managers and One-Stop partners is ongoing and very common. Often these partners meet and discuss a plan for the veteran and determine what services will be of assistance to the veteran. These partnering activities will enable veterans to compete successfully in the local workforce market.

LVER's Roles and Responsibilities

The duties of Wyoming's LVER staff are strictly adhered to in accordance with VPL 7-05, these duties include: (as defined in VPL 7-05 and corresponding functions under Title 38, Section 4103A).

1. As an integral part of the State's Labor Exchange System, LVER staff work with other service providers to promote veterans as job seekers who have highly marketable skills and experience.
2. LVER staff advocate for veterans for employment and training opportunities with business, industry and community-based organizations. To accomplish this, LVER staff participate in a variety of outreach activities including but not limited to:
 - Planning and participating in job fairs
 - Coordination with apprenticeship programs, and business organizations to promote employment and training activities for veterans
 - Promoting credentialing and training opportunities for veterans with training providers and licensing agencies.
3. LVER staff establish, facilitate and/or maintain regular contact with employers to include federal contractors. They coordinate with employer relations representatives as part of the One Stop system to include veterans in their marketing efforts.
4. LVER staff provide and facilitate a full range of employment, training and placement services to meet the needs of veterans with priority given to targeted categories identified in the state plan. These services may include but are not limited to:
 - Conducting job search assistance workshops
 - Providing job development and referrals
 - Providing vocational guidance
 - Providing labor market information
 - Providing referrals to training and supportive services

LVER staff focus on outreach to employers to develop relationships, jobs, and training opportunities for veterans. Each One-Stop Center has a designated Workforce Specialist who conducts regular employer outreach. The Office Supervisor of the respective office keeps record of when the last employer outreach was conducted and utilizes that record to create a regular schedule. Generally, the LVER is included in and conducts employer visits, but when this is not feasible the Workforce Specialist who makes the visit presents the same material to the employer as the LVER. In other words, information regarding all services the Workforce Center offers is shared with the employer including veteran services. Throughout the year One-Stop Centers routinely participates in employer seminars/conferences, as well as Workforce Alliance Organizations at various locations throughout the state. During these seminars/conferences, DWS staff and LVER staff articulate to employers about the services offered at the One-Stop Centers and explain why hiring a veteran is good business practice.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and*

other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

Based on input obtained from various non-English speaking entities, it was recommended that two key publications be developed. The following publications are available and distributed to Workforce Centers throughout the state as well as interested community based programs.

- Interpretive services poster and flyers are posted in all employment centers and contain the following information in Spanish, "If you do not speak English, or if you are deaf, hard of hearing, or deaf/blind, you can have interpretation services provided to you at no charge. Tell the person helping you that you need an interpreter."
- "I Speak Cards" are available to community agencies to identify what language a customer speaks when they visit an employment center.

In addition, DWS' most utilized publications and forms were translated into Spanish. The translation of publications and forms is an ongoing project within DWS.

Training is available to all career counselors online and is a required course for new employees. Training includes: definitions of LEP, DWS' Administrative Policy on ADA and LEP requirements, DWS' interpretive services pathway, resources (interpretation contracts), EO contact and review of translated forms and publications available.

- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:*
 - *The number of Migrant and Seasonal Farmworkers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.*

Outreach and training is conducted through Motivation Education and Training Inc. (MET). As with all other customer groups our One-Stop services are also available electronically and at our workforce centers for this population.

5. Priority of Service

- a. What procedures and criteria are in place for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and*

training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)

Wyoming is a Single Service Delivery Area state. Therefore, the priority of service criteria has been developed and followed by all regions. When WIA funds are limited, the first to be served would be public assistance recipients and low-income individuals who are also veterans. The second group to be served would be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans. Veterans who do not meet WIA Adult or Dislocated Worker eligibility criteria cannot receive intensive and/or training services using WIA funds.

b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L. 107-288)[38 USC 4215], that priority of service is provided to veterans (certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)?

1. A description of the changes to policies for the delivery of priority of service by the State Workforce Agency or Agencies, Local Workforce Investment Boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The description must include how:

- i. The state policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.*
- ii. The state policies ensure that covered persons are aware of:*
 - 1. Their entitlement to priority of service;*
 - 2. The full array of employment, training, and placement services available under priority of service; and*
 - 3. Any applicable eligibility requirements for those programs and/ or services.*

2. A description or copy of the state's policy requiring Local Workforce Investment Boards to develop and include policies in their Local Plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.

Covered persons include a veteran or eligible spouse.

A veteran, for purposes of priority of service, is a person who served in the active military, naval, or air service, and who was discharged or released there from under conditions other than

dishonorable, as specified in 38 U.S.C. 101(2). Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes.

An eligible spouse is defined as meaning the spouse of any of the following:

- (1) Any veteran who died of a service connected disability.
- (2) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - (i) Missing in action.
 - (ii) Captured in line of duty by a hostile force.
 - (iii) Forcibly detained or interned in line of duty by a foreign government or power.
- (3) Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Department of Veterans Affairs;
- (4) Any veteran who died while a disability, as indicated in paragraph (3) of this section, was in existence.

All qualified covered persons receive the full range of service available through the Workforce Centers with special emphasis placed on providing intensive services to disabled veterans. Each Service Delivery Point (SDP) staff member follows the order of priority in Title 38 section 4215 as follows:

- Special disabled veterans.
- Other disabled veterans.
- Other eligible veterans in accordance with priorities determined by the U.S. Secretary of Labor.
- Certain spouses and other eligible persons.

As required in Section 168 of WIA, employment and training programs are provided to the following targeted group of veterans: veterans who have service-connected disabilities, veterans who served on active duty in the armed forces during a war or in a campaign or expedition for which a campaign badge has been authorized, recently separated veterans, and those veterans with significant barriers to employment.

Covered persons are identified in the common intake process and are provided priority of service through WyomingatWork registration. Moreover, all documents of initial exchange (written or electronic) will ask if the client is a covered person and insure covered persons receive information about veterans' benefits including employment, training and placement services as well as eligibility requirements.

Additionally, LVERs, DVOPs, and the State Program Coordinator work closely with the Wyoming National Guard and FE Warren Air Force Base to insure priority of service and veteran benefit information is shared with covered persons at mobilization, demobilization, medical hold units and family support group functions.

Monitoring of the process is conducted through Workforce Center supervision, LVER quarterly Reports and Department of Labor (DOL) office reviews.

LVERs and DVOPs are trained at NVTI about priority of Service and the State WIA Policy Manual and WIA Handbook cover this material. Staff which provide these services are trained to insure covered persons are made aware of this.

D. Rapid Response

(112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).

- 1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas*

The State Dislocated Worker Unit (DWU) is responsible for providing Statewide Rapid Response Services, which is a local area responsibility. The DWU works closely with the DWS Director and workforce centers. The DWS Director is given regular reports on WARN and Rapid Response activities, including the number of layoffs and worker dislocations. This information assists in making recommendations to the state plan and policies, and solidifying the coordination process.

The DWU handles statewide layoffs of 10 or more impacted workers, or closures of any size. For layoffs of less than 10, the service may be deferred to the locally impacted workforce center for a local area response. DWS ensures that the appropriate Rapid Response funds are available to respond to companies impacted by closures or layoffs.

- 2. Describe the process involved in carrying out Rapid Response activities.*
 - a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?*

Layoff and closure information is received by the DWU including WARN notifications. Once the DWU is notified of a pending layoff or closure, Rapid Response services are triggered, immediate employer contact is made to verify layoff/closure status and to determine appropriate services, including petitioning for TAA/ATAA. The goal is to provide on-site intervention services prior to layoff/closure with employee release time.

- b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?*

During initial contact with an employer the DWU verifies layoff/closure, identifies dates of layoff, and negotiates on-site workshops with employers. Standard negotiation with employer is to encourage Rapid Response be conducted on-site prior to layoff, with employee release time.

Rapid Response team works necessary hours in order to respond to employer and employee need regardless of the day, hours, or shift of impacted workers.

- c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?*

The DWU customizes workshops to meet employer and impacted worker needs, and include information on the following:

- Unemployment Insurance
- Workforce Center Services
- Dislocated Worker & TAA Services
- Labor Market Information
- COBRA & other Health Insurance options
- Financial Planning including protecting your 401(k)
- Job Search Assistance Information

Workers are referred from Rapid Response to One-Stop Workforce Centers to determine the appropriate mix of service and eligibility to program services.

The DWU and Rapid Response Team coordinates layoff/closure information with Business Counselors, in order to assess the need for specialized Job Fairs, and/or matching layoff company with companies seeking to hire workers, etc. Business Counselors promote and market Rapid Response and WARN to business and the community.

- 3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?*

During Rapid Response workshops information is gathered on workers in order to register them in the DWS WyomingatWork system. This allows workers access to WyomingatWork.com and registers them in the job matching system, identifies Rapid Response and comprehensive core services, and identifies company and layoff information, which is used by One-Stop Workforce Centers in Dislocated Worker eligibility. WyomingatWork is a comprehensive, Integrated Management System that includes Rapid Response, TAA, One-Stop activities, and when necessary, National Emergency Grants.

- 4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?*

Our Integrated Service Delivery Design allows our Rapid Response to function as a business service from first employer contact. We offer the continued process of transitioning workers to new employment, referrals to one-stop employment centers, and acting as a Liaison between employer displacing workers and the Business Services staff to identifying employers who are hiring, to coordinating specialized job fairs as necessary to assist with the transition of workers. Through the use of the early notice process Rapid Response acts in a proactive positive approach that allows for analysis of layoff aversion, economic development, custom fit or incumbent worker issues to be indented and addressed as necessary to meet the needs of businesses, the community, and the displaced worker.

- 5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?*

Business Consultants use their broad range of employer and business partnerships with chambers of commerce and state and local economic development entities to market a full range of DWS services, including rapid response when necessary. Rapid Response policies and procedures are in place identifying the DWU as the single point of contact for layoff/closure information. Whenever information is received about a pending layoff/closure the DWU is notified and Rapid Response is triggered. Partnerships have been developed with local economic development, Unemployment Insurance, and credit counseling representatives and these partners are activated when rapid response services are needed.

- 6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?*

During RR workshops information is gathered on workers in order to register them in the DWS case management system. This allows workers access to Wyomingatwork.com and registers them in the job matching system, identifies RR and comprehensive core services, and identifies company and layoff information which is used by One-Stop Workforce Centers in Dislocated Worker eligibility. Wyomingatwork.com is a comprehensive, integrated management system that includes Rapid Response, TAA, One-Stop activities, and when necessary National Emergency Grants.

- 7. Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events in case of unusually large layoff events)?*

Rapid Response Additional Assistance Funds are available and may be targeted to an impacted region when Formula Funds are not adequate to address a particular layoff/closure need.

E. Youth

ETA's strategic vision identifies youth most in need, such as out of school youth, (and those at risk) youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

- 1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)*
 - a. Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).*

The state will be using a majority of the Recovery funds on summer youth employment activities with a focus on older youth with specific job training needs. The summer youth employment program develops multiple and varying employment pathways into the workforce, addresses the educational needs and learning styles of youth, and coordinates with the businesses and workforce system to ensure that employment and training is responsive to the demands of regional economies. Pathways will be offered for alternative learning environments that engage the youth in rigorous and relevant workforce preparation, while continuing to prepare and connect youth to post-secondary and vocational education opportunities. Former dropout youth, unemployed, and those lacking workplace skills will then be better prepared to enter the labor market and career pathways in high-growth, high-demand industries.

Youth activities provided under the Recovery Act for summer and year round programs include tutoring, career exploration, workplace exposure through job shadowing and internships, academic remediation, GED preparation and attainment, and post-secondary education and vocational training to achieve marketable job skills and crucial credentials.

- b. Will the state use the Recovery Act funds to fund only a 2009 summer youth program or some combination of 2009 and 2010? If using the funds over two summers, what percentage of funds does the state anticipate using for the first summer?*

Although, the state has encouraged the Workforce Centers to expend the majority of the Recovery Act funds during the first year, it is planned to use Recovery funds over two summers with an anticipated 70 percent spent during the 2009 summer.

- c. *If using the funds for summer employment opportunities, describe how the state will deliver summer youth employment opportunities. Will the state operate the program or allocate the funds?*

The state will operate the summer youth employment programs and these services will be delivered through the local Workforce Center offices.

- d. *Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the state will ensure that meaningful work experiences will be developed.*

Youth projects have been developed throughout the state which provide both academic training and work experience opportunities. Academic opportunities include GED preparation, basic skills advancement and drop-out prevention. The youth are also often provided additional skills development in areas such as work readiness, financial literacy, inter-personal skills and even group counseling. These activities and others are connected to both academic skills classes and work experience opportunities to ensure that youth are able to refine their work attitudes, values and habits.

- e. *Describe the state's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the state's policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.*

Youth projects have been developed throughout the state which provide both academic training and work experience opportunities. Academic opportunities include GED preparation, basic skills advancement and drop-out prevention.

- f. *Describe any policies or strategies that the state is implementing to ensure that local areas implement activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.*

One-Stop staff assess all youth for supportive service needs and react appropriately to ensure individual success. The local Workforce Centers are making needs-based payments more accessible to youth as they complete their summer activities to allow the participant to remain focused on their training and able to complete their activities successfully.

- g. *Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.*

The state anticipates serving approximately 500 youth with Recovery Act funds and 300-400 of those youth during the summer employment programs.

Wyoming's strategy for providing comprehensive, integrated services to eligible youth is to ensure that qualified contract providers are selected, that there is a seamless pathway between the workforce centers and the WIA youth service providers, and requirements of the New Visions for Youth TEGL (3-04), are incorporated into DWS regional service delivery processes.

The DWS has developed interagency agreements with the Department of Family Services and Department of Education and will continue these relationships during this plan period. The basis of these agreements are to establish protocol relative to how the DWS will integrate and/or cooperatively deliver services to youth, including youth with special needs.

Wyoming's New Visions for Youth Plan includes:

Alternative Education

Wyoming is committed to providing leadership to ensure that youth served in alternative education programs will receive a high quality education that adheres to the state standards developed in response to the No Child Left Behind Act.

The Department of Education, in partnership with local school districts, ensures that high quality alternative education is available to Wyoming students. The New Visions Implementation Team will create strategies to improve the communication and referral process at the local level, so youth needing alternative education have ready access.

Meeting the Demands of Business, Especially in High-Growth Industries and Occupations

The investment of WIA youth resources will be demand-driven, assuring that youth obtain the skills needed by businesses so they can succeed in the 21st century.

The Department of Workforce Services, in collaboration with the Wyoming Business Council, has created a Targeted Industries/Occupation initiative, which has identified growth industries across the State. Key local-level specialists have been assigned to work with the recruitment and training infrastructure within these industries/occupations.

Focus on the Neediest Youth

DWS will prioritize investments that serve youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents and migrant youth.

Wyoming continues to work with youth providers that work with these specific populations and partner whenever feasible to provide services to these youth. DWS regions will create strategies to expand the infrastructure to include children of incarcerated parents and migrant youth.

2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

The MOU between Job Corps and DWS ensures that Job Corps resources are available at DWS Workforce Centers. Wyoming Job Corps Representatives are co-located in One-Stop Centers. DWS works closely with the USDOL Bureau of Apprenticeship and Training and is working closely with developers of the planned Wind River Job Corps Center which is scheduled to be operational in 2011. DWS has provided staff training regarding registered apprenticeship programs offered in Wyoming. The Department encourages One-Stop Center staff to enroll participants into registered apprenticeship programs when applicable.

3. How does the State Plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

a. utilizing the funds to promote cross agency collaboration;

DWS continues to work with the Wyoming Department of Education to establish an integrated career guidance model within pilot local school districts during this plan period. The vision for this effort is to develop a model program that includes Workforce Center staff, school counselors, community and/or faith based staff to provide career information to Wyoming's youth as they are entering or completing their high school education. Career information provided to students will include growth occupations in Wyoming and how students can prepare for these occupations.

b. demonstration of cross-cutting models of service delivery;

c. development of new models of alternative education leading to employment;
or

See 3(a) above.

d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.

e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

DWS has developed, implemented and will continue to review youth programs based on policies that take into account all of the elements in sub-section 112(b)(18) and 129(c) of the WIA. Youth service providers such as Job Corps, alternative educational entities, and community based organizations are included as a strategy the Workforce Centers pursue as they work with eligible youth in their communities.

F. Business Services

(§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:

5. *Determine the employer needs in the local areas and on a Statewide basis.*

Strategically, DWS conducts ongoing research to determine which industries and occupations are considered high growth. This research examines hiring trends, job vacancy rates, career opportunities within the occupations and other demographic information. From this research, a list of industries and occupations is developed for strategic targeting which is then pushed down to the local level.

Operationally, DWS has developed policies and procedures to reflect a business services delivery model. The business services model emphasizes the importance of assessing the needs of business in each of the regions/local areas of the state. When working with businesses, Business Consultants utilize an assessment tool which determines the level of need and appropriate solutions. Solutions can be as simple as placing job orders to more intensive assistance, such as assessing training needs. Recently, an Organizational Development position was added to the Human Resource Division. The position will be able to provide more in-depth assistance to businesses with Human Resource questions or concerns. Although the position reports to the Human Resource Division, its primary function is to service the Employment Service Division in local offices.

From the One-Stop, regional and state level the department has constant on-going contact with our business customers utilizing the following methods:

- Workshops and seminars are made available to the employer population on relevant business topics. These workshops and seminars are evaluated as to effectiveness and new ideas.
- Focus groups of business customers are used to guide the department in business service decisions. The information is to be gathered as DWS develops its service delivery model emphasizing business as the primary customer. Employer focus groups are valuable in assisting the department and the SWIB to address service additions, improvements and/or sunseting of some services.

5. *Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.*

DWS currently has full-time Business Consultants, strategically located throughout the state. It is through these employees that DWS provide direct services to the business community. DWS' Business Consultants also act as DWS liaisons through their local area chambers of Commerce and economic development agencies. These employees are one-stop employees and will provide individualized services to the local business they are responsible to. The solutions that are provided to the business community are tailored for each business client. These may include assistance with posting job vacancy announcements on the on-line recruitment system, to creating customized training for incumbent workers through our educational partnerships, or providing customized training to supervisors, managers and human resource representatives.

Some of the services provided through our One-Stops, Business Consultants and the website are:

- Apprenticeships

- DOL Compliance Assistance
- Employer Appeals of UI Decisions
- Employment Status
- Federal Contractor Job Listing Program (FCJL)
- Fidelity Bonding Program for Employers (Bonding)
- Internship Program
- New Hire Reporting
- On-the-Job Training Program (OJT)
- Overview of Business Services
- Pre-Layoff Assistance Services
- Required Posters
- Selection Interview - Tips for Employers
- Veteran Services
- Work Opportunity Tax Credit and Welfare to Work Tax Credit
- Worker Adjustment & Retraining Notification Act (WARN)

5. *Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)*

Tax Credit administration resides in a single place for the state of Wyoming. All information including application forms are available on the website at <http://workforceservices.org> and all tax credit information and services are available in all of the workforce centers. This ensures a no wrong door approach for all business customers.

*G. Innovative Service Delivery Strategies
(§112(b)(17)(A).)*

1. *Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).*

a. Increase services to workers in need.

High priority will be placed on serving all workers in by utilizing the new WyomingatWork job matching system. Workers are able to access job listings and labor market information from any location with internet access. The Recovery Act has allowed the state to serve a greater number of workers in need, particularly through additional training services.

b. Support the full range of One-Stop Career Center customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.

The Recovery Act has allowed the State to develop a workforce appraisal tool that allows individuals an opportunity to identify specific needs including academic remediation, basic computer skills, and supportive services. Training and skill building is provided when specific needs are identified within high-growth, high-wage occupations, including new green jobs.

- c. Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.*

The State has a strong partnership with training providers and educational entities. Training is focused on areas of need within the workforce and includes certified and credentialed programs whenever possible. Wyoming has implemented the Career Readiness Certificate initiative which allows job seekers to market themselves to quality employment opportunities. The Career Readiness Certificate also provides employers with the best possible pool of qualified applicants.

- d. Strategically use youth, dislocated worker and adult statewide funds to quickly deliver innovative services.*

The Workforce Development Training Fund provides training grants to businesses for advancing incumbent worker skills. In addition, the state-funded Workforce Development Training Fund is available to new and expanding businesses for staff training and advancement. The Recovery Act has allowed for expanded youth programs throughout the state in areas such as hospitality, construction, healthcare, and various job skills enhancements. The State is utilizing the sector strategies in these areas to target and develop high-growth, high-demand and green jobs.

- e. Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experience for youth.*

Wyoming's summer youth work experience program is the largest in its history. The Workforce Center staff is working closely with employers and partners to develop summer work experiences in areas that are responsive to the demands of regional economies. The State is collaborating with the State Office of Apprenticeship and its Director in targeting apprenticeship and pre-apprenticeship job opportunities in both new industries such as Wind Energy, Oil, Gas and Coal, as well as traditional occupations such as healthcare and construction trades.

- f. Align workforce activities with education strategies and economic and community development strategies to meet skill needs of jobs and industries important to the local and regional economies and meet the needs of under-skilled adults.*

Education and training activities are aligned to meet the changing needs of the economy, employers and under-skilled job seekers. Each Workforce Center has socioeconomic indicators which may require a more customized plan for delivering training programs. Programs include

post-secondary education and customized vocational training opportunities that are being developed to target high-demand, high-growth and high wage occupations, focusing on the State Sector Strategies of healthcare and energy. Recovery Act funds will be used to enhance and expand training opportunities for all customers at all levels.

2. *If your States participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

Not Applicable

H. Faith-based and Community Organizations

Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) – Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

Wyoming is aware of the contributions faith-based and community organizations (FBCO) have on the success of many workers and their families, especially when a family is in need of support and direction. In addition, the interaction of FBCOs with the various One Stop Employment Centers around the state enhances the ability of the One Stop to communicate available services and support of demand driven opportunities.

Wyoming has close working relationships with multiple community-based organizations and has developed formal communication pathways with advocacy groups designed to support the most in need. DWS staff are active members of local community partnerships including elected board positions.

Wyoming and the FBCOs understand how interdependent we are in serving customers to make permanent and rational connections to the workforce. There is little disagreement in the value of the demand driven approach to workforce development. The relationships have matured and

become stronger. The task of clustering services to provide a comprehensive approach to employment planning and connection requires both to nurture these resources.

X. State Administration

A. Technology Infrastructure / Information Systems

What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1) and 112(b)(8)(B).)

Wyomingatwork.com (Wyoming's management information system) is a web-based system which supports self-service customers by providing access to information and services that will assist them in finding a first job or a better job. This system will also support an employment counselor's ability to provide and track services in a seamless manner to the customer, while capturing the funding source requirements internally.

As a part of this, WyomingatWork.com assists service providers in managing caseloads, scheduling resources and providing accountability for funding programs. The system supports both self-service and staff-assisted job seekers as well as employers in a manner that is beneficial to both. Because of the different types of users being supported, the system accommodates multiple entry points into the system, multiple levels of security, the ability to transfer job seekers from self-service to staff-assisted seamlessly, and interfaces with external local systems. WyomingatWork has the following functionality:

Self Service and Staff Assisted Components:

- Registration/Intake
- Assessment
- Employment Planning
- Labor Market Information
- Job Search Services
- Education and Training Provider Information
- Staff Assisted Components:
- Customer Progress Tracking/Case Management
- Eligibility
- Monitoring/Activity Tracking
- Intervention
- Evaluation
- Outcome
- Supportive Service Planning & Tracking
- Supportive Service Provider Information
- Counselor Notes
- Financial Tracking of the WIA transactions

B. State's Plan for Reserved Funds for Statewide Activities

Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).

DWS plans to continue utilization of the WIA Statewide Activity funds to support the operations of the WC's and allowable statewide employment and training activities. Other activities that will benefit from these funds are;

- Continued enhancements to WyomingatWork strengthening our ability to effectively use the data in operational and decision making functions.
- Training incumbent workers in targeted industries/occupations.
- Activities to assist youth in achieving the goal of becoming a successful adult.

C. Waivers or Workflex

Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192).)

The department recognizes the importance flexibility waivers afford the Workforce Development System. The attached waivers are being requested as a part of this plan. Please see attachment E. Waiver authority will allow the DWS to meet the needs of workforce issues within the state of Wyoming.

D. Performance Management and Accountability

Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

Wyoming has established an automated customer tracking and reporting system to monitor activities and employment outcomes for all participants. Individual customers and their employment counselors input data into an internet-based job matching and case management computer system called WyomingatWork. Data from WyomingatWork is combined and matched with data from other computer database systems such as the Wyoming Employer Wage File and the New Hire Registry to measure employment outcomes. Quarterly reports at the state, region, and employment center level provide local managers and councils with results of programs and service delivery.

DWS plans to use the data and outcomes to continually shift its resources to the needs of the business communities within Wyoming. As occupational needs are identified, DWS plans to strategically shift its resources to these growth occupational needs.

1. *Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the*

State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

- a. The Recovery Act emphasizes the importance of accountability. Describe the state's overall efforts to hold the state and its local areas accountable for the results of activities funded by the Recovery Act, and how the state will measure whether it has achieved the state's goals for implementation as described in Questions I.C. and I.E. under "State Vision and Priorities."*

TEN's and provided quick fact sheets on policies and procedures are transferred to program managers and the WIA trainer so applicable changes can be made in policy and procedures, as well as updates to WyomingatWork System. Weekly conversations are held with field staff via phone conference to provide technical assistance on Recovery Act, as well as receive feedback on effectiveness of policies and procedures. Best practices and lessons learned are not only shared, information is continually monitored and adjustments are made, as needed. Supervisors and staff have been given access to critical reports in WyomingatWork, therefore self monitoring and coaching between employee and supervisor is more effective. Recovery Act goals were set based on size of community, number of workforce staff, and economic condition in area. Weekly reports are viewed by members of program staff as well as administration to ensure performance measures are being met.

Weekly fiscal reports are monitored to ensure spending is occurring at expected levels. This information is shared with program staff and administration, as well as staff and supervisors in local offices. Supervisors and staff have been given read-only access to fiscal and performance programs in WyomingatWork. This will assist them in monitoring their staff and make appropriate changes.

- b. The Recovery Act requires states to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The state should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination.*

Performance:

A: 1. Initial assessment, entry work readiness worksheet completed by participant. Worksheet includes a numeric indicator for each category to determine a "base score" for comparison of final work readiness worksheet assessment. The worksheet could be

completed based on participants experience, knowledge, as well as the available employer information and position announcement.

2. Monthly work readiness worksheet completed by both employer and participant. Worksheet includes a numeric indicator for each category in order to determine a post-completion “score” for comparison of base score worksheet assessment in measuring gains.

Work Readiness definition: A measurable increase in work readiness skills to include positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting an appropriate appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job.

What information should be collected to report on the participants served through the stimulus?

- A: 1. Work readiness
2. Completion of job

Program Elements:

Meaningful Work Experiences – Ensure that participating worksites introduce and reinforce the rigors, demands, rewards, and sanctions associated with holding a job.

Age appropriate – services provided and work readiness goals set should be age appropriate for the youth participant.

Integration of Work-Based and Classroom-Based Learning may be used so that the youth are provided with assistance in developing and refining attitudes, values, and work habits which will contribute to their success in the workplace.

2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)*

Wyoming has identified several targeted applicant groups. These include foster care youth transitioning to adulthood, out-of-school youth, older workers, workers with disabilities, and Veteran’s. Each of these customer groups is indicated in the database system so they can be monitored for improved employment outcomes. In addition to these targeted applicant groups, DWS monitors equal opportunity (EO) compliance for customers. Race, ethnicity, disability status, gender, and age are reported at least twice each year to the EO representative.

3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?*

DWS sets goals for both the workforce center and individual counselors which are tracked by our state MIS. The Assistant Administrator and office supervisor analyze the data weekly.

4. *Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)*

Wyoming uses several common data systems and reporting processes to meet requirements. First, Wyoming has WyomingatWork.com, a Geographic Solutions product. This system uses wage matching from the State-source Earnings File and the Wage Record Interchange System (WRIS). Reports from WyomingatWork are generated at the state and local level in portable document file (pdf) formats and are accessible on the agency Intranet.

5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)*

Wyoming's Governor and SWIB will continue to encourage the private sector to take a significant role in public/private partnerships. This will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Partnerships do and will require frank input and feedback from partners, educating partners on their responsibilities, and clarifying what each contributes to the success of all. DWS will continue revamping the partnerships with other government agencies, especially those outlined in WIA. "Turfism" has and will continue to be reduced and trust increased through the common goals that have been established and the open communication that currently exists. Youth have become key customers in the workforce investment system, which means that relations with education organizations at all levels have been strengthened. Formal information sharing among government agencies has improved and ensures effective partnerships. These partnerships have created a common goal of improving the state's workforce investment system, which in turn also helps each partner realize their individual goals.

6. *How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)*

Each quarter, the SWIB meets to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the board reviews quarterly performance reports including progress on Federal measures. Detail on regional or office locations is available. As measurements increase and decrease, the board takes an active role in identifying problem areas and scheduling follow up. The WWDC requests the Department to develop plans to enhance areas that require improvement. Technical assistance, as needed, is delegated to the Department's Employment Services Division. According to follow up reports, the board ensures the strategic direction of the system is maintained.

7. *What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

Wyoming is among the states that are continuing to implement Common Measures as identified in TEGL 17-05. All of the supplemental employment outcomes discussed above use the Common Measures as a basis for computation.

8. *Include a proposed level for each performance measure. While the plan is under review, the State will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their Statewide performance goals. (§§112(b)(3) and 136.)*

DWS adheres to §§116 (a)(5). Wyoming is a single service delivery area. In the event a local area wishes to appeal the service area designation, they may appeal to the Governor's designation. Please see Attachment E for the Performance Measure Waiver requesting to use Common Measures.

Program / Measure	PY 2008	PY 2009 Proposed
Adult		
Entered Employment	88%	88%
Employment Retention	89%	89%
Average Earnings	\$12,932	\$12,932
Employment and Credential	72%	none
Dislocated Worker		
Entered Employment	86%	86%
Employment Retention	91%	91%
Average Earnings	\$14,700	\$14,700
Employment and Credential	73%	none
Older Youth		

Entered Employment	86%	none
Employment Retention	87%	none
Average Earnings	\$6,200	none
Credential	46%	none
Younger Youth		
Skill Attainment	55%	none
Diploma or Equivalent	50%	none
Retention	76%	none
Youth Common Measures		
Placement in Employment or Education		70%
Attainment of Degree or Certificate		60%
Literacy and Numeracy		20%
Customer Satisfaction		
Participants	82%	none
Employers	79%	none
Wagner Peyser		
Entered Employment	76%	76%
Employment Retention	87%	87%
Six Month Average Earnings	\$13,060	\$13,060

E. Waivers or Workflex

Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192).)

The department recognizes the importance flexibility waivers afford the Workforce Development System. In conjunction with the SWIB the attached waivers are being requested as a part of this plan. Please see attachment E. Waiver authority will allow the DWS to meet the needs of workforce issues within the State of Wyoming.

F. Administrative Provisions

1. Provide a description of the appeals process referred to in §116(a)(5)(m).

See VIII H. j. (Attachment D)

2. *Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188*

The Department has established Memorandums of Understanding, complaints procedures, a designated E.O. position in policy, and agreement provisions that ensure compliance with non-discrimination. Please also see VIII H. j and Attachment D.

XI. Assurances and Certifications

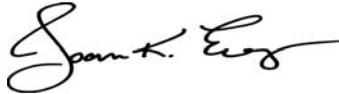
1. *The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)*
2. *The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –*
 - a. *the State has implemented the uniform administrative requirements referred to in section 184(a)(3);*
 - b. *the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and*
 - c. *the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)*
3. *The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)*
4. *The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)*
5. *The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)*
6. *The State assures that it will comply with the confidentiality requirements of section 136(f)(3).*
7. *The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)*
8. *The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)*
9. *The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.)*

10. *The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:*
- a. *•General Administrative Requirements:*
 - i. *-29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)*
 - ii. *-29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act*
 - iii. *-OMB Circular A-87 --Cost Principles (as amended by the Act)*
 - b. *•Assurances and Certifications:*
 - i. *-SF 424 B --Assurances for Non-construction Programs*
 - ii. *-29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20*
 - iii. *-CFR part 93 --Certification Regarding Lobbying (and regulation)*
 - iv. *-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)*
 - c. *•Special Clauses/Provisions:*
 - i. *Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.*
11. *The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.*
12. *The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.*
13. *The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.*
14. *The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.*
15. *The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.*
16. *As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:*
-- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--

financially assisted program or activity;
-- *Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;*
-- *Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;*
-- *The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and*
-- *Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.*

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. *The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.*



Signed: _____

Date: 6/30/09

Joan Evans
Director
Wyoming Department of Workforce Services

Certifications

K. Certification—Debarment, Suspension, and Other Responsibility Matters

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 34 CFR Part 85, Section 85.510, *Participants' Responsibilities*.

- A. As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that neither the applicant nor its principals:
- Is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
 - Has, within a three-year period preceding this application, been convicted of, or had an adverse civil judgment entered in connection with, fraud or other criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

- Is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - Has not, within a three-year period preceding this application, had one or more public transactions (federal, state or local) terminated for cause or default.
- B. If you unable to certify to any of the statements in this certification, you must attach an explanation to this application.

L. Certification—Drug-Free Workplace

This certification is required by the regulations implementing the Drug-Free Workplace Act of 1988, 34 CFR Part 85, Subpart F. The regulations require certification by grantees, prior to award, that they will maintain a drug-free workplace. The certification set out below is a material representation of fact upon which reliance will be placed when the agency determines to award the grant. False certification or violation of the certification may be grounds for suspension of payments, suspension or termination of grants, or government-wide suspension or debarment (see 34 CFR Part 85, Sections 85.615 and 85.620).

As the duly authorized representative of the grantee, I certify, to the best of my knowledge and belief, that the grantee will provide a drug-free workplace by:

- A. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee’s workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- B. Establishing a drug-free awareness program to inform employees about:
- The dangers of drug abuse in the workplace,
 - The grantee’s policy of maintaining a drug-free workplace;
 - Any available drug counseling, rehabilitation and employee assistance programs; and
 - The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- C. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph A.
- D. Notifying the employee in the statement required by paragraph A that, as a condition of employment under the grant, the employee will:
- Abide by the terms of the statement, and
 - Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.
- E. Notifying the Commission within ten days after receiving notice under paragraph D from an employee or otherwise receiving actual notice of such conviction;
- F. Taking one of the following actions, within 30 days of receiving notice under paragraph D, with respect to any employee who is so convicted:
- Taking appropriate personnel action against such an employee, up to and including termination; or
 - Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency.
- G. Making a good-faith effort to continue to maintain a drug-free workplace through implementation of paragraphs A through F.

M. Certification—Lobbying Activities

As required by Section 1352, Title 31, of the U.S. Code, as the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that:

- A. No federal appropriated funds have been paid, or will be paid, by or on behalf of the applicant to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress or an officer of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative agreement, or modification of any federal contract, grant, loan or cooperative agreement;
- B. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan or cooperative agreement, the applicant will submit Standard Form LLL, *Disclosure Form to Report Lobbying*, in accordance with its instructions;
- C. The applicant will require that the language of this certification be included in the award documents for all subcontracts at all tiers (including subcontracts, subgrants and contracts under grants, loans and cooperative agreements) and that all subrecipients will certify and disclose accordingly.

N. Assurances

As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that the applicant:

- A. Has the legal authority to apply for federal assistance and has the institutional, managerial and financial capability, including funds sufficient to pay the non-federal share of project costs, to ensure the proper planning, management and completion of the project described in this application.
- B. Will give the awarding agency, the Comptroller General of the United States, and, if appropriate, the State of Wyoming, through any authorized representative, access to and the right to examine all records, books, papers or documents related to the award; and will establish a proper accounting system in accordance with generally-accepted accounting standards or agency directives.
- C. Will establish safeguards to prohibit employees from using their position for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest or personal gain.
- D. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- E. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).

- F. Will comply with all federal statutes relating to nondiscrimination. These include, but are not limited to:
- Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin;
 - Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683 and 1685-1686), which prohibits discrimination on the basis of sex;
 - Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 704), which prohibits discrimination on the basis of disability;
 - The age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107, which prohibits discrimination on the basis of age;
 - The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse;
 - The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism;
 - Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records;
 - Title VIII of the Civil Rights Act of 1968 (42 U.S. C. 3601 *et seq.*), as amended, relating to nondiscrimination in the sale, rental or financing of housing;
 - Any other nondiscrimination provisions in the National and Community Service Act of 1990, as amended; and
 - The requirements of any other nondiscrimination statute(s) which may apply to the application.
- G. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of federal participation in purchases.
- H. Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds.
- I. Will comply, as applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires the recipients in a special flood hazard are to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- J. Will comply with environmental standards which may be prescribed pursuant to the following:
- Institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514;
 - Notification of violating facilities pursuant to EO 11738;
 - Protection of wetlands pursuant to EO 11990;
 - evaluation of flood hazards in floodplains in accordance with EO 11988;
 - Assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 *et seq.*);
 - Conformity of federal actions to State (Clean Air) Implementation Plans under Section 176© of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 *et seq.*);
 - Protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and
 - Protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

- K. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. 1271 *et seq.*) related to protecting components or potential components of the national wild and scenic rivers system.
- L. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. 469a-1 *et seq.*).
- M. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development and related activities supported by this award of assistance.
- N. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 *et seq.*) pertaining to the care, handling and treatment of warm-blooded animals held for research, teaching or other activities supported by this award of assistance.
- O. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 *et seq.*) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
- P. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984, as amended, and OMB Circular A-133, Audits of States, Local Governments and Non-Profit Organizations.
- Q. Will comply with all applicable requirements of all other federal laws, executive orders, regulations, application guidelines, and policies governing this program.

O. Certification Signature

This form must be signed and included in the application. Before completing certification, please read the Certification Instructions.

By signing this Certification page, you certify that you agree to perform all actions and support all intentions in the Certification sections of this application. The three Certifications are:

- Certification: Debarment, Suspension and Other Responsibility Matters
- Certification: Drug-Free Workplace
- Certification: Lobbying Activities

Legal Applicant: Wyoming Department of Workforce Services

Name and Title of Authorized Representative: Joan Evans, Director

Signature: 

Date: 6/30/09

Assurance Signature

This form must be signed and included in the application. By signing this Assurances page, you certify that you agree to perform all actions and support all intentions in the Assurances section.

Legal Applicant: Wyoming Department of Workforce Services

Project Name: Two Year Plan, WIA/ES

Name and Title of Authorized Representative Joan Evans, Director

Signature: 

Date: 6/30/09

ATTACHMENT A

ETA Regional Administrators: January 2005

Region 1- Boston/New York

Douglas Small, Regional Administrator,
U.S. Department of Labor/ETA,
JFK Federal Building, Room E-350,
Boston, Massachusetts 0223,
(617) 788-0170, Fax: (617) 788-0101,
Small.Douglas@dol.gov

Region 2 – Philadelphia

Lenita Jacobs-Simmons, Regional Administrator,
U.S. Department of Labor/ETA,
The Curtis Center, 170 South Independence Mall West, Suite 825 East,
Philadelphia, Pennsylvania 19106-3315,
(215) 861-5205, Fax: (215) 861-5205,
Jacobs-Simmons.Lenita@dol.gov

Region 3 – Atlanta

Helen Parker, Regional Administrator,
U.S. Department of Labor/ETA,
Atlanta Federal Center, Rm. 6M12,
61 Forsyth Street, SW.,
Atlanta, Georgia 30303,
(404) 562-2092, Fax: (404) 562-2149
Parker.Helen@dol.gov

Region 4 – Dallas/Denver

Joseph C. Juarez, Regional Administrator,
U.S. Department of Labor/ETA,
Federal Building, Rm. 317,
525 Griffin Street, Dallas, Texas 75202,
(214) 767-8263, Fax: (214) 767-5113,
Juarez.Joseph@dol.gov

Region 5 – Chicago/Kansas City

Byron Zuidema, Regional Administrator,
U.S. Department of Labor/ETA,
230 S. Dearborn Street, Rm. 628
Chicago, Illinois 60604,
(312) 596-5400, Fax: (312) 596-5401
Zuidema.Byron@dol.gov

Region 6 – San Francisco/Seattle
Richard Trigg, Regional Administrator,
U.S. Department of Labor/ETA,
71 Stevenson Street, Rm. 830
San Francisco, California 94119-3767,
(415) 975-4610, Fax: (415) 975-4612,
Trigg.Richard@dol.gov

ATTACHMENT B
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: Wyoming Department of Workforce Services

Address: 122 W. 25th St.
Herschler Building, 2E
Cheyenne, WY 82002

Telephone Number: 307-777-8650

Facsimile Number: 307-777-7106

E-mail Address: jevans1@state.wy.us

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of WIA Title I Signatory Official: Joan Evans, Director

Address: 122 W. 25th St.
Herschler Building, 2E
Cheyenne, WY 82002

Telephone Number: 307-777-8650

Facsimile Number: 307-777-7106

E-mail Address: jevans1@state.wy.us

Name of WIA Title I Liaison: Joan Evans, Director

Address: 122 W. 25th St.
Herschler Building, 2E
Cheyenne, WY 82002

Telephone Number: 307-777-8650

Facsimile Number: 307-777-7106

E-mail Address: jevans1@state.wy.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency: Joan Evans, Director

Address: 122 W. 25th St.
Herschler Building, 2E
Cheyenne, WY 82002

Telephone Number: 307-777-8650

Facsimile Number: 307-777-7106

E-mail Address: jevans1@state.wy.us

Name and title of State Employment Security Administrator (Signatory Official): Gary Child, Director, Wyoming Department of Employment

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-5960

Facsimile Number: 307-777-5805

E-mail Address: gchild@state.wy.us

As the Governor, I certify that for the State of Wyoming, the agencies and officials designated above have been duly designated to represent the State/Commonwealth 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 Dave Freudenthal

Signature of Governor _____ June 30, 2009 _____

ATTACHMENT C

LOCAL PLANNING GUIDANCE FOR SINGLE WORKFORCE INVESTMENT AREA STATES

I. Local Plan Submission

Section 118 of the Workforce Investment Act requires that the Board of each local workforce investment area, in partnership with the appropriate chief elected official, develop and submit a comprehensive Local Plan for activities under Title I of WIA to the Governor for his or her approval. In States where there is only one local workforce investment area, the Governor serves as both the State and local Chief Elected Official. In this case, the State must submit both the State and Local Plans to the Department of Labor for review and approval. States may (1) submit their Local Plan as an attachment to the State Plan or (2) include these elements within their State Plan, and reference them in an attachment.

The State Planning Guidance on plan modifications and the plan approval process applies to a single workforce investment area State/Local Plan, with one addition: The Department will approve a Local Plan within ninety days of submission, unless it is inconsistent with the Act and its implementing regulations, or deficiencies in activities carried out under the Act have been identified and the State has not made acceptable progress in implementing corrective measures. (§ 112(c).)

II. Plan Content

In the case of single workforce investment area States, much of the Local Plan information required by section 118 of WIA will be contained in the State Plan. At a minimum, single workforce investment area State/Local Plans shall contain the additional information described below, and any other information that the Governor may require. For each of the questions, if the answers vary in different areas of the State, please describe those differences.

A. Plan Development Process

1. Describe the process for developing the Local Plan. Describe the process and timeline used to provide an opportunity for public comment, including how local Chief Elected Officials, representatives of businesses and labor organizations, and other appropriate partners provided input into the development of the Local Plan, prior to the submission of the Plan. (§118(b)(7).)

Given Wyoming is a single workforce investment area, how Wyoming provided opportunity for public comment will be included in publishing the “Modified Program Year 2009 Strategic Plan”. The process to make the Strategic Plan and the Local Plan available to the public is: Post the plan on the Department of Workforce Services website at www.wyomingworkforce.org and then publish press releases that will be made available to all Wyoming Newspapers and Radio stations.

2. Include with the Local Plan any comments that represent disagreement with the Plan. (§118(c)(3).)

The Department has not received any comments to the plan to date.

B. Services

1. Describe the One-Stop system(s) that will be established in the State. Describe how the system(s) will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment and training needs of employers, workers and job seekers throughout the State. Describe the process for the selection of One-Stop operator(s), including the competitive process used or the consortium partners. (§ 118(b)(2)(A).)

Refer to section VIII(A) as to the One-Stop system in Wyoming.

The Department has developed a three year Business Plan (Attachment F) that addresses the strategic direction of the Department. The One-Stop system, as the provider of business and job seeker services will adhere to the Department's Business Plan as its mechanism to ensure continuous improvement throughout the State.

Refer to section VIII(A) for the selection of the One-Stop operator in the State of Wyoming for WIA Title I-B Adult and Dislocated Worker program service delivery. The WWDC and the Youth Workforce Development Council competitively procure WIA Title I-B youth program service delivery.

2. Describe and assess the type and availability of youth activities, including an identification of successful providers of such activities. (§118(b)(6).)

Refer to section IX (E) for the description of services and activities available to youth in Wyoming. Successful providers of youth activities are identified through their success of meeting and/or exceeding the youth performance measures prescribed by the WIA.

C. System Infrastructure

1. Identify the entity responsible for the disbursement of grant funds, as determined by the Governor. Describe how funding for areas within the State will occur. Provide a description of the relationship between the State and within-State areas regarding the sharing of costs where co-location occurs. (§ 118(b)(8).)

The Department of Workforce Services is the entity responsible for the disbursement of grant funds, see Attachment B.

Funds are allocated to the six regions within the State as described in VIII (F).

Wyoming is a single workforce investment area and the Department is the grant recipient, MOU's are developed in areas where co-location occurs.

2. Describe the competitive process to be used to award the grants and contracts in the State for WIA Title I activities. (§ 118(b)(9).)

Refer to section VIII (G)(5), as this section outlines the competitive process the Department utilizes within Wyoming for WIA Title I-B activities.

3. State efforts to promote transparency

The website <http://wyoming.gov/recovery/> is Wyoming's portal to all information relating to the implementation of the Recovery Act. All activities are completely transparent to the public. The website includes monthly updates regarding Wyoming's use of ARRA funds to the public and to the Wyoming Legislature in accordance with Chapter 159, Section 347 of the 2009 Wyoming Session Laws. This report does not supplant any internal accounting and/or required reporting to the federal government by the agencies/entities receiving the federal stimulus dollars. The information on the site also documents the ways in which this funding is delivered to the state. This site is updated regularly so there is transparency regarding how Wyoming is putting ARRA funding to work.

ATTACHMENT D

COMPLAINT

Complaint shall mean an allegation of a violation of the Workforce Investment Act (WIA) or the regulations published pursuant to the Act; a violation of other federal or state law; or an unfair or improper action which is not a violation of federal or state law by the WIA administrative entity or any service provider, subcontractor, individual, or organization receiving WIA funds.

NONDISCRIMINATION COMPLAINTS

In order for a complaint to be valid, you must file the complaint within one year from the date of the alleged occurrence, unless the complaint alleges fraud or criminal activity, in which case no time limit applies.

All complaints **must be in writing** and contain the following information: **name, address, and signature of the complainant**; a statement as to whether the complaint is based on a violation of the WIA or its regulations, a violation of other federal or state law, or an unfair or improper action which is **not a complaint alleging violation of federal or state law**; specific details regarding the alleged grievance; the date(s) on which the alleged grievance occurred; and the party(ies) against whom the complaint is being made.

If you desire assistance in filing a complaint which is **not of a discriminatory nature**, you can obtain such assistance from any Workforce Center service provider or request it from the Complaint Officer at the Wyoming Department of Workforce Services, Employment Services Division, EO Officer, by calling (307) 235-3604 or writing to the Wyoming Department of Workforce Services, Employment Services Division, 122 West 25th Street, Herschler Building, 2nd Floor East, Cheyenne, Wyoming, 82002.

Send any complaints which are not of a discriminatory nature by certified mail to: **EO Officer at the Wyoming Department of Workforce Services, Employment Services Division, or to EO Officer by calling (307) 235-3604 or by writing to the Wyoming Department of Workforce Services, Employment Services Division, 122 West 25th Street, Herschler Building, 2nd Floor East, Cheyenne, Wyoming, 82002** with a copy sent to the Workforce Center service provider location.

The date the Administrative Entity receives the complaint is considered the filing date.

Prehearing Procedures

Upon receipt of the complaint, the Administrative Entity=s Complaint Officer shall notify the affected parties in writing that they have 15 days to informally resolve the complaint.

If the parties cannot resolve the complaint informally, the service provider shall establish a hearing date within 30 days of receipt of the complaint. The service provider will notify all affected parties in writing of the date, time, and place of the hearing. Hearings will take place at a specific location designated by the service provider, unless you have a disability and reasonable accommodation requires a different site.

If the complaint is against the State of Wyoming, WIA Title I, B Administrative Entity, the Administrative Entity=s Complaint Officer shall make arrangements for a hearing with an impartial hearing officer.

You, the complainant, have the right to amend the complaint before the hearing.

You, the complainant, have the right to withdraw the request for a hearing. This withdrawal must be in writing before the scheduled date of the hearing.

The parties for the hearing may request a rescheduling of the hearing for good cause.

The parties will be notified in writing of each successive step in the complaint process.

Hearing Procedures

Each service provider shall assign an impartial hearing officer.

The procedure shall include a written notice of the date, time, and place of the hearing; the manner in which it will be conducted; and the issues to be decided.

Both parties have the right for legal representation or appointed representation. However, any cost incurred will be the responsibility of the complainant /respondent.

Both parties have the right to bring witnesses and/or documentary evidence.

Both parties have the right to present relevant records/documents that are relevant to the issues. Both parties may request these documents from the WIA administrative entity or the service provider. Neither party has the right to obtain or review information which concerns other participants in the WIA program.

Both parties have the right to question any witnesses or parties.

Posthearing Procedures

The hearing officer will provide a written report to the Training Administrator within 20 days after the date of the hearing. The report will include the facts as developed in the hearing, a statement of reasons for the decision, and a statement of applied remedies.

The Training Administrator will provide the parties with the final decision in writing within 55 days after the complaint has been filed. This period may be extended for good cause with the written consent of the parties.

Appeals

If you do not receive a decision at the service provider level within 60 days of the filing of the complaint, or you are dissatisfied with the final decision, you have the right to request a review of the complaint by the Governor. The request shall be filed within 10 days of receipt of the decision, or within 15 days of the date on which you should have received a decision. The Governor shall issue a decision within 30 days. The Governor's decision is final. If the Governor fails to issue a decision within 30 days, you may file an appeal with the Secretary of Labor within 10 days.

DISCRIMINATION COMPLAINTS

If you allege discrimination by race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in programs funded under the Workforce Investment Act, the complaint may be filed on U.S. Department of Labor, Complaint Information Form, DL 1-2014a. The form is available at the service provider/equal opportunity liaison location. The complaint shall be filed with:

State of Wyoming
Department of Workforce Services
Employment Services Division

Equal Opportunity Officer
122 West 25th Street
Herschler Building, 2nd Floor East
Cheyenne, Wyoming 82002
(307) 235-3604, TDD (800)855-1155
Relay Service Information (800)452-1408

or

U.S. Department of Labor
Director
Civil Rights Center (CRC)
200 Constitution Av. NW, Rm. N4123
Washington, D.C. 20210
(202) 219-7026, TDD (202) 219-7090

Discrimination complaints must be filed within 180 days of the alleged discriminatory action. The date the complaint is accepted at the local or national level is considered the actual date of filing.

If you file a complaint with the Equal Opportunity (EO) Officer, you must wait until the EO Officer issues a decision or 60 days, whichever is sooner, before filing with the CRC. If you are dissatisfied with the EO Officer's decision, you may file a complaint with the CRC within 30 days of receipt of the decision.

The CRC's decision is final.

STATE OF WYOMING
WORKFORCE INVESTMENT ACT
EMPLOYMENT & TRAINING PROGRAMS
POLICIES & PROCEDURES

POLICY STATEMENTS

Equal Opportunity Employer

Equal Opportunity (EO) is a fundamental right of all citizens established by both the laws of the State of Wyoming and the United States of America. The State of Wyoming is committed to the establishment of neutral non-discrimination policies ensuring equal opportunities for all of its citizens. This commitment shall be honored in all of our employment and personnel activities and transactions. To ensure that programs are operated in a nondiscriminatory manner and that significant segments of the eligible population receive equitable services, all service providers and subcontractors shall comply with the EO policies established by the State of Wyoming.

Complaints

In accordance with the regulations of the Workforce Investment Act (WIA), Title I, B, the administrative entity and the Directorate of Civil Rights liaison hereby establish the following complaint and hearing procedures.

Lisa Osvold
Deputy Director, Wyoming Department of Workforce Services

Date

Revised 05/2007

ATTACHMENT E

STATE OF WYOMING WAIVER REQUEST WORKFORCE INVESTMENT ACT

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% limitation on transferring WIA funds between the Adult and Dislocated Worker programs. Approval of this waiver will allow the ability for DWS to transfer appropriate amounts of funds between the Adult and Dislocated Worker programs as needs for these programs change within the state of Wyoming.

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).

1. Statutory Regulations to be Waived: 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.

The DWS has established a goal of: “Become an agency that has aligned existing services in an innovative manner to impact Wyoming businesses”. The key strategies to achieve this goal are:

- Develop a service delivery model that integrated all divisions, facilities, outreach offices, communications training and cross-education.
- Create a communication system and brand identity that unifies the agency internally and externally.
- Adopt an agency-wide customer service philosophy, culture and training program.
- Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development.

2. State or Local Statutory 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 amend necessary policies to comply with the terms of the waiver.

3. Goals to be Accomplished by the Waiver:

- 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; and
- Provide greater flexibility to the Department and Board in designing and delivering WIA programs and services.

4. 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; and
- Increased utilization by both adults and dislocated workers as appropriate, resulting in more job seekers being served.

5. Process used to Monitor Progress and Implementing the Waiver:

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 is in the process of developing measures and tracking system that will measure the results of businesses using the Wyoming Workforce System. The Department continually reviews and analyzes performance reports and compares performance against established performance goals. DWS will monitor progress on this waiver by reviewing monthly expenditure, enrollment and performance reports generated by our automated management information system.

STATE OF WYOMING
NEW WAIVER REQUEST
WORKFORCE INVESTMENT ACT

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.

1. Statutory Regulations to be Waived: This waiver is to be incorporated into the existing plan regarding the Workforce Investment Act's (WIA) time limit on the period of initial eligibility of training providers (20 CFR 663.530), through June 30, 2010, the end of the existing plan.

2. Stat or Local Statutory Regulatory Barriers: There are no state or local statutory barriers to implementing the requested waiver.

3. Goals to be Accomplished by the Waiver: 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.

4. Individuals impacted by the Waiver: Many of Wyoming's training providers have expressed strong concerns with the implementation of the subsequent eligibility requirements. The concerns include the following:

- Confidentially
- 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.

This waiver will also allow Wyoming the opportunity to complete the design of our Eligible Training Provider website. This website will be available to all participants, training providers and service providers and will allow them to view training information, eligibility status and on-line application submission.

Wyoming feels that this waiver will help retain the providers currently providing training services to our participants while encouraging the increase of new providers.

5. Processes Used to 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.

STATE OF WYOMING
WAIVER REQUEST
WORKFORCE INVESTMENT ACT

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 requesting to replace the current indicators of performance for employment and training activities with the common performance measures set forth by the U.S. Department of Labor in Training and Employment Guidance Letter (TEGL) 17-05.

1. Statutory and Regulatory Requirements To Be Waived: The State of Wyoming is seeking a waiver of the 17 (15 core and two customer satisfaction) indicators of performance for employment and training activities authorized under Section 136(b) of the Workforce Investment Act, and 20 CFR 660.100, and desires to replace them with the common performance measures set forth by the U.S. Department of Labor, Employment and Training Administration (ETA) in Training and Employment Guidance Letter (TEGL) 17-05. Wyoming's vision is to report the three Adult Common Measures for 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 is continuing to integrate and coordinate program services and looks to the reporting of only Common Measures as a tool to further this effort. This waiver request will enable Wyoming's workforce development system to implement the new common performance measures while reducing redundancy and confusion, as well as the added burden of reporting the 15 core and two customer satisfaction measures.

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

2. 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, have been federally imposed, making it difficult at times for coordination to occur between state agencies and programs. However, the state has been able to work around many of these existing barriers through the agreement process. Also, Wyoming has 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 include 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 that this waiver will allow Wyoming to continue to streamline services and enhance the benefits to all of our customers.

3. Goals to be Accomplished by the Waiver: 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 our business partners and our service providers.
- A more demand-driven system, governed by a business-led Workforce Investment Board (WIB). The existing 17 measures are difficult for staff to manage and for WIB members to understand and successfully monitor.
- Integrated system-wide common performance accountability. This will also allow for more complete integration with the Trade Act programs, which has already adopted common measures. To continue Wyoming's successful integration of services in the One-Stops, we need to be working toward common goals.
- 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 that it deems 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.

4. 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.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

The Wyoming Department of Workforce Services (DWS) is the administrative entity for 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 monitor the implementation and impact of the waiver, as well as progress toward expected outcomes, through its Employment Services 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. Also, the State will report to ETA on its experience with the waiver through the quarterly reporting process and its annual ETA 9090 report at the end of the program year.

Provide Notice to any Local Board Affected by the Waiver

The State is providing opportunities for comment and input on the waiver request, including:

- Dissemination of the waiver request to the Wyoming Workforce Development Council chair and members (which includes representatives of organized labor and business).
- Posting of the waiver request on the DWS website with opportunity for public comment during a two-week period.

STATE OF WYOMING
NEW WAIVER REQUEST
WYOMING SUMMER JOBS PROGRAM FOR YOUTH
American Recovery and Reinvestment Act (Recovery Act)

Request to Waive Youth Performance Measures under the Recovery Act

The Department of Workforce Services, as the State of Wyoming's administrator for the Workforce Investment Act (WIA) and the American Recovery and Reinvestment Act ("Recovery Act"), is requesting the U.S. Department of Labor (DOL) to waive the youth common measures for out-of-school youth ages 18 to 24 served with Recovery Act funds beyond the summer months who participate in work experience only. This waiver will allow Wyoming to use the work readiness indicator as the only indicator of performance for such youth, the same measure that applies to summer youth only participants (May 1, 2009 through September 30, 2009). This waiver is being requested for the first six months following the summer of 2009 (October 1, 2009 through March 31, 2010).

As stated in Training and Employment Guidance Letter (TEGL) NO. 14-08, Section 16.A., "In order to implement the Congressional intent to offer expanded summer employment opportunities, it may be necessary to provide additional flexibility for youth served with Recovery Act funds who participate in summer employment only". Wyoming is requesting this additional flexibility under TEGL NO. 14-08, Section 16.A to be utilized for youth ages 18 to 24 served with Recovery Act funds beyond the summer months, participating in a work experience only. The following items are being requested through this waiver:

- Local Workforce Investment Board (WIB) has the flexibility to determine which program elements they provide with Recovery Act funds.
- WIB will provide follow-up services when deemed appropriate for such individuals.
- WIB has the flexibility to determine the type of assessment and Individual Service Strategy (ISS) for youth served with Recovery Act funds during the summer months only and provide the type of assessment deemed appropriate for each individual.
- WIB has the flexibility to determine whether it is appropriate that academic learning be directly linked to summer employment for each youth served with Recovery Act funds during the summer months only.
- Finally, as stated in paragraph one, Wyoming is requesting that the work readiness indicator be the only indicator of performance for youth ages 18 to 24 who participate in work experience only beyond the summer months (October 1, 2009 through March 31, 2010).

Justification for this Waiver

Governor Freudenthal has charged the Department of Workforce Services (DWS) with the responsibility of providing Wyoming Youth with opportunities to seek high quality jobs through the Recovery Act. Wyoming is implementing the Summer Jobs Program for Youth so that the Recovery Act funds provide youth with work experience in areas of their occupational interest, while also being placed with a worksite that can train the youth to be prepared for jobs in growth

occupations; emerging and/or regionally specific industries; and to include “green jobs”, such as utilities or alternative energy. DWS plans to provide as many of these out-of-school youth as possible with work experience outside of the summer months.

DOL Revision 4/1/09

Focusing on the work readiness portion of performance allows Wyoming and the local workforce investment board to give youth a unique opportunity to explore work experiences that may not have been possible without Recovery Act funds. Without this waiver, the performance requirements would impede the true intent of this program as concerns over performance would overshadow the great opportunities and choices given to Wyoming’s youth during these challenging economic times.

Continued Service Plans for Participants Served Under this Waiver

Youth who are assessed in need of additional work experience under the Recovery Act shall have the justification documented in their ISS. These youth will continue to be measured for the work readiness indicator only, as long as they complete by March 31, 2010.

Youth who fall into this category but then are determined in need of services beyond their additional work experience will be enrolled into other services such as Recovery Act funded youth services or co-enrolled into a WIA Adult program or services. Examples of other services that would lead to continuing a youth’s service plan would be to further the youth’s education or other training activities.

Priority of meeting the youth’s needs will be the deciding factor on continuing the youth into other services, not whether they’ll be accountable to other common measures beyond the work readiness indicator.

DWS will provide policy and guidance through an agency issuance if this waiver is approved. This waiver request adheres to the format provided in WIA ss189(i)(4)(B) and WIA Regulations 20 CFR 661.420(c).

1. Statutory or Regulatory Requirement to be Waived

Wyoming is seeking a waiver of certain provisions of the requirements of the Workforce Investment Act of 1998, Sections 136 youth measures, along with TEGL 17-05, and 17-05, Change 1, which relate to common measures for youth only. The State of Wyoming requests this waiver based on TEGL 14-08, page 37 “Waiver of performance measures for youth who participate in work experience only.”

2. State or Local Statutory or Regulatory Barriers

There are no known state or local statutory or regulatory barriers to implementing this waiver. Upon notification on the approval of this waiver, DWS will incorporate it into policy and distribute the new policy to the WIB.

3. Goals and Expected Programmatic Outcomes of this Waiver

The goal of this waiver request is to provide a simplified and streamlined performance measure for the WIB to track youth's success in completing work experience beyond the summer months. This also promotes an exciting time in allowing youth the creativity to try new opportunities, such as "green jobs" and other career interests while not penalizing the WIB in meeting additional youth common measures.

4. Individuals Affected by this Waiver

A granting of this waiver would be in alignment with Wyoming's strategic goal of streamlining the performance accountability system so that there is an increased focus on the system's enrollment of youth into the Recovery Act.

5. Processes Used to:

Monitor the Progress in Implementing the Waiver

DWS is the entity responsible for the Recovery Act summer employment program affected by this waiver, and if this waiver is granted, DWS will assume the lead role in monitoring the implementation of the waiver.

Provide Notice to any Local Board Affected by the Waiver

Prior to the submission of the waiver request, DWS will inform the WIB of its intent via an email memorandum, with this waiver request attached.

Provide any Local Board Affected by the Waiver an Opportunity to Comment on the Request

A 5-day comment period from the date of written notification will be given to allow WIB an opportunity to provide comments on the waiver request.

Ensure Meaningful Public Comment on the Waiver Request

A 5-day comment period began on March 27, 2009 with the publication of this waiver on the State's website <http://wyomingworkforce.org>. The wyomingworkforce.org Network is a unique network, reaching out to workforce development partners, faith-based and community organizations, businesses and government agencies. DWS also sent an electronic memorandum advising the workforce investment board leaders of the opportunity to provide comment.

Attachment E (Copy of DOL anticipated Waiver approvals)

ATTACHMENT F

**Wyoming Department of Workforce Services
2009-2010 Strategic Plan**

Name of Department Wyoming Department of Workforce Services

Plan Period FY 2009-2010 (July 1, 2008 through June 30, 2010)

Public Benefit or Wyoming Quality of Life Result

The Wyoming Department of Workforce Services works to develop a diverse economy that provides a livable income and ensures wage equality. The Agency also works to advance technologies and a quality workforce to allow Wyoming's businesses and communities to adapt and thrive.

Basic Facts

This agency has 281 employees and operated with a 2007-2008 budget of \$76,947,172 of which \$16,967,269 were in general funds, \$50,954,262 were in federal funds and \$9,025,641 were in other funds.

The five most important functions of the Department of Workforce Services are:

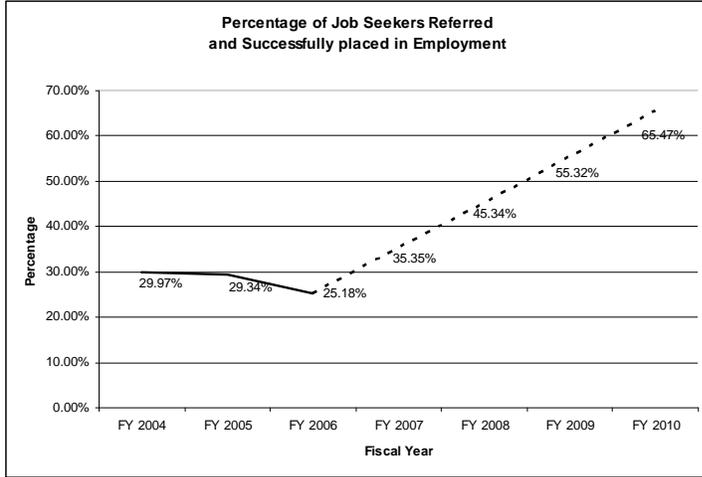
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|----------------------------------|---|
| <i>Recruitment</i> | Process of connecting an individual job seeker to a business who has identified specific skills and qualifications. |
| <i>Employment</i> | Job placement and retention |
| <i>Training</i> | Programs focused on providing skill development leading to placement, retention and wage progression |
| <i>Career Guidance</i> | Assessing interests and aptitudes leading to establishment of career pathways |
| <i>Rehabilitation Counseling</i> | Assisting clients with disabilities to gain or retain employment that they cannot engage in without specialized services such as assessment, vocational counseling and guidance, physical and mental restoration, training, placement and job development |

The Department has 28 programs that serve 4,148 businesses and 82,158 individuals. We anticipate that these numbers will increase during this planning period.

Performance Measures

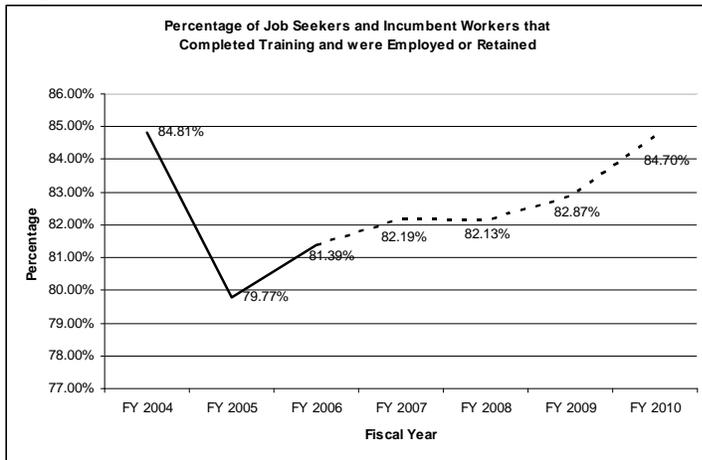
The Performance Measures that are most important to the Agency's work are as follows:

#1 Percentage of Job Seekers Referred and Successfully Placed in Employment



	2004	2005	2006
Total Matched	9,853	9,414	7,694
Total Available	32,874	32,083	30,545

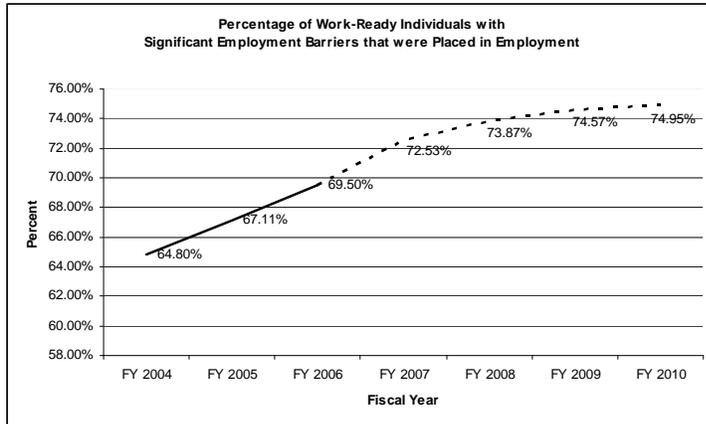
#2 Percentage of Job Seekers and Incumbent Workers that Completed Training and were Employed or Retained



	2004	2005	2006
Total Placed in Employment or Retained	1,743	2,879	2,468
Total Entering Training	2,055	3,609	3,032

#3 Percentage of Work-Ready Individuals with Significant Employment Barriers that were Placed in Employment

	2004	2005	2006
Total Placed in Employment	1,242	1,257	1,308
Total Participants	1,914	1,873	1,882



Story Behind the Performance

Performance Measure #1: Percentage of Job Seekers Referred and Successfully Placed in Employment

Performance Measure #1 examines the number of individuals the Agency referred and placed in employment compared to the number of individuals that were staff-referred to an open position. A staff referral occurs when a staff member has identified a job seeker as being qualified for a position and directing that job seeker to the employer. Data for this measure has been retrieved from the Agency’s Employment Services Division and shows the Agency’s trend in successfully matching these workers to jobs.

The primary components to the Employment Services Division are the Workforce Center staff and *Wyoming At Work*, an online job matching system, which brings together job seekers and potential employers. Using *Wyoming At Work*, employers can post job vacancies and job seekers can post resumes. This tool allows staff to interact with job seekers and employers to make successful matches. The Workforce Center staff recruit, screen, train and place workers based on employer needs. *Wyoming At Work* serves as the central tool that Agency staff use to perform job matching functions.

With the workforce shortage facing Wyoming, the Agency, over the past several years, has seen fewer job seekers actively searching for employment and/or that qualify for the positions employers are listing. However, employer demand for workers continues to increase despite the lack of available workers. This employer-demand has created a more staff-intensive approach to find qualified workers than would be if there were pools of qualified applicants that the Agency could refer to employers.

The Agency’s primary objective is to place qualified workers in Wyoming’s businesses. The Agency wants to place the right person with the right company in the right position at the right time. When these four elements come together, the Agency creates a success story. Job seekers come to the Agency not only to discover open positions, but to also gain those value-added services to become successfully employed. The Agency assists job seekers to identify employment needs that match their unique situations, to meet the qualifications for employment and to work towards a successful placement. In addition, the Agency provides to employers recruiting, screening and training services to identify qualified workers to fill

their current and future open positions. The Agency's continued partnerships with community colleges and businesses will ensure an increase in successful placements.

Performance Measure #2: Percentage of Job Seekers and Incumbent Workers that Completed Training and were Employed or Retained

Performance Measure #2 examines the number of individuals who completed training and were placed into or retained employment compared to the number of individuals who received training and could have completed the training in the same period yet were not placed in or did not retain employment. Data for this measure have been retrieved from all three of the Agency's Divisions: the Business Training and Outreach Division, the Employment Services Division and the Vocational Rehabilitation Division. Data shows the Agency's trend in successfully training workers and placing them in employment.

Agency-wide, training services are provided to eligible individuals based on unique strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. The Agency's goal is to continually add skills to the workforce.

As Wyoming's population and industry make-up continually evolves, so does the need to add skills to potential and existing workers. Typically, as workers or employers identify a skills need, the Agency facilitates access to training activities and supports to the Wyoming labor force and employers. Training Services that are offered by the Agency includes activities such as subsidized on-the-job training, classroom and customized training and supports provided to assure successful participation in those activities, ultimately intended to improve success in employment.

A primary contributor to this measure includes data from the Workforce Development Training Fund. The drop in performance from fiscal year 2005 is largely due to the program closure and redesign to more effectively serve business customers and more accurately collect data on the program's outcomes. This restructure allowed the Agency to more effectively serve its customers.

Wyoming's economy is quickly shifting to more of a knowledge-based economy where all positions are requiring higher levels of technological expertise. The Agency is not only dedicated to meeting the current needs facing Wyoming's economy, but also to future workforce demands as new industries become more pronounced within the state. As the demand for higher-skilled, technological workers increases, the Agency, alongside its partners, works to create innovative strategies that identify those skills needed, develop training opportunities and style its services/funding streams to meet Wyoming's evolving economy.

Performance Measure #3: Percentage of Work-Ready Individuals with Significant Employment Barriers that were Placed in Employment

Performance Measure #3 examines the number of workers with significant employment barriers that were eligible for services offered by the Agency compared to the number of those individuals that were successfully placed into employment. Data for this measure have been retrieved from all three of the Agency's Divisions: the Business Training and Outreach

Division, the Employment Services Division and the Vocational Rehabilitation Division. Data shows the Agency's trend in successfully placing workers with significant barriers in employment.

Workers included in this measure are offenders, individuals enrolled in Food Stamp Employment and Training Program, Temporary Assistance for Needy Families (TANF) eligible individuals in the Employment and Training for Self-Sufficiency Program, low income seniors enrolled in the Senior Community Service Employment Program and all clients receiving services through the Division of Vocational Rehabilitation. Veterans receiving specialized services unique to their veteran status are also included in this measure.

Over the past three years, the Agency's view has been that intensive counseling and guidance services are essential to the success in unsubsidized positions gained by participants contained in this measure. These counseling and guidance services empower participants and help to remove barriers to employment. The Agency will continue to create innovative strategies such as coordinated case management, intensive counseling and guidance to address future demands from populations with significant barriers to employment.

What Do You Propose to Do to Improve Performance in FY2009-2010?

Performance Measure #1: Percentage of Job Seekers Referred and Successfully Placed in Employment

There are a number of things which will improve performance:

- The Employment Services Division will continue to create improvements to database records. This no cost improvement will naturally occur as the online job matching system, *Wyoming At Work*, matures. Little or no cost improvements to policy and instruction for staff, job seekers and businesses will also assist in more successful matches. The Employment Services Division will also increase its efforts to follow up with job seekers successfully match and with job openings posted by employers.
- In recent years, the Employment Services Division has received significant cuts to staff dollars from federal partners. With additional staff dollars from the State, the Agency would have more staff available in the field to match job seekers to employers and conduct follow up on job placements. The Agency is submitting a budget exception request to help offset these lost staff dollars and to bring Administrative position in compliance with OMB Circular A-87.
- The Agency has also received significant reductions to its Employment Support fund and Labor Marking Information grant. With the loss of these funds, the Agency will be seeking an exception budget to maintain technical support to local Workforce Centers so that the Agency's abilities to successfully match job seekers to employers is not affected. Without this exception budget, services will be diminished, satellite offices to the Agency's Workforce Centers may face closure and staff will be reduced thus diminishing the Agency's efforts to serve the State's population.
- In past years, the Agency's external communications has been minimal. As a result, few job seekers and businesses are exposed to the services the Agency offers. The Agency is seeking a budget exception request to fund communications staff and agency awareness to increase the number of job seekers and businesses using the services the Agency provides. With the current employment condition of the State, it

- is imperative that businesses are connected to talent and talent is connected to employment operations, to further strengthen the State's economy into the future.
- The current Information Technology structures used by the Agency require continuous improvement processes. Assuring integrity of current systems and future security of information is an inherent priority of the Agency and to meeting this performance measure. The Agency is seeking a budget exception request for scheduled replacement of several major components of the infrastructure which are necessary for ensuring the integrity of both the services provided within the Agency and the secure information held within the systems.

Performance Measure #2: Percentage of Job Seekers and Incumbent Workers that Completed Training and were Employed or Retained

There are a number of things which will improve performance:

- The Business Training and Outreach Division training programs and partnerships will be leveraged to increase the impact that the Division has on Wyoming businesses. As a result, a 25 percent impact will be shown on Wyoming businesses' workforce shortages and unmet training needs.
- The Business Training and Outreach Division programs will be audited to ensure that funding is being utilized in an effective, efficient and permissible manner and that it maximizes the Division's primary functions and goals of employment training, vocational training, case management, transitional services to move individuals to employment and awareness activities.
- Programs in the Business Training and Outreach Division will increase marketing and outreach activities to build the public's knowledge regarding available programs and associated workforce issues. Marketing and outreach efforts will be increased by 50 percent or two efforts, whichever is larger, per program.
- Data pulled from the Employment Services Division for this measure only included participants in the Workforce Investment Act. The Division will re-structure its databases to include individuals trained in other programs.
- The Agency is actively engaged in a variety of efforts with our public schools, our community colleges and their commission and the University of Wyoming to strategically improve the training and education for employment process. While it is soon to expect tangible results, it is noted that training costs are not getting cheaper.
- In addition, the Agency is seeking a budget exception request to adjust revenues, by funding source, to bring the budget to current level of funding in the Business Training and Outreach Division. Forecasted revenues require adjustments to more accurately reflect the Division funding levels for the 09/10 biennium.

Performance Measure #3: Percentage of Work-Ready Individuals with Significant Employment Barriers that were Placed in Employment

There are a number of things which will improve performance:

- In June 2007, the Vocational Rehabilitation Division used existing funds in its 2007-2008 biennium budget to hire a Transition Consultant to provide a consistent policy message to the Wyoming Department of Education and to the 48 Local Education Agencies regarding the transition of students with disabilities into the workforce.
- The Vocational Rehabilitation Division also plans to develop mutual training with

- Special Education Staff from the local education agencies.
- The Vocational Rehabilitation Division will be submitting an Exception Budget Request to transfer one of its Assistant Administrator positions from federal Vocational Rehabilitation dollars to General Funds.
 - All Divisions within the Agency will continue to work with all partners and increasing outreach efforts to these populations.
 - According to federal regulations, grantees of the Senior Community Service Employment Program must pay participants a subsidized wage that is equal to or greater than the current federal minimum wage. The Agency is seeking an exception budget request to provide the program with a budget that will compensate for the expected increase in federal funding to cover the federal minimum wage increases over the next three years.
 - The Business Training and Outreach Division plans to investigate the use of different models and resources including, but not limited to:
 - identifying “hidden” workers in communities and providing educational opportunities to businesses on “hidden” worker employment needs, issues and concerns
 - exploring the use of community asset mapping as a tool to support workforce and economic development efforts
 - developing a mentoring program to support individuals during training and for the first year on the job
 - piloting a program to provide training, counseling and support to non-custodial fathers

ATTACHMENT G

Wyoming State Plan Development

1. *Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner of which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan. (§ 112(b)(1).)*

The WWDC has representatives from urban, rural, and suburban areas of the state, including a majority of representatives of businesses and industries having a major impact on the State's economy and employment; representatives of labor, local education, and local economic development; the University of Wyoming; and a community based organization. This is in addition to the State agency representation, which includes the Departments of Workforce Services, Family Services, Education, Employment; the Wyoming Business Council; and the Community College Commission.

In order to ensure that each of the required entities will be involved in the planning and implementation of the workforce investment system of WIA, the Director of DWS shall serve as the Governor's representative; state legislators represent both houses of the state legislature; a Youth Council has been established as a committee of the SWIB and includes individuals and representatives of organizations that have experience with youth activities.

The WWDC achieves Wyoming's WIA goals as the SWIB and thereby retains all authority and responsibilities including assisting the Governor in:

- Development of the state plan;
- Development and continuous improvement of statewide one-stop systems;
 - Providing the linkages for coordination and reduction of duplication.
- Reviewing and commenting on the Carl D. Perkins Vocational and Applied Technology Education Act;
- Development of allocation formulas for the distribution of funds for adult, dislocated
- Worker;
- Youth employment and training activities;
- Development and continuous improvement of comprehensive state performance measures including:
 - State adjusted levels of performance.
 - Assess the effectiveness of the workforce investment activities in the state.
- Preparation of the annual report to the Secretary of Labor;
- Development of the statewide employment statistics system described in the Wagner-
- Peyser Act;
- Development of an application for an incentive grant under §503 of WIA (if applicable).

2. *Include a description of the process the State used to make the Plan available to the public and the outcome of the State's review of the resulting public comments. (§§ 111(g), 112(b)(9).)*

DWS will make the Plan available to the general public via a press release announcing the availability of the plan for review and comment. DWS will review all comments received and when appropriate take action on comments received.