

**Department
Of
Workforce Services**



**Workforce Investment Act Title I
Wagner Peyser
PY 2007 – PY 2008 2nd 2-Years of the 5
Year Strategic Plan**

Second 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).)*

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).)

The plan to revitalize Utah's economic base centers on creating an environment that will allow Utah to attract and retain good businesses. In order to do this, the state's tax and policy environment must be more appealing, if businesses are going to choose to locate here or remain here. If Utah is successful in attracting and retaining good businesses, then job growth and long-term economic prosperity will follow naturally.

Identified below are the keys to the Governor's ten-point economic plan http://www.utah.gov/governor/economic_development.html. When these ten initiatives are implemented in a timely, effective and coordinated manner, they will dramatically strengthen Utah's economy for the years ahead:

1. Revamp Utah's Tax Structure
2. Improve the Competitive Environment for Small- & Medium-Sized Companies
3. Recruit Businesses to Our State
4. Attract More Capital
5. Promote Growth in Target Industries
6. Enhance Utah's National and International Image
7. Capture Global Opportunities for Utah Companies
8. Promote Tourism
9. Energize Economic Development in Rural Communities
10. Make State Government More Efficient

"In addition to the personal enrichment higher education provides for us, we know it has a major effect on the state and national economy. Business and industry cannot thrive in an environment without an educated and well-trained citizenry. The Utah System of Higher Education is a primary contributor to the state's ability to foster new jobs, new industry, and a better way of life for us all." Governor Jon M Huntsman Jr., [Higher Education Plan for Utah](#).

A focused effort in promoting Utah's targeted industries is the Utah Life Sciences Education and Development (ULEAD) initiative. DOL awarded this initiative a WIRED Generation II grant of \$5.1 million. An operational team from the Governor's Office of Economic Development, Department of Workforce Services, higher education, public education and industry is collaborating on a cohesive, aligned model that supports activities and strategies leading to public awareness, K-to-Gray learning, effective recruiting, and a strong Life Sciences talent pool.

With oversight from a cabinet level alliance, Workforce, Education, and Economic Development Alliance (WEEDA), the ULEAD collaboration will transform statewide economic, workforce and education initiatives to promote economic growth in this sector (and other sectors in the future).

Such initiatives provide a win-win-win (W3) scenario for Utah: Industry gains the workforce desperately needed to compete in a global economy. Utah's citizens, especially youth and underemployed incumbent workers, gain skill sets required for successful employment – both skills required for specific occupations and a raising of overall Science, Technology, Engineering, Mathematics (STEM) knowledge. Utah's economy gains the ability to attract and retain industry and to grow its entrepreneurial base for future development.

*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).)*

There is a joint charter between Department of Workforce Services, Utah State Office of Education (including Vocational Rehabilitation), Higher Education, Adult Education, and Governor's Office of Economic Development. This chartered group called "Workforce, Education and Economic Development Alliance (WEEDA) have the following purposes;

- To connect citizens and employers of Utah with the appropriate Educational and Workforce Development activities.
- To support the Memorandum of Understanding between Utah's Statewide Educational System, State Workforce Investment Boards (State and Regional Councils), and One-Stop Partners in providing and improving employment and training services to Utah's citizens by creating and maintaining cooperative working relationships among educational and workforce agencies in Utah.

This cabinet level partnership exemplifies the ULEAD WIRED Generation II initiative, focusing on the Wasatch Range regional development of Life Sciences talent. WEEDA governs the process and provides integrated, aligned resources to the operational team, which promotes demand-driven, solution-based strategies to increase incumbent and future worker skills.

Utah's Economic Cluster Initiative designed around proven economic principles, where collaboration among organizations offers sustainable advantages to local economies. Based on best practices and successful economic models, Utah is capitalizing on its core strengths and facilitating the development of clustered business environments where these strengths will result in a thriving economy and an increased standard of living.

*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).)

“Taking the steps necessary to ensure our higher education system continues to be the capstone of our State. The percentage of people holding a college degree in many rural parts of Utah is less than the State average. Education is a window to the world and enhances one's quality of life. I ask for your support as we seek to provide more four year degree opportunities in parts of the State that for too long have been out of reach.” Governor Jon M Huntsman Jr., State of the State Address, 2007.

“In order to address the challenges and concerns related to higher education in Utah, I have prepared a 10-Point Plan for Higher Education. This plan responds to the essential issues of affordability and accessibility of higher education, as well as opportunities for career employment. The plan also recognizes the unique role and importance of each of our institutions of higher education in Utah, from community and technical colleges to research universities, as we endeavor to prepare our students for today’s competitive, global economy.

10-Point Plan for Higher Education

1. Keep a college education affordable for Utah residents
2. Unleash the full power of higher education to strengthen the Utah economy
3. Grow our state system of higher education in a thoughtful, strategically sound way in order to sustain a quality education system that is accessible, affordable, and productive
4. Encourage higher education institutions to do more for rural communities
5. Actively support the Utah College of Applied Technology (UCAT) and sharpen its mission
6. Acknowledge that higher education will need to become more diverse if it is to serve all of the State’s citizens
7. Keeping our institutions strong—a shared responsibility
8. Strengthen state funding of higher education
9. Strengthen the coordination between higher education and K-12 education
10. Improve the governance system for higher education”

Governor Jon M Huntsman Jr., Higher Education Plan for Utah. [Governor's Higher Education Plan for Utah](#)

Governor Huntsman is a member of the Board of Trustees for the Western Governors University (WGU). The principal mission of Western Governors University is to improve quality and expand access to post-secondary educational opportunities by providing a means for individuals to learn independent of time or place and to earn competency-based degrees and other credentials that are credible to both academic institutions and employers.

WGU was recently awarded a \$3,000,000 from Department of Labor to help working adults become highly-qualified mathematics and science teachers in America’s rural schools. DWS is working with WGU to market the availability of scholarships for citizens interested in these fields.

As discussed in Section I, B, Utah’s unique integrated One-Stop system, directly links the needs of our workforce and business to our education and training system.

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 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).)

The governor’s vision as outlined in (the governor’s) 10-Point Plan to Revitalize Utah’s Economy describes how all workforce development players will address current workforce challenges. The plan instructs key workforce players on the issues, ten strategies, and solutions for implementation in a timely, effective, and coordinated manner that will dramatically strengthen Utah’s economy for years ahead. Addressing the continuous and changing workforce challenges through multiple agency plans will guide the State through the governor’s long-term plan to foster growth of high value industries in Utah.

A joint charter established between Department of Workforce Services, Utah State Office of Education, Higher Education, Adult Education, and Governors Office of Economic Development. This chartered group called “Workforce, Education and Economic Development Alliance (WEEDA) has the following purposes:

- To connect Utah’s citizens with appropriate Educational and Workforce Service activities.
- To support the Memorandum of Understanding between Utah’s Statewide Educational System, State Workforce Investment Boards (State and Regional Councils), and One-Stop Partners in providing and improving employment and training services to Utah’s citizens by creating and maintaining cooperative working relationships among educational and workforce agencies in Utah.
- To identify current and future skill needs for industry sectors and to ensure education and training is prepared to meet business demand.

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 of assistance, 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 Utah State Office of Education estimates that an additional 144,000 new students will enter Utah’s schools over the next 10 years! This figure is alarming when compared with the “mere” 17,000 new students that entered the state’s schools over the previous ten-year period. Utah’s

youth are certainly one of the state's greatest assets. We must provide these children with the very best education we can afford. In order to afford an excellent education for our booming student population, we must rebuild our economic base and create tens of thousands of new, higher-paying jobs.

Through the Transition to Adult Living (TAL) initiative, Utah has created the framework for improved services for youth who are at risk of failure, as they become adults. The focus of this initiative has been on youth in foster care, those aging out of foster care, and youth involved in the juvenile justice system. The Workforce Investment Act service delivery system has increased efforts to identify and inform these populations of education and training services available to them. A website "Just For Youth" developed in a partnership with Department of Human Service, Department of Education, and Department of Workforce Services, for access by all youth, <http://justforyouth.utah.gov/>. Further development and promotion of this site will take place.

WIA youth providers will also expand the regional service priority structure to include children of incarcerated parents, as well as migrant, refugee, Native American and disabled youth. Utah has increased the required expenditure on out-of-school youth from 30% to 50%. Upon WIA re-authorization, DWS will review and consider expenditure percentages. Over the next two years, Utah will research, conduct outreach, and promote youth services for out-of-school, migrant, children of incarcerated parents, refugee, Native American and disabled youth.

Utah organized a cross agency collaborative team to work on continuous improvement for Utah's high-risk youth. Utah's Youth Vision Team (YVT) formed and has been working together since December 2004. They applied for pilot project funding from the Federal Shared Youth Vision. The plan coordinates and integrates services for the juvenile parolee population by expanding the model created by the Recognition of Excellence award-winning Transition to Adult Living (TAL) initiative.

TAL is an initiative designed to improve the lives of youth in foster care, those aging out of the foster care system, and youth offenders and focuses on coordination between DCFS and DWS. Efforts spent on TAL to date, have primarily been for the population touched by the foster care system. YVT will build upon this model for the juvenile parolee population.

YVT will expand services beyond those developed for the TAL initiative. Multiple partner agencies will work together creatively identifying solutions to barriers and the changes needed at the service delivery level to ensure services to the targeted population increase the likelihood of at-risk youth living successfully as adults. YVT intends to expand coordination with Career and Technical Education, Bureau of Apprenticeship and Training, Job Corps and Utah Department of Health's Bureau of Children with Special Health Care Needs.

YVT will streamline integrated services by continuing to align policy, procedure and promising practices across agencies. The result of this effort will be reduced duplication and increased leveraging of human and financial resources. The YVT will gather support from various partner agencies and identify current funding that we can focus toward the target population. This effort will result in strengthening an already a sustainable model. When we find policy and other

barriers that need the attention of federal partners, we will inquire of the Solutions Desk, apply for waivers and/or ask for exceptions. The endeavor will improve services and outcomes for the target population.

YVT will evaluate the various MIS systems across agencies and determine the best methodology for capturing data on our target population. Evaluation will include; identifying data elements needed to track common outcomes, establishing a repository for the data, and establishing reporting methods. Developing base-line data over the first two years, then comparing cohorts of “exiters” over the following five years is part of the strategy.

Utah First Lady Mary Kaye Huntsman launched **Power in You**, http://www.utah.gov/firstlady/news/2005/news_01_10_05.html a statewide youth-to-youth mentoring program. This program, designed to help prevent students from participating in self-destructive activities, to bring hope to students suffering from life challenges, to promote leadership and build self-esteem, and to encourage students to achieve their educational and life potential. The Power in You program will select high school juniors and seniors from diverse backgrounds who have recovered from self-destructive activities including drug and alcohol use, eating disorders, harassment, and depression to act as mentors. In addition, students who have personal experience with cancer and diabetes will also serve as mentors. Because low self-esteem and resulting self-destructive behavior cross all ethnic, socio-economic and geographical divides, Power in You will target teens from all backgrounds to help these students reach their social and scholastic potential.

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).)

A highly skilled well-trained workforce is the cornerstone of Utah's economic development. This is emphasized in Governor Huntsman's four key objectives for the State of Utah:

- Economic Development
- Education
- Transportation
- Environment

The Utah Department of Workforce Services (DWS is Utah's designated One-Stop operator, and its strategic plan dovetails with the Governor's objectives. The DWS five-year strategic plan states: With efficiency, effectiveness, and humanity, the Department of Workforce Services will

- Promote economic stability and self-sufficiency for all our customers
- Contribute to the development of a workforce that is prepared for the jobs of today and the future
- Provide a dynamic employment exchange system
- Support quality of work-life for all DWS employees

DWS will take a multi-disciplinary approach in achieving these goals. Ultimately, the solutions that will improve Utah's economic prosperity will be those that close the gap between the need of employers for skilled workers and the supply of Utah residents prepared to meet that need. Education and job training are of paramount importance, because the supply-side of this economic equation requires the job-readiness of Utahns. Therefore, it is necessary for the Department of Workforce Services to collaborate closely with Utah's educational institutions at all levels.

Key External Factors: Successful accomplishment of the goals set forth in this plan will require collaboration between the Department of Workforce Services, the Utah State Office of Education, Utah System of Higher Education and the governor's Office of Economic Development. Therefore, the extent to which these goals may be successfully accomplished will largely depend on:

1. The ability of DWS to create partnerships (e.g., memorandums of understanding) with these and other community entities,
2. The ability of DWS and its representatives to communicate its goals to these partners, and
3. The willingness and ability of identified partners to participate in mutual endeavors.

Consultation and Coordination Activities in the Development of DWS' Strategic Plan: The Department shall develop this and future strategic and operational plans with the input of important partners including, but not limited to:

- State Council on Workforce Services (SWIB)
- WEEDA

- State and Federal Auditors
- Governor's Office
- Advocates
- Other State Agencies

DWS collaborates with Office of Education to help in the development of programs that will keep children in school and to help them understand and begin to prepare for future careers.

DWS partners with Higher Education in the development of approaches that will help various institutions within Higher Education (Applied Technology Center's, etc) anticipate and respond to emerging skill needs in the employer community. DWS's partnership with the Governor's Office of Economic Development is important in that DWS helps supply the later with the labor market information and a well-prepared workforce that helps attract new businesses to Utah.

The SWIB along with the One-Stop partners in consideration of the Governor's and DWS goals strategize around four main topics in which to begin their discussion on prioritization and direction for the Workforce System. These areas are:

- Distinctive Populations
 - Youth
 - Native Americans
 - Persons with disabilities
 - Migrant seasonal farmworkers
 - Refugees
 - Veterans
 - Hispanics
 - Older workers
 - Others
- Partners
 - Community Based Organizations
 - Community and Culture Offices of Ethnic Affairs
 - Division of Indian Affairs
 - Governor's Office of Economic Development (GOED)
 - Faith Based Organizations
 - State agencies
 - Industry
 - Veterans
 - Education
 - Labor
 - Others
- Supply
 - Job Seekers
 - Self-Employment
 - Workforce Preparation
 - Education
 - Outcomes and Results (common measures)
 - Others
- Demand

- Worksite/Worksite Learning
- Economic Development
- Employers
- Job Development/Self-Employment
- Workforce & Economic Information
- Other

The overarching areas identified for priority consideration during the next two years are:

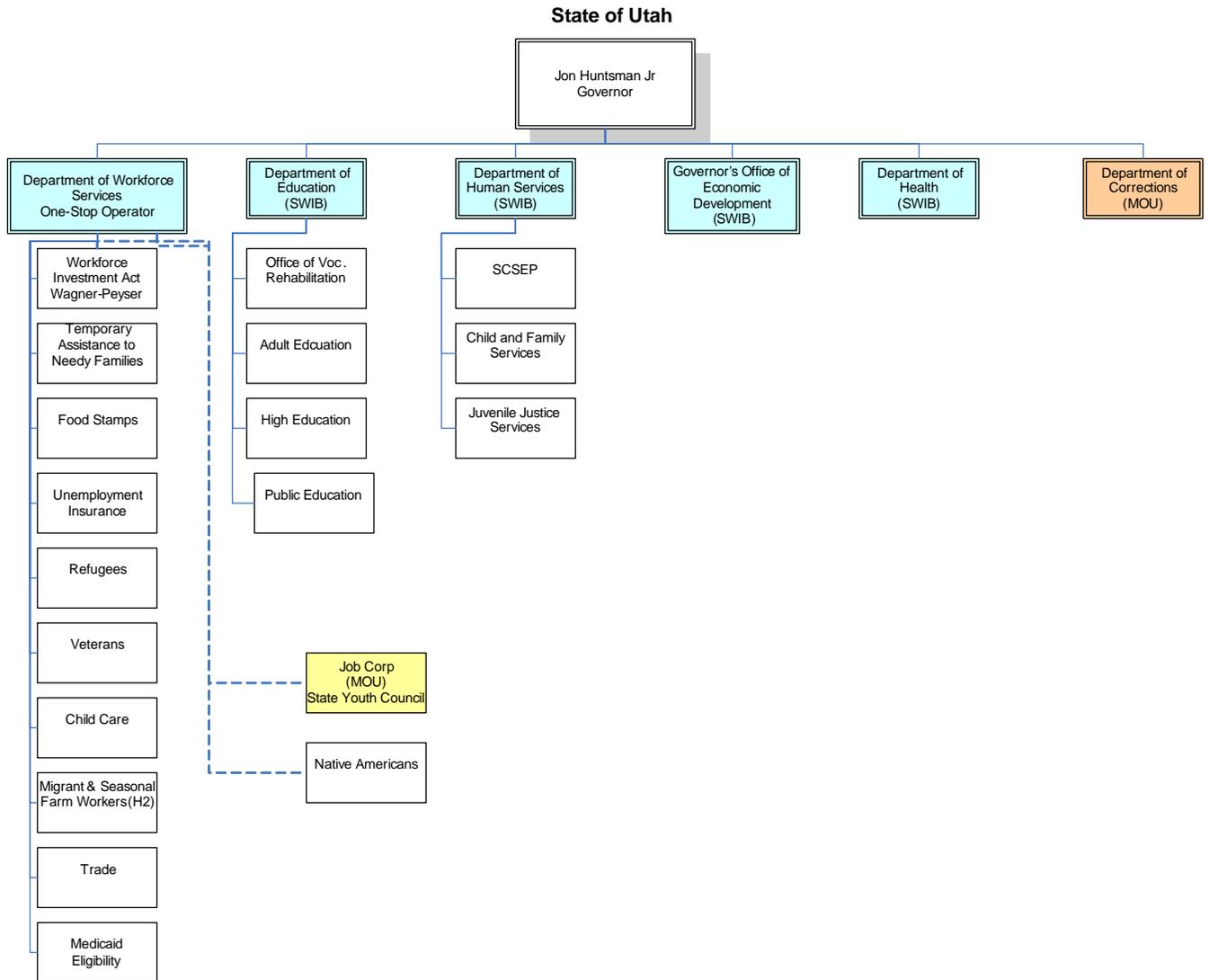
- Economic Development / Targeted Sectors
- Outreach to distinctive populations
- Marketing of DWS services
- Training for job seekers
- Increase capacity for Incumbent Worker initiatives
- Strengthening Education Partnership
 - Higher Education
 - Utah College of Applied Technology (UCAT)
 - Adult Education
 - Public Education
 - Proprietary Schools
- Increase capacity for co-production (on-line customer self-directed services) for access and application of One-Stop services
- Research and implement methodologies to increase capacity for data sharing with partner agencies within legal limits
- Strengthen partnership with Department of Corrections, Drug Courts and Board of Pardons
- Increase capacity for On-The-Job Training, Apprenticeships, and Internships
- Community Access Points
- Electronic Resource and Eligibility Product (eREP)
- Electronic Benefit Transfer for training programs

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.*

The Governor's 10 Point Economic Plan strongly ties economic development with the need to increase training for the workforce in targeted sectors. The State Workforce Investment Board established by State law requires State Agency membership on this Board. Those agencies as required members are:

- Superintendent of Public Instruction – State Office of Education
- Commissioner of High Education
- Executive Director – Office of Rehabilitation
- Executive Director – Department of Human Services
- Executive Director – Department of Health
- Executive Director – Governor's Office of Economic Development (GOED)

These agencies in conjunction with the SWIB, work collectively to improve the economic environment of the State. During quarterly SWIB meetings, the members have the opportunity to discuss economic issues particular to their local areas with the members of the Governor's Cabinet. The SWIB chair, a member of the Governor's Workforce, Education and Economic Development Alliance (WEEDA), coordinates and communicates between the two entities.

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

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

The Governor consulted with leaders of business and labor in making the appointments to the State Council except for the public employee representatives, nominated by state public employee organizations, and the state legislator, nominated by the Speaker of the House and the President of the Senate. Their respective consortia of counties in their areas appoint the eight employer representatives not appointed by the Governor. The State Workforce Investment Board (SWIB) includes representatives of small and large businesses; four representatives of employees, employee organizations, or labor; a state legislator; the Superintendent of Public Instruction; the Commissioner of Higher Education; two representatives of community-based organizations; a veterans' representative and the executive directors of the Utah Office of Rehabilitation, Governor's Office of Economic Development, and the state Department of Workforce Services, Human Services, and Health.

In addition to establishing the SWIB, Utah State Law requires a regional council system as cited in Utah Code, Title 35A-2-103(2)(a)(i):

The regional council shall annually provide the consortium of counties that appoints the council a written report that shall include the information concerning the elements of the regional plan described in Subsection 35A-2-102(4)(b).

- (10) The regional councils on workforce services shall:

- (a) Determine the locations of employment centers in accordance with Section 35A-2-203:
 - (b) Develop a regional workforce services plan in accordance with Section 35A-1-207:
 - (c) Develop training priorities for the region:
 - (d) Work cooperatively with the State Council on Workforce Services to oversee regional workforce services areas operations and to ensure that delivered services are in accordance with regional workforce services plans:
 - (e) Address concerns within the regional workforce services area related to apprenticeship training coordination:
 - (f) Coordinate the planning and delivery of workforce development services with public education, higher education, vocational rehabilitation, and human services; and
 - (g) Provide an annual report to the State Council on Workforce Services.
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 SWIB has representatives from urban, rural, and suburban areas of the state, including a majority of representatives from large (4) and small (4) businesses, AFL-CIO, Utah Public Employees Association, Utah State Legislature, Public Instruction, Higher Education, Cultural Integration Advisory Council, Office of Child Care, Utah Issues, Veterans, Utah Office of Rehabilitation and the State Departments of Workforce Services, Human Services, Economic Development, and Health.

The board consists of eight representatives of the communities served by DWS who are employers and the chairs of the Regional Councils on Workforce Services.

- Four representatives of small (fewer than 100 employees) employers
- Four representatives of large (100 and more employees) employers
- Four representatives of employees organizations/labor
- Two representatives community-based organizations:
- A representative of Veterans:
- The Superintendent of Public Instruction
- The Commissioner of Higher Education
- The Executive Director of DWS
- Executive Director of the Utah State Office of Rehabilitation
- Department of Human Services Designee
- Executive Director of Economic Development
- Deputy Director of the Department of Health
- A State Legislator

In order to ensure that each of the required entities is involved in the planning and implementation of the workforce investment system of WIA, the executive director of DWS

shall serve as Governor's representative. A state legislator shall represent both houses of the state legislature; chief elected officials participate in the selection of eight of the business representatives to the SWIB; and establish a Youth Council as a subgroup of the SWIB and includes individuals and representatives of organizations that have experience with youth activities. Moreover, all meetings of the SWIB and its committees, task forces, and/or workgroups are open and public meetings.

The State Council achieves Utah's WIA goals because it serves as the SWIB and thereby retains authority and responsibilities for workforce investment in the state. Specifically, the responsibilities of the State Council/SWIB include 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
 - Assessing 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, and
- Development of an application for incentive grants, under §503 of WIA (if applicable).

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.)*

Except for the chairs of the regional councils, the Governor, by authority of state law, appoints the members of the State Council, including the chair (a non-governmental member). The Governor consults with leaders of business and labor in making the appointments to the State Council except for the public employees' representative, nominated by state public employee organizations and the state legislator, nominated by the Speaker of the House and the President of the Senate. As Utah is a Single Service Delivery Area, state law requires regional representation (Regional Council Chairs) on the SWIB to ensure local input. The Governor does not appoint regional Council Chairs. County commissions appoint Regional Council Chairs in consultation with DWS' Regional Directors.

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 optimum policy-making authority and because they represent diverse regions of the state. This enables and empowers the State Council 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 SWIB will meet at least quarterly, each time at a different location around the state. These meetings will primarily be devoted to the review, revision, and approval of work done by committees and task forces of the SWIB. The SWIB will carry out its functions by assigning responsibilities to working committees. The SWIB has organized these working committees around specific functions:

- Operations and Performance (monitors performance/fiscal)
- Business Services and Marketing (marketing plan)
- State Youth Council (SYC) (oversight of youth activities and services)
- Regional Council Chairs Committee (review local issues and needs)

In addition to the required functions, the SWIB also provides guidance for the following programs/activities:

- Food Stamps
- Temporary Assistance for Needy Families (TANF)
- General Assistance
- Child Care

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 SWIB ensures the public has access to board meetings by giving public notice at least once each year. The publication consists of the annual meeting schedule 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. Meeting agenda's also include the following statement from 29 CFR Part 37, Section 37.34 (Equal Opportunity Provisions for the Workforce Investment Act) regarding tagline information that is included on all correspondence with the public; "*Equal Opportunity Employer Program. Auxiliary aides and services are available upon request to individuals with disabilities by calling (801) 526-9240. Individuals with speech and/or hearing impairments may call Relay Utah by dialing 711. Spanish Relay Utah is (1-888-346-3162).*" Public notice shall be satisfied by, at a minimum: posting written notice at the main DWS administration office as well as at the meeting location, and providing notice to at least one newspaper of general circulation. Public notice is also included on the DWS website. Moreover, the SWIB will keep and update an "interested parties" list and mail all public notices to those individuals. Making accommodations for persons with disabilities is standard for all meetings of the SWIB and its

committees when requested. Posted meeting minutes are on the DWS web site at: <http://www.jobs.utah.gov/edo/StateCouncil/meeting.asp>. Posted Quarterly State Youth Council meeting minutes, newsletter and roster are available at: <http://www.jobs.utah.gov/edo/StateCouncil/Youth/dwsdefault.asp>.

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 SWIB or an Operational Region Council may not vote on a matter under consideration by the SWIB or Operational Region Council (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 SWIB or regional council may not engage in any other activity determined to constitute a conflict of interest as specified in the state plan.

The SWIB or an Operational Region Council and its staff may not provide core services and/or intensive services or be designated as a One-Stop operator unless approved by the Governor, or their designee, nor shall the SWIB or an Operational Region Council 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 SWIB as well as travel per diem for members who qualify. Selected members have the opportunity to attend national conferences; cost of attendance covered by DWS.

*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).)*

DWS and identified partners have entered into an MOU to ensure coordination and ease of access and reduction of duplication. An additional MOU for Collaborative Coordinated Services (CCS), implemented specifically for family focused services is in place. One of the outcomes of CCS has been a coordination of policies relating to high-risk youth across various state agencies.

DWS utilizes a comprehensive case management system (UWORKS) in the tracking and management of customers, including common measures reporting. Business and Employment Services policy is integrated and available via the internet at the DWS website <http://www.jobs.utah.gov/edo/information/dwsdefault.asp> to all interested parties.

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 workforce system and between the State agencies and the State Workforce Investment Board.*

The Executive Director of DWS is a member of the Governor's Cabinet and communicates workforce issues and, being a member of the SWIB, communicates from the Governor to this Board. In addition, the Governor has created a strong link between the Department of Workforce Services and the newly established Governor's Office of Economic Development. With DWS and Economic Development as well as other department representatives working with the SWIB the Governor's objectives and goals are key points to the discussions and decisions made by the Board. To ensure a strong tie between the Governor's office and all established boards and commissions, the Governor has established a Board and Commission Liaison. In addition, a representative from the Governor's Office of Planning and Budget, as well as the Legislative Fiscal Analyst Office assigned to DWS, attend the quarterly SWIB meetings.

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 SWIB meets quarterly; a standing agenda item is an Executive Director's report, which includes information from the Governor and Legislature. State administrative staff reviews all federal guidance upon publication. The SWIB discusses items identified as needing attention at their quarterly meetings. The SWIB and administration determine appropriate strategies and implementation methods.

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 State Youth Council on Workforce Services is a primary organization responsible to guide and inform an integrated vision for serving youth. In addition, the Transition to Adult Living-TAL Initiative created solid partnerships between the child welfare agency (Division of Child and Family Services, DCFS) the workforce development/welfare reform agency (Department of

Workforce Services, DWS), WIA youth contract providers, and the Utah State Office of Education (USOE), to coordinate education, job training, employment, and other support for high-risk youth. Utah's Youth Vision Team expands the TAL model for the juvenile parolee population. (YVT details are in section I, 1. E. above.) DWS defines progress on these partnerships by:

- Negotiated Agreements
 - Utah's Collaborative/Coordinated Services MOU (CCSMOU) and One-Stop MOU provide the 'umbrella' for collaboration at the State level. The CCSMOU's sponsor is the Families Agencies and Communities Together (FACT) Council. This Council, formed by Utah State Statute, supports the YVT by acting as an oversight board, approving Utah's application for Federal Shared Youth Vision pilot project, and hosting an Executive Debriefing Luncheon. Negotiation of Local Partnership Agreements at the local level 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.
- Priority for Service
 - At the State Youth Council meeting in January 2005, the group agreed to add children of incarcerated parents and migrant youth to the existing WIA Youth Service Priority System documents. (Youth affected by the foster care and juvenile justice systems already represented on the Service Priority forms.) Collected demographic information about the occurrence of the targeted populations, by county, and Regional Youth Councils will adjust Service Priority Systems accordingly.
 - At the State Youth Council meeting in April 2007, the group agreed to add Native American and refugee youth to the Service Priority System. (DOL also recommends increased priority for disabled youth. Utah's priority system already recognizes this population.) The SYC instructs Operational Region Youth Councils to assign the greatest priority "value" to the DOL identified populations:
 - Out-of-school youth (TEGL 3-04)
 - Youth in foster care (TEGL 3-04)
 - Youth who aged out of foster care (TEGL 3-04)
 - Youth offenders (TEGL 3-04)
 - Children of incarcerated parents (TEGL 3-04)
 - Migrant youth (TEGL 3-04)
 - Native American youth (TEGL 28-05)
 - Disabled youth (TEGL 28-05)
- Local Coordination
 - The State level Independent Living Specialist from DCFS, invited to be a member of the State Youth Council. Local DCFS Independent Living Coordinators are also members of the DWS Regional Youth Councils.

- Local interagency councils are in place across the State and the YVT will use those existing structures upon implementation of the Shared Vision pilot project.
- WIA partners in Utah have successfully launched a new Internet based tool called [Just For Youth](#). Further development and promotion of this site will take place.

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?

The industrial makeup of Utah is such that trade, transportation, and utilities employ the most workers – 20 percent of the economic base. Government, in all three branches, follows at 18 percent. Professional and business services are nearly 13 percent of the economy, while education and health services make up another 11 percent. Manufacturing employs 10 percent of the economic base. Leisure and hospitality make up 9 percent, construction 7 percent, financial activity around 6 percent, and information and other services approximately 3 percent each.

*B. Industries and occupations projected to grow or decline – short term
What industries and occupations are projected to grow and or decline in the short term and over the next decade?*

Industry Sector Growth

Long-Term— The Professional and Business Services industry will provide the most new employment in the 2004-to-2014 period. This industry will add some 60,000 positions over the 10-year period. The trade industry will add another 49,000 new jobs to Utah in a variety of wholesale and retail opportunities. Not surprisingly, the healthcare industry is a huge contributor of employment to the Utah economy. It will increase its payrolls by some 47,000 during the 2004-to-2014 period. A very important industry that is contributing some 38,000 new positions (private and public) to the Utah market is education. It is paramount that Utah invests in its educational infrastructure to provide the growing economy with trained workers in both the short and long run. Tourism will add 37,000 new jobs to the leisure and hospitality industry. Other industries creating larger number of growth jobs include manufacturing (27,000), construction (22,000), and financial activities (21,500).

Declining Industries— Utah expects to see very few declining industries. The only major industrial sector expected to experience declining employment is agriculture. Agriculture will shrink by 1,700 jobs by 2014, down from 20,000. Although manufacturing shows growing employment, Utah expects a decrease in textile and apparel manufacturing jobs.

Rate of Change— With an employment growth rate of twice the state average, the technology-based computer systems design and related services industry will out-pace all other industries, recording growth of six percent. Right behind this industry will be the social assistance sector with expected growth of 5.7 percent per year. Administrative and support services will add many new jobs and grow at a rate of 5.0 percent per year. Other industries expected to growth quickly in the 2004-to-2014 are ambulatory healthcare services, architectural and engineering services and nursing and residential care facilities. All of these industries will have growth rates above 4.5 percent per year. The average for all industries in the state is 3.1 percent.

Short-Term— The specialty trade contractors industry expects the largest number of new positions in the next two years (12,890 new jobs). Utah expects strong growth in administrative and support services—adding 5,040 jobs—as well as in food services—adding 3,910 jobs. In addition, elementary and secondary schools (2,808 jobs), credit intermediation (2,709 jobs), and hospitals (1,581 jobs) expect to be major centers of employment growth.

Declining Industries— Projections show very few industries declining in the next two years. The largest of these declining industries is printing and related activities, which only shows a loss of 133 positions. Other industries showing declines are apparel manufacturing, textile product mills, and textile mills.

Rate of Change— Forecasts show, trade contractors and support activities for mining to see double-digit compound annual growth in the next two years. Other industries projected to experience rapid growth are specialized design services (9.1 percent), other schools and instruction (8.6 percent), educational support services (8.4 percent), and management, scientific, and technical consulting (8.0 percent).

Occupational Growth

Short-Term— In the short term, a building and oil/gas projected boom shows numbers bumping up for construction/extraction openings available. However, office/administrative support openings expect to supply slightly more openings than construction/extraction. Other occupational groups with large numbers of projected annual openings include sales, food preparation, production, and transportation/material moving occupations.

Utah expects to see the fastest annual growth—7 percent compared to an average of just over 3 percent in construction/extraction occupations. Next in line are healthcare practitioners and technical positions and computer/mathematical occupations—both with growth rates of roughly 5 percent. In addition, healthcare support and business/financial operations occupations also expect to experience faster-than-average expansion (about 4 percent).

On an individual occupation level, retail sales (3,000 annual openings), cashiers (2,200 openings), carpenters (1,600 openings), fast food workers (1,400 openings), registered nurses (1,400 openings), general office clerks (1,400 openings), customer service representatives (1,400 openings), freight laborers (1,200 openings), heavy truck drivers, (1,200 openings), and janitor/cleaners are projected to show the largest number of openings.

Long-Term— Projections show office and administrative support (clerical) occupations to have the largest number of total annual openings between 2004 and 2014 in Utah. Although computers have eliminated the need for many clerical workers and this group shows one of the lowest job-growth rates, this occupational group is currently the largest in the state. Its large initial size places administrative support occupations on top in terms of openings. Other groups with large numbers of annual openings include sales occupations, food preparation/serving occupations, construction/extraction occupations, and production positions.

Ranking these major occupational groups by their growth rate paints a different picture. Computer/mathematics and healthcare support occupations show the highest projected annual rates of expansion—almost 5 percent compared with the average of 3 percent for all occupations. The higher-skilled healthcare professional and technical occupations fall in close behind with a 4-percent growth rate. Obviously, filling healthcare positions will continue as a labor market priority in the years ahead.

For the Individual occupations projected with the highest number of openings, we look to retail sales workers (2,700 annual openings), cashiers (1,900 openings), customer service representatives (1,400 openings), waiters/waitresses (1,300 openings), fast food workers (1,300 openings), general office clerks (1,200 openings), registered nurses (1,100 openings), janitors/cleaners (1,100), and heavy truck drivers (1,000 openings). Of course, many of these positions are low skilled and low pay.

C. Industries and occupations with demand for skilled workers

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?

Industries currently experiencing a demand for skilled workers include construction, healthcare/social assistance, mining, manufacturing, financial activities, and transportation warehousing.

Some occupations that a recent Utah job vacancy survey revealed having current shortages include, but are not limited to;

- Nurses
- Truck drivers
- Plumbers
- Welders
- Executive secretaries
- Sales representatives
- Civil engineering technicians
- Industrial machinery mechanics
- HVAC mechanics
- Financial managers
- First-line managers of retail sales

Over the next ten years, projections show education and healthcare/social assistance, will have the highest demand for skilled workers. In addition, professional/business services, information, construction, and manufacturing will show high demand for skilled workers.

Since the “skilled” classification has no clear definition, Utah has focused on occupations with the best employment outlook and high wages. These jobs typically require higher skill levels and provide higher living standards. The following lists show those occupations with the best employment outlook and wages for the 2004-2014 projection period, by training category.

Bachelors Degree or Higher:

- Chief executives (210 annual openings)
- Computer/information systems managers (130 annual openings)
- Computer software engineers (590 annual openings)
- Construction managers (280 annual openings)
- Financial managers (250 annual openings)
- General/operations managers (760 annual openings)
- Lawyers (250 annual openings)
- Marketing managers (110 annual openings)
- Mechanical engineers (180 annual openings)
- Pharmacists (140 annual openings)
- Sales managers (220 annual openings)

Associate Degree or Postsecondary Vocational Training:

- Real estate appraisers/assessors (100 annual openings)
- Bus/truck/diesel mechanics (160 annual openings)
- Civil engineering technicians (60 annual openings)
- Dental hygienists (70 annual openings)
- Electrical/electronic engineering technicians (110 annual openings)
- Paralegals (100 annual openings)
- Radiological technologists/technicians (70 annual openings)
- Real estate sales agents (100 annual openings)
- Registered nurses (1,150 annual openings)
- Respiratory therapists (60 annual openings)

On-the-Job Training:

- Food service managers (260 annual openings)
- Plumbers (320 annual openings)
- Police/sheriff's patrol officers (250 annual openings)
- Sales representatives (1,080 annual openings)
- First-line supervisors/managers of the following occupational groups:
- Construction/extraction trades (500 annual openings)
- Mechanics/installers/repairers (360 annual openings)
- Non-retail sales workers (220 annual openings)
- Office/administrative support workers (470 annual openings)
- Production/operating workers (330 annual openings)

D. What jobs/occupations are most critical to the State's economy?

Occupations in the engineering, healthcare, computer/mathematics, science, education, management, and production groups are most critical to sustain the current economic growth.

E. What are the skill needs for the available, critical and projected jobs?

Available Jobs—Analysis of the skill requirements (as outlined in O*Net) of occupations in the current labor market reveals that basic skills are among the most important requirements of current Utah jobs. The skills of reading comprehension, active listening, speaking, writing, critical thinking, active learning, coordinating, instructing, monitoring, time management, and decision-making rank among the most important skills required across the board in the Utah economy.

Important knowledge requirements (as outlined in O*Net) for the current Utah labor market include customer/personal service, knowledge of the English language, clerical skills, mathematics, education/training, sales/marketing, computers/electronics, management, mechanical knowledge, psychology, economics/accounting, and design.

Critical Jobs—important knowledge/skill areas (as classified by O*Net) for critical jobs include medical/dentistry, mathematics, mechanical, education/training, computers/electronics, building/construction, psychology, biology, chemistry, production/processing, and transportation.

Projected Jobs— Analysis of the skill requirements (as outlined in O*Net) of projected occupations also reveals that basic skills will be among the most important requirements of Utah jobs in the future. The skills of reading comprehension, active listening, speaking, writing, critical thinking, active learning, coordination, instructing monitoring and time management rank among the most important skills required across the board for the occupations projected for the next 10 years in the Utah economy.

Important knowledge requirements (as outlined in O*Net) for the projected Utah labor market include customer/personal service, English language, clerical, education/training, mathematics, sales/marketing, computers/electronics, management, mechanical, psychology, economics and accounting, design, and building/construction.

F. Current and projected demographics of available labor pool

What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

Utah's labor force is 87 percent white (2000 Census data). Thirteen percent is minority, but this percentage has probably risen by 2 to 4 percentage points since then. The largest and fastest growing minority group is Hispanics. Hispanics made up to 8 percent of the labor force in 2000, but are probably around 10 to 12 percent now. The remaining racial groups in Utah have not grown in percentage. Asians make up 1.7 percent of the labor force, American Indians 1 percent, and all other groups 2.4 percent, combined.

Utah's labor force is young, placing the state in sharp contrast with the national profile of an older, Baby Boom-dominated labor force. Just under 50 percent of Utah's labor force is 35 years of age and younger. No other state comes close to that kind of profile. Only 10 percent of Utah's labor force is aged 55 to 64, that group closest to moving into retirement age. Utah industries with some exposure to Baby Boomer retirement going forward include urban transit, education, and public administration.

G. State “in migration” or “out migration”

Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?

Utah has a high internal birth rate. The birth rate is such that a third baby boom behind the original post-war Baby Boom (the grandchildren boom) is occurring. Internal population growth is the primary source of new Utah labor. However, in-migration is also an integral part of labor force growth. In strong economic times, Utah generally can retain (on net) its new homegrown workforce. In weaker economic times, net out-migration of this cohort generally occurs. Over the past decade, during the recession of the early 2000s, Utah saw out-migration within its young labor force, but was countered and overwhelmed by net international in-migration, especially from Hispanic nations. With the return of a strong economy, net domestic in-migration has returned.

This same trend is expected to continue at least through the next decade, barring the passing of any restrictive immigration laws that trend will be domestic in- or out-migration depending upon Utah’s economic conditions, and strong international in-migration regardless of Utah’s economic environment.

Strong population growth is the primary driver of Utah’s economy and will continue to be through the next generation. This labor force growth and characteristic, shared by Utah’s mountain state neighbors, is part of a long-term trend dominating this part of the country. This is a multi-decade, multi-generational shift.

As the United States developed from its infancy, the Industrial Revolution dominated its economic foundation. That economy produced many physical goods, produced by mass labor, and demanding cheap and efficient transportation corridors, like rivers, seas, and good roads over flat lands. The Rocky Mountains were not attractive within this environment. The Industrial Revolution rarely utilized this part of the county. That left this part of the county underpopulated in relation to the country’s development. Modern times have changed that. With improvements in transportation corridors and types, along with the U.S. movement away from an industrial economy to a technological and service-based economy (which isn’t inhibited by geographic barriers), the intermountain west (including Utah) is prime country for explosive population growth. It is an aesthetically pleasing, recreational part of the country now conducive to economic and social development. This shifting trend spells long-term benefits to Utah’s future economic and labor force growth.

H. What skill gaps is the State experiencing today and over the next decade?

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?

Currently, those areas of greatest skill and/or knowledge need are precisely those areas which are most in demand in the current economy, namely: reading comprehension, active listening, speaking, writing, critical thinking, active learning, coordinating, instructing, monitoring, time

management, decision-making, customer/personal service, knowledge of the English language, clerical skills, mathematics, education/training, sales/marketing, computers/electronics, management, mechanical knowledge, psychology, economics/accounting, and design.

Over the next decade, skills areas with the greatest need are projected to include (in this order): reading comprehension, active listening, speaking, writing, critical thinking, active learning, coordination, instruction, learning strategies, monitoring, and social perceptiveness. Knowledge areas with the greatest future need are projected to be (in this order): customer/personal service, English language, education/training, mathematics, clerical, sales/marketing, computers/electronics, management, psychology, mechanical and design.

*I. Based on the labor market, State identified workforce development issues
Based on an analysis of the economy and the labor market, what workforce development
issues has the State identified?*

The Governor has identified economic development as one of the top priorities of his administration. Moving the economic development under the Governor's office by legislative mandate occurred this year, ensuring continued growth as a significant component.

The driving force behind this prioritization of economic development is really a demographic factor. As mentioned, Utah has the highest birth rate in the nation, which produces a relatively large, young population.

Because of this dynamic, Utah has a smaller percentage of working-age population available to contribute to the state's social and educational price tag, per capita, than any other state. Utah is currently in the early stages of a new Baby Boom that is just entering its education years. Over the next 10 years, it is projected the state will have to find a way to educate approximately 100,000 more students in the K-12 school system. In a state with a total population of around 2.4 million, this can be a significant challenge. The Governor's approach is to grow the state's economy to pay for this anticipated educational burden.

Utah's young and educated labor force is, and has been, one of Utah's strong economic selling points. The concern about Utah's ability to afford educating this next generation of Utah workers is one of the driving factors behind the Governor's current economic efforts.

In support of the Governor's overall economic development plan, the Utah Department of Workforce Services continues to focus on ongoing workforce development needs. The Department is proactive in working with the business community to identify occupations that may have some sort of a skill shortage or is facing other labor force deficiencies. The Department has put in place a program to identify industries that are facing labor issues and occupations where employers are finding shortages or deficiencies. The Department is aggressively reaching out to the business and education communities to develop strategies and programs to alleviate these shortages or deficiencies. Identified training programs are being developed, or expanded, as is funding to help facilitate this process where possible.

As part of this workforce development strategy, labor force customers coming to the Department are encouraged to consider moving into these areas of need. They are encouraged to consider entering into the available training options, and career ladders are developed and presented to help these customers not only see the short-term benefits of furthering their own skills development, but also the possible rewards over the long-term of advancement and increased earnings.

*J. State prioritized workforce development issues most critical to economic growth
What workforce development issues has the State prioritized as being most critical to its economic health and growth?*

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).)

Utah has integrated training programs for WIA, Trade, Food Stamps E & T and TANF. This integration reduces duplication of effort and funding which maximizes these funding sources to reach the largest number of customers possible. DWS recently implemented the Incumbent Worker program to train or retrain employees, allowing the business to remain economically viable.

DWS implemented, through a partnership with Department of Human Services (DHS), an initiative to reduce duplication of effort and maximize career-counseling resources. DWS delivers the Chafee Foster Care Independence Program, Education and Training Voucher (ETV), for youth in foster care and those aging out of foster care. Co-enrollment of eligible youth in WIA Youth or Adult services covers the cost of case management. In the State of Utah, DHS is the oversight agency for Chafee funds.

DWS and Utah State Office of Rehabilitation (USOR) have developed a partnership to ensure that employment centers have the capability of providing effective employment services to people with disabilities. The Choose to Work (CTW) project designed to provide individualized job development and placement services to customers with disabilities who have not been successful in obtaining employment through traditional services provided by DWS and USOR. The CTW program supports DWS Employment Counselors and Vocational Rehabilitation Counselors in assisting disabled customers who may not otherwise obtain employment without intervention. A combined DWS and USOR service delivery pathway integrates CTW services.

In addition to the CTW project, DWS and USOR have developed a partnership to fund a Benefit Planning Assistance and Outreach (BPAO) Specialist position. The BPAO Specialist's primary focus is on providing Benefit Planning Assistance and Outreach to customers with disabilities who receive Social Security and TANF services. The goal of this project is to increase the customer's awareness of work incentives, to provide benefits planning and assistance and to enhance the level of informed choice concerning employment options. This project has resulted in the development of additional partnerships with Utah State University (USU), Division of Services for People with Disabilities (DSPD) and Mental Health (MH). Additional information about the Utah Work Incentive Coalition (UWIC) can be found on the UWIC website www.uwin.org.

DWS drafted an MOU with both Utah Job Corps Centers and Management Training Corporation (DOL's contracted outreach/recruitment and placement entity for Job Corps). The purpose is to provide a framework for the DWS, Weber Basin and Clearfield Job Corps Centers and Management Training Corporation (MTC) to coordinate recruitment, referrals, services and reporting of outcomes as federally required.

DWS coordinates closely with Department of Human Services' DCFS to benefit youth in foster care and those aging out of foster care, and Division of Juvenile Justice Services for youth involved with the juvenile justice system. Resource leveraging occurs around the TAL initiative and YVT pilot project. Activities demonstrating this include:

- TAL
 - Joint sponsorship of TAL training materials
 - DWS/WIA delivering DCFS Education Training Voucher funding
 - Door Openers (Being a Door Opener is an opportunity for businesses, youth serving agencies or community base organizations to be actively involved in building tomorrows workforce.)
 - Annual DCFS Youth Summit
- YVT
 - Time expended by YVT members working together to plan and deliver a cross-agency pilot project
 - Leveraged funds detail in the Federal Shared Youth Vision pilot project
 - Commitment from Utah's YVT partners to earmark funds to sustain the project

DWS has chartered a workgroup to develop a systematic and effective plan for involving Community Based Organizations (CBOs) in increasing customer accessibility to DWS services. The logical process will begin by developing access points with WIA required partners and then the workgroup would identify other CBOs within their regions that may provide services to DWS customers. Utah will replicate the current models set forth in the USOR and Job Corps MOUs. DWS Business Consultants will be responsible for negotiating the terms and duration of partner agreements, providing training and technical assistance, supplying forms and hard copy materials, and determining the appropriate level of service to be provided by each CBO.

B. Strategies to Address national Strategic Direction

What strategies are in place to address the national strategic direction discussed in Part I 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).)

Administration reviews new initiatives, guidance, and reforms for impact, cost, required resources, and labor market information. Once this information is gathered, presentation to the appropriate workgroup(s) of the State Council occurs. The appropriate workgroup(s) discuss, recommend direction, and present their recommendation to the SWIB for prioritization.

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 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.*

Population growth (including in-migration), a young labor force, an educated and reliable workforce, low housing prices, adequate transportation and infrastructure, a pro-business governor and accommodating legislature, room for expansion, and a booming southwestern Utah all work together to not only make Utah a good place to live and work, but also one destined to be strong economically. Labor shortages and rapid wage pressures should not be a deterrent in this picture. The market should be able to meet any internal labor shortages with in-migration from the remainder of the country's excess labor pool.

Most industrial sectors anticipate growth over the next five years. This anticipated growth will be at an adequate and measured pace. The healthcare industry is the only one guaranteed to face a labor shortage, although this shortage exists in most regions of the country.

Construction will see some booming during this period, and at worst, some moderation. The mining industry is probably the best candidate for some employment contraction. However, this industry accounts for less than one percent of the state's total employment. It remains an important part in some of the state's rural, regional economies though. If there is a hidden potential for this industry to grow, it would be in the oil and gas area of the state's Uintah Basin, where oil shale development technology has driven down the development costs of this vast state resource, bringing it potentially closer to becoming an economic reality. The timing still appears not to favor the next five-year window, but energy volatility could change that. There is more talk now of developing that resource than at any other time in the past.

The state's economy is doing well right now without much help from its high technology industries. When those industries finally spring back to life, as is expected over the next five years, they will just be an added bonus to the state's expected employment growth.

The state's economic development needs are to attract more high-paying, knowledge-based jobs to Utah. This is one of the governor's top goals. He ran on a platform of economic development. Even though the marketplace ultimately dictates what will or won't happen in any given labor market, it is encouraging to have the state's chief executive committed to economic growth and development. The state's young population and its education demands put much pressure upon the legislative system to fund this resource development. Thus, the governor's targeted solution to this cohort pressure is economic development.

Employment opportunities in Utah should fall in the spectrum of abundant to modestly competitive. Other than the healthcare industry, which cannot find enough workers even in the midst of a recession, employers should be able to meet most of their employment needs. A "loose" United States economy plays a key role in this scenario, as a steady stream of in-migration will be the ultimate trump card in keeping any widespread labor shortage from developing in Utah. The economy is currently growing nicely in the state. A buildup of labor force underutilization that developed during the recessionary period will still take some time to reverse itself and negate its excess-labor-pool effect. How quickly that ultimately happens is

directly proportional to how quickly it takes the U.S. economy to heat back up. A slow U.S. economy delays this reversal. Currently, no economic forecasts are on record as such saying that a hot U.S. economy is in store for the next two years. If the U.S. economy were to heat up, it would probably not happen until the latter half of a five-year outlook, and thus that influence would only cover the last segment of that period. The bottom line is the majority of a five-year outlook is for an adequate labor supply to meet the Utah market's need.

Major expected occupational groups with the fastest growth include computer/mathematical, personal care/service, education/training, and healthcare. Production jobs expect to show slower-than-average growth, while farming/fishing/forestry occupations expect to contract.

However, because they already employ vast numbers of individuals and have high turnover, several low-paying occupations will continue to generate large numbers of new openings. Retail sales workers, cashiers, fast food workers, and waiters/waitress occupations will produce the largest number of openings.

High-paying occupations with many new openings will include lawyers, software engineers, computer systems managers, management analysts, and other various types of managers.

Newly created positions tend to be in occupations requiring higher levels of training. Occupations, which require post-secondary training, will continue to experience the fastest growth, and provide the best wages. Automation expects to take over the work of many low-skilled workers.

In January of 2004, the department instituted a statewide-targeted sector strategy. This strategy involves the identification of industries and occupations that drive Utah's economy, and assigning Wagner-Peyser/WIA resources towards it. Assigned research analysts develop targeted sectors tools to support them, and the relationships needed to understand and overcome barriers for the successful training and recruitment of a well-trained workforce. Our Research Analysts work with partners in public and higher education, economic development and the private sector to determine how best to identify, analyze and approach each target. Each target then has its own action plan created and managed by the Research Analyst to ensure the clearest path for supplying that target with the skilled workforce required. This is a statewide activity and crosses all regional economic boundaries.

In 2006, the WEEDA Coordination Team met with the Research Analysts and Economists to review the latest economic data from Workforce Information, discuss the current economic environment, and review the governor's economic goals. The group further worked to determine and combine DWS sectors, GOED clusters, and USOE career pathways into integrated areas of emphasis for the state. The statewide areas of Life Sciences (Health Care and Biotechnology) and Advanced Manufacturing (composites) were established. Individual state agencies agreed to continue working on their own sectors, clusters, and career pathways, but to also leverage resources behind the joint areas of emphasis.

The intended outcome of these discussions is to identify the high growth sectors of the economy that DWS and its partners wish to encourage Utah residents and our customers to enter as a

career ladder or training program. Access to tools and resources through the DWS website for both internal and external customers gives the most up to date information available on making quality career choices. The targeted sectors also influence Incumbent Worker Training dollars spending. Incumbent Worker Training Grants will give preference to funding proposals that address training needs in targeted sector employers.

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 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).)

DWS has chartered a workgroup to redefine the Business Consultant duties and responsibilities. Expansion of the Business Consultant role includes community outreach and developing access points to DWS services with WIA Partners and CBOs. The community access points will make it easier for DWS customers to access DWS services within their communities. Business Consultants will be responsible for negotiating and developing access points, providing training and technical support to partners' and CBOs' employees on DWS services. Business Consultants will now facilitate the exchange of information about all DWS programs. Business Consultants will strive to obtain the goals established by the department relative to employers using self-directed services while continuing to increase the overall number of employers using DWS services.

Business Consultants will continue to support and coordinate economic and workforce development, job fairs, career fairs, resource fairs, employer seminars, industry roundtables and represent DWS on interagency workgroups, committees, and councils.

A joint charter established between Department of Workforce Services, Utah State Office of Education, Higher Education, Adult Education, and Governor's Office of Economic Development. This chartered group, called "Workforce, Education and Economic Development Alliance (WEEDA) has the following purposes:

- Connect Utah's citizens to appropriate Educational and Workforce Service activities.
- Support the Memorandum of Understanding between Utah's Statewide Educational System, State Workforce Investment Boards (State and Regional Councils), and One-Stop Partners in providing and improving employment and training services to Utah's citizens by creating, maintaining cooperative working relationships among educational, and workforce agencies in Utah.
- To identify current and future skill needs for industry sectors and to ensure education and training is prepared to meet business demand.

WEEDA members will continue their efforts to develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system and education partners for continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges.

The WEEDA committee established the following objectives:

- Enhance access to post-secondary, adult, youth educational, and employment opportunities to Utah’s citizens.
- Focus on family literacy by enhancing collaborative relationships with adult education, school districts, postsecondary, employment centers, and economic development opportunities.
- Promote collaborative partnerships by enhancing coordination of services and cross training of staff.
- Provide recommendations related to the following subjects and projects:
 - Economic Development, Education and Workforce Alignment.
 - Coordinate Targeted Industries and Clusters with Education and Workforce agencies
 - Career Readiness and Work Readiness consultation and coordination
 - Marketing and Communication
 - Create a unified WEEDA marketing plan
 - Support Adult Education participation on Region Councils
 - Access and Collaborative Services
 - Improve connection with traditional adult education with post-secondary education and workforce services
 - Cross-training of partnering agency staff
 - Serve distinctive populations
 - Develop alternative approaches to education and training
 - Identify resources for intervention
 - Address gaps in service for common customers

This committee collaborated on the development of www.careers.utah.gov - Utah’s Career Connection. This site allows individuals to investigate careers, explore education and training, and find jobs.

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).)

Utah has identified high growth/high demand industries as “Targeted Sectors.” Referred to on the website as, “Utah Careers with a Future, Targeted Industries and Occupations,” accessed at: <https://www.jobs.utah.gov/careers/>. For each industry/occupation identified as targeted, a career ladder tool is developed. Employment counselors use these tools as they negotiate a career path with their individual customers, and for customers using web-based, self-directed services.

State level longitudinal tracking and analysis is a subset of the WIA outcomes measures. Tracking and identifying individuals occurs in the electronic case management system (UWORKS). The development of new tools occurs as additional targeted industries/occupations emerge. The following list provides additional strategies Utah has put in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries:

- Operational Regions have set Targeted Sector benchmark levels
- DWS staff have been trained to use the Targeted Sector tools
- In accordance with TEGL 03-04, New Strategic Visions for The Deliver of Youth Services Under the Workforce Investment Act, WIA youth providers have been trained to use the Targeted Sector tools
- DWS focuses on training incumbent workers to improve their skills for tomorrow's workforce
 - This educational initiative encourages and rewards workers already in the workforce who improve their knowledge and skills within their industry. It complements and is funded through the federal Workforce Investment Act (WIA). DWS believes this initiative an essential component of Utah's workforce development system to remain competitive in the global economy.

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 Governor stated in his plan for economic revitalization, "We need to provide the right environment and tools so our early-stage businesses can grow and become leaders in their respective industries, while remaining here in Utah. I would propose a regulatory reform commission, chaired by the Governor that would meet quarterly with small business groups to identify and eradicate barriers to business expansion."

Membership of the SWIB includes four representatives of small businesses (100 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-networking groups, the Society for Human Resource Management, economic development organizations, employer committees and other means.

Business consultants assist with recruitments, layoffs, rightsizing, employment law training, 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.

The Governor's Office of Economic Development (GOED) is developing a plan to establish a statewide system of Business Resource Centers (BRCs) to assist entrepreneurial development and start-ups. These BRC locations would be attached to both Higher Education and DWS and would be connected with an informational website expected to be called Utah's Business Link. These sites would also interact and connect with Rural Economic Development Centers established under the county extension program from Utah State University, as well as the state funded Utah Science Technology And Research (USTAR) program established to attract and encourage business development in high tech fields, most specifically Biotechnology and Alternative Energy Sources.

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. National and state directives receive priority; reviewing, analyzing, and folding these directives into the strategic plans is part of the process. One example is the use of set-aside funds for WIA Youth to conduct leadership development/citizenship projects in communities in each region on an annual basis. Also,

- *Demand-Driven Workforce Investment System*—targeted industry/occupation for incumbent workers fall within this designation. Utah has a waiver for additional funds being set aside for incumbent worker programs.
- *System Reform and Increased Focus on Training*— DWS completed a UWORKS enhancement, which simplified the delivery of training and supportive services for both the customer and Employment Counselors. DWS intends to continue identify ways to enhance and simplify services. In December 2007, DWS will implement an Electronic Benefit Transfer system for payment of training and supportive services. Authorization of training and support funds to a pre-paid debit card, allows customers ready access to their Individual Training Accounts. This system will facilitate fiscal accountability and customer convenience. Integration of policy and procedures continues to streamline service delivery.
- *Enhanced Integration Through One-Stop Delivery System*—Utah has made efforts to ensure that the full spectrum of community assets use the service delivery system and support the human capital solutions for business, industry and individual populations.
 - Utah continues to invest in a seamless, integrated service delivery system, which includes statewide consistent policy and procedure (InfoSource) and the web-based, electronic case management system (UWORKS), the two cornerstones of the integrated system.
 - WIA Youth contract providers are part of the One-Stop
 - Utah plans to use statewide set-aside funds to support YVT pilot project, and to sustain the effort long term
- *New Vision for Serving Youth Most In Need*—Utah created a cross-agency team to design a statewide strategy for compliance with TEGL 03-04 and TEGL 28-05. Membership includes representation from DWS, Mountainland Consortium of Education (a WIA youth provider), Department of Human Services (Division of Child and Family Services and Division of Juvenile Justice Services), Utah State Office of Education (Youth in Custody), Utah State Office of Vocational Rehabilitation Services, and Department of Community and Culture (Division of Housing). This group attended a YouthFed Team sponsored training session in Atlanta in September 2006.
- *A Stronger Workforce Information System*—Utah's Targeted Sectors initiative provides the economic data and workforce information, along with the ability to analyze this data and transform it into useful information for focusing on career development and training. This process is one of the keys to effective planning for Targeted Sectors.
- *Effective Utilization of Faith-Based and Community-Based Organizations*—Utah is currently strategizing to coordinate with faith and community based organizations. DWS has chartered

a workgroup to develop a systematic and effective plan for involving Community Based Organizations (CBOs) in increasing customer accessibility to DWS services.

- *Increased Use of Flexibility Provisions in WIA*—Utah plans to increase the use of waivers, as appropriate.

Performance Accountability and Implementation of Common Performance Measures—Utah has a waiver to report only common measures. Assisting staff to gain a better understanding of intensive/training services outcomes was the goal of the project. Training emphasized that staff must pay attention to performance outcomes at the beginning of service delivery. Utah sought a waiver of the seventeen (15 core and 2 customer satisfaction) indicators of performance for employment and training activities authorized under sections 129 and 134 of the Workforce Investment Act; the four Labor Exchange Performance Measures authorized under the Wagner-Peyser Act; the three Veterans Performance Measures authorized under Title 38 United States Code as amended by the Jobs for Veterans Act of 2002; and the proposed Trade Act performance measures. This waiver request will enable Utah's workforce development partners to implement the six (3 adult and 3 youth) new common performance measures being finalized by the United States Department of Labor (USDOL) and five other Federal agencies. Utah received approval for this waiver for PY2005 and 2006. Utah asks for continued approval for PY2007-2008.

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

Describe the State's strategies to promote collaboration between the workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment.

(§112(b)(18)(A).)

The State Youth Council on Workforce Services is a primary organization responsible to guide and inform an integrated vision for serving youth. The State Youth Council membership includes representation from Education, Human Services, Juvenile Justice, the business community, 4-H, Boy's and Girl's Clubs, Job Corps, Americorps, Housing, and a parent of a former youth participant. 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.

Utah has a WIA Youth priority system that insures service to youth most in need. A customized system at the regional level insures the needs of youth in local communities are recognized. WIA partners in Utah have successfully launched a new Internet based tool called [Just For Youth](#).

Utah's Transition to Adult Living (TAL) partnership provides coordination with education, job training, employment, and other support for high-risk youth.

The YVT applied for funding from the Federal Shared Youth Vision team to implement a cross-agency pilot project. If funded, they will implement a project, which includes the following strategies:

- Phase I, pre-pilot project activities January to June, 2007:

- Conduct a luncheon for the leaders of youth-serving agencies to inform them of the mission of the Youth Vision Team.
- Gain their support.
- Add appropriate partners to the team.
- Identify common outcome measures
- Phase II, infrastructure planning, July 2007 to June 2008 (Shared Youth Vision pilot):
 - Conduct focus groups with targeted youth to identify service needs, service delivery success models, and adjust outcome expectations.
 - Create a core team of youth whose role is to advise the YVT throughout the planning and implementation phases.
 - Conduct focus groups with case managers from youth-serving agencies for gap analysis and resource mapping.
 - Analyze partner policies, practices and resource investments to support and provide long-term sustainability of the project.
 - Adjust policies, etc. as necessary. (Request necessary waivers and/or exceptions.)
 - Conduct “Door Opener” activities with business partners and allied agencies
 - Identify successful events or concepts for sharing among organizations.
 - Keep video record of activities for future use to train staff and market the project to a broader audience.
 - Develop integrated training for case managers.
 - Create a detailed data sharing MOU, which will identify partner roles, elements to share, and who will maintain the warehouse.
 - Service delivery expansion strategy for parolee population:
 - Redesign Utah’s reentry service delivery system to provide for wrap around reentry and community integration services to young offenders having high risks of re-offense.
 - Develop an integrated transitional plan for all young offenders.
 - Increase numbers of parolees who obtain and hold jobs through fine-tuned employment/training and career development activities.
 - Reduce criminal activity.
 - Increase participation in health care resources, both physical and mental.
 - Identify and establishing supportive and enduring relationships.
 - Assist youth to secure safe, stable and affordable housing.
 - Provide opportunities for meaningful leadership development and community service projects.
 - Expand opportunities for youth to acquire a Utah driver’s license and/or access to public transportation.
- Phase III Implementation (post-pilot) July 2008 – June 2009
- Phase IV Evaluation (ongoing) July 2007 to June 2010

Another strategy to promote collaboration between the workforce systems is the renewed emphasis Utah places on coordination with Job Corps.

*I. State Strategies to identify and change barriers presented by State law, etc.
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, Utah leaders will meet and listen to business, work with the proposed regulatory reform commission, and form partnerships between public private entities. Defining and reviewing of issues affecting State laws, regulations, and policies occurs for potential modification. The Governor will work with the state Legislature to create a coordinated and efficient set of programs and incentives to allow Utah to attract and retain industries in targeted sector.

Another strategy is the YVT streamlining services by aligning policies across programs, eliminating duplication and seeking opportunities for collaboration for cost effectiveness, and improving services and outcomes.

*J. Waiver Flexibility
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. Presenting potential waivers to the SWIB for input and recommendations occurs prior to formal waiver development. Once the waiver is developed, solicitation of public comment occurs, comments reviewed and incorporated as appropriate before obtaining approval from the SWIB.

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 or planned to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)

Consolidation of DWS's state policies and procedures for WIA, TANF, Wagner-Peyser, Trade, Food Stamps, General Assistance, and Child Care into one policy manual is web based and available to all employees (service providers) as well as external customers via the internet, at www.jobs.utah.gov

Employment centers utilize the following systems in delivering services:

- UWORKS – Utah's Workforce System, an integrated web-based case management and job matching system
 - Electronic Benefit Transfer (EBT) for training and support services, scheduled for early 2008
- PACMIS – Public Assistance Case Management Information System, this system determines eligibility for supportive service programs
- eFIND – A data repository, this system collects information from several supportive systems, which provides one location for workers to gather needed customer information.
- www.jobs.utah.gov – DWS's official web site containing;
 - General DWS information
 - Labor market economic information
 - Job seeker and Employer on-line services
 - Local Employment Center locations
 - Unemployment Insurance
- www.utahcares.utah.gov, an online information and referral system, matching a customer's particular need with service providers in their location.
- Careers.utah.gov – Utah's career connections
- Content Management – Electronic imaging system
- InfoSource – On-line integrated policies and procedures
- YODA – Your On-line Data Access, DWS data warehouse
- Electronic Resource and Eligibility Product (eREP) – scheduled to be on-line Spring 2008. This system will replace PACMIS

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 requiring 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? The State may include administrative cost controls, plans, reductions, and targets for reductions if it has established them. (§§111(d)(2) and 112(b)(8)(A).)

The funding streams consolidated into DWS promote seamless One-Stop workforce development services to customers. Centrally administered funding streams and administrative supports provide local offices access and support. WIA Youth contractors are part of Utah's One-Stop delivery system.

DWS has chartered a workgroup to develop a systematic and effective plan for involving Community Based Organizations (CBOs) in increasing customer accessibility to DWS services. The logical process will begin by developing community access points with WIA required partners and then the workgroup would identify other CBOs within their regions that may provide services to DWS customers. DWS Business Consultants will be responsible for negotiating the terms and duration of partner agreements, providing training and technical assistance, supplying forms and hard copy materials, and determining the appropriate level of service to be provided by each CBO.

*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 Employment 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. DWS has established a "DWS Operational Guide"; this provides the direction for the local employment centers to deliver the services for both job seekers and employers. www.jobs.utah.gov also provides access to on-line services for both job seekers and employers. Additionally, Utah abides by 29 CFR Part 37. This regulation includes the methods of administration and requires, "the recipient (DWS) must make efforts (including outreach) to broaden the composition of the pool of those considered for participation or employment in their programs and activities in an effort to include members of both sexes, of the various racial and ethnic groups, as well as individuals with disabilities."

Customers can access DWS services by visiting Employment Centers or by using DWS on-line services and can access DWS services on-line twenty-four hours a day, seven days a week. The DWS website, www.jobs.utah.gov, allows customer to enter their resumes, search for job openings, learn about careers, access economic information, apply for training services, file for unemployment insurance benefits, and find links that will take them to other useful resources. By Spring 2008, customers will be able to apply for financial services, food stamps, General Assistance, and Child Care online. Additionally, customers will also be able to access DWS services at community access points.

Employers are also able to access DWS services on-line twenty-four hours a day, seven days a week. Employers can enter job orders and search for qualified job seekers, access economic and wage information, report and pay quarterly taxes, enter New Hire Registry information, and link

to business.utah.gov to find useful information about starting and operating a successful business.

The Information Technology and Online Services staffs are continually evaluating the usability and functionality of the DWS website to ensure that all users are able to navigate this site.

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).)

DWS integrated Business and Employment Services policy and procedures directs the use of demand-driven information during the negotiation process with the customer in the development of their employment and training plan. Training and applying of labor market information is part of the Core Curriculum for DWS. Data from labor market information and publications are available and reviewed during quarterly SWIB meetings. Economists provide regular updates at Council meetings. Reviewing of labor marketing information transpires regularly to ensure knowledge based decisions by the SWIB. The SWIB utilizes this information when determining the level of funding for incumbent workers annually.

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 the Bureau of Apprenticeship and Training (BAT) and DWS ensures that integrated Apprenticeship opportunities in the statewide workforce investment system by training DWS Employment Counselors and Business Consultants to be Certified Apprenticeship Representatives (CAR’s). The State BAT Representative sits on Central Region Council’s sub-committee and is involved with identifying targeted industry/occupation sectors. DWS has state and region representatives on the State Apprenticeship Steering Committee. DWS partners with the State BAT Representatives to establish employer Apprenticeship sponsors, work with public education, and recruit applicants for Apprenticeship opportunities.

VII. Integrated One-Stop Service Delivery

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 provides core curriculum and training to ensure that all Service Providers understand and adhere to federal, state, and department policy and procedures. Service Providers can readily access federal, state, and department policy and procedures on-line or they can contact the Policy and Procedure Help-Desk to ask questions or obtain policy and procedure clarifications. Service Providers are required to have their own career development plans. DWS is developing a Career Management Service system (CMS) which is a tool that will help each employee develop his/her own career paths. CMS includes the ability to evaluate service provider qualifications with those required by their position. A service provider may also compare their qualifications with the qualifications of other positions within the department. A service provider will also be able to see what development activities (training) are available and allow them to sign up for those activities.

As stated in the DWS Operational Guide, employment centers operate throughout Utah. A primary goal of a One-Stop delivery system is to serve as the anchor for a 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. An employment 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.

In order to be successful, it is critical that the four DWS key business processes, Eligibility, Employment Exchange Services, Employment Counseling and Unemployment Insurance, focus service providers on the same overall goals as they coordinate services to customers. Outcome targets ensure DWS achieves the goal of developing the workforce.

Utah's workforce investment system is a service-driven organization and, as such, all activities should directly support service to our customers. The department's goal is to enhance the service we provide our internal and external customers. DWS provides organizational structures and pathways that promote individualized service that is responsive, professional, and compassionate. Exceptional customer service promotes integration for 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, Employment

Counseling and Employment Exchange Services may be concurrent activities as we meet the needs of our customers.

DWS customers are located throughout the state and any customer can access the same level of services regardless of their location. DWS centers have a common look and feel in appearance including signage. The centers have an open environment that is friendly to both internal and external customers. However, 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 ECs follow state approved policy and procedures. Adherence to policy and procedure will be 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 Employment Counselors work with their respective customers. The Employment Counselor and Business Consultants match business customers (employers) and individuals (job seekers) to appropriate employment opportunities. [http://infosource/EmploymentBusinessManual/DWS Employment and Business Services Manual.htm](http://infosource/EmploymentBusinessManual/DWS_Employment_and_Business_Services_Manual.htm).

The following list demonstrates integrated policy topics across DWS funding streams:

- General Information and Provisions
- Business Services
- Job Orders
- Job Search and Placement Services
- Job Seeker Registration
- Assessment
- Eligibility Requirements
- Employment Plan (Individual Service Strategy)
- Funding
- Training
- Worksite Learning/Development
- Supportive Services
- Records and Service Management

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).)

The Department of Workforce Services is a single state service delivery area. As such, DWS uses a random-moment time sampling process to share infrastructure costs.

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).)

The WIA Statewide Activities support the operations of the EC's and allowable statewide employment and training activities. Reserved funds support programs and administrative functions including the support of the state's Case Management information system (UWORKS). Core services to enhance Regional formula funds expended on customer support and training activities, incumbent worker programs, staff training and development, capacity building and technical assistance to the regions and contractors are other activities supported by reserved funds.

Utah recently received a waiver to allow flexibility to move up to 50 percent of Workforce Investment Act (WIA) Adult and Dislocated worker formula funds into statewide activity funding, annually. This funding would be in addition to the fifteen (15) percent reserved for statewide activities. The intent is to expand the state's Incumbent Worker Program. The waiver request is for program years 2007 & 2008.

DWS will earmark a portion of statewide activity funds as leveraged funds for the YVT pilot project. We anticipate using these funds to sustain the activities of the pilot after project funding ends.

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

How does the State ensure the full array of services and staff 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 employment centers (EC). Key workforce assets are under the governor's One-Stop EC domain. Traditional agency fund sources become common model resources that maximize and leverage 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. DWS's mission states, "We provide employment and support services for our customers to improve their economic opportunities." In addition the vision statement is, "We are preparing our customers to prosper now and as the workforce of the future."

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 solution. Trend leading growth models identify demand driven industries.

Another example of developing human capital is the department's incumbent worker training program. This program strives to create a world-class workforce in Utah, through continuous improvement to the skill levels of employed Utah workers in targeted industries. It is anticipated this program will support job growth, establish career paths and wage gains for Utah workers, and create entry-level job opportunities for our job seeker customers. Accomplishing this will occur by creating upward mobility in the workforce of the employees at the targeted businesses where the training takes place. As the employed workers increase their individual skills, entry-level positions will open.

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 for areas designated in the previous State Plan. (§112(b)(5).)*

In 1999, the Governor designated Utah as a Single Service Delivery Area. Expectations of change are not apparent 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 areas served by local intermediate educational agencies, post-secondary educational institutions and career and technical education schools.

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 made an appeal, the SWIB would listen to arguments from a DWS representative and a representative from the area making the appeal, the SWIB 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, appeal to the Secretary of Labor is the final step.

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).) including:

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

Because of our single service delivery area designation, yearly State/Local strategic meetings between DWS and the SWIB occur to outline statewide goals. Regional Councils provide oversight for the goals in their area. The Regional Council Committee of the SWIB, discuss regional issues quarterly.

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

As mentioned immediately above in #1, because of our single service delivery area designation, a yearly State/Local strategic meeting held between DWS and the SWIB to outline statewide goals; these goals incorporate within this plan. Operational regions abide by the State Plan. Regional Councils provide oversight for the goals in their area. The Regional Council Committee of the SWIB, discuss regional issues quarterly.

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 Utah negotiates one set of performance measures. Utah has five operational area designations (Regions); State Code designates these areas. The five operational areas have Regional Councils; these councils provide local input and guidance.

- 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.*

The purpose of the Regional Councils is to act as an operational planning, information sharing and coordination body. Regional Councils ensure that there is a consistent service delivery process across the state, and provide oversight to performance outcomes, fiscal information, and continuous improvement strategies.

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

N/A

*F. 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 Utah is a single service area state, a local distribution formula is not required. The current plan is that Utah will not treat the 30% discretionary funds differently from the 70% funds. Wagner Peyser, Adult and Dislocated Worker fund core services. The allocation of Adult and Youth intensive and training services funds uses the formula outlined by the Act. However, adjusting the formula to account for hold harmless variances will occur for regional distribution. Youth funds provide activities as outlined in section 129 of the Act. Staffing costs distribution occurs based on the cost allocation plan approved by the federal Department of Health and Human Services. All allocated cost adheres to the state allocation plan.

- 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 Utah is a single service area state, a local distribution formula is not required. Allocations made to each operational region use the formula, but move between regions as required.

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

Since Utah is a single service area state, a local distribution formula is not required. The allocation of Dislocated Worker funds for Core, intensive, and training funds for operational purposes goes to DWS's five operational regions. Use of initial Unemployment Insurance claims for each calendar year in determines the allocation for intensive and training funds in each region. Staffing costs distribution occurs based on the cost allocation plan approved by the federal Department of Health and Human Services. All allocated cost adheres to the state allocation plan.

- 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.*

State and region operational councils are continually involved in funding discussions through regular meetings and through Operations and Performance Committee of the SWIB. Presentation of the yearly allocations along with the recommended distribution formula occurs in the Operations and Performance Committee of the SWIB.

Monthly budget reviews with the regions occur for local input. Obligation and expenditure discussion includes the potential of transferring funds between Adults and Dislocated Worker programs. Recommended budget adjustments presented at quarterly SWIB meetings result in approval or denial of adjustments.

In accordance with Utah's 15% set-side waiver, the SWIB annually reviews identified economic data and approves the percentage of formula funds for the Incumbent Worker Training Program.

G. 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 on the DWS Internet site <http://jobs.utah.gov/wia/wiatrainapp/dwsdefault.asp>. Training providers submit a completed application to the State Program Specialist. The State Program Specialist reviews the application for completeness. The State Program Specialist presents recommendations to the appropriate Operational Region Council who recommends or denies approval. In some situations, regional staff assigned to the Council may also present the recommendations. The State Program Specialist forwards all Regional Council approval recommendations to the SWIB. The SWIB votes on the recommendations at the general session for final approval.

Utah is currently working under an approved waiver to postpone the implementation for the subsequent eligibility process for Eligible Training Providers as described in the workforce Investment Act, Section 122 (c)(5). (Attachment 3) of this plan is a request to extend this waiver.

- 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.*

A sub-committee appointed by the SWIB designed the application. Participants included Career and Technical Education, a State Council representative (representing business), and representatives from each of DWS' five operational regions as well as DWS' Legal, Public Affairs and Workforce Information divisions. The State Program Specialist then used this application and worked with the Utah Division of Consumer Protection, Post-Secondary Proprietary School Unit and the Utah Division of Vocational Rehabilitation to ensure that the application did not duplicate efforts but rather enhanced requirements for all departments. Enhancements and clarification of the Training Provider Approval policy is an on-going effort. Operations and Performance sub-committee reviews all recommended changes to the

application. This committee has representation from business, education, labor, advocates, and regional operations.

3. *Describe how the State will update and expand the State's eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?*

Training providers submit a completed application to the State Program Specialist. The State Program Specialist reviews the application. The State Program Specialist presents recommendations to the appropriate Operational Region Council who recommends or denies approval. In some situations, regional staff assigned to the Council may also present the recommendations. The State Program Specialist forwards all Operational Region Council approval recommendations to the SWIB. The SWIB votes on the recommendations at the general session for final approval. Additions to the approved provider list on the Internet occur upon approval by the SWIB. Continuous modifications to the provider information, i.e., changes in programs, costs, contact information, etc. occurs. <http://www.jobs.utah.gov/services/wiaapproved.pdf>.

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.*

Upon denial of an application, the applicant receives 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, the contact information to begin the appeal process and the date and time of the next council meeting for their appeal hearing. The applicant must appeal the denial in writing. The entity receiving the appeal will hear and discuss all pertinent information at their next scheduled meeting. Denials can happen at the regional administrative level, regional council, or at the SWIB.

- a. If the Operational Region Council issued the denial, that body will conduct the hearing at the next regularly scheduled meeting. If they deny the request again, the provider can appeal to the SWIB. The SWIB's decision is final.
 - b. If the state administrative level issued the denial, the hearing request follows Fair Hearing Policy (Attachment 2). Providers can appeal the Fair Hearing decision to the SWIB. The SWIB's decision is final.
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).)*

Utah's competitive bidding process is compliant with procedures outlined in OMB Circular A-87. The State Division of Purchasing maintains a website that contains advertising for RFPs. 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 comply with State law.

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 Utah Procurement Code and associated Utah Administrative Rules in the selection of WIA youth providers. These documents are available at the following web site addresses; Procurement Code, <http://www.purchasing.utah.gov/legal/code.htm>, Administrative Rules, <http://www.rules.utah.gov/publicat/code/r033/r033.htm>.

Regional Youth Councils provide input regarding framework services and the summer youth employment opportunities element. WIA Youth Providers administer the Summer Youth Employment Opportunity service.

Regional Youth Councils conduct resource-mapping activities to identify to what extent the ten program elements are available in communities in their regions. Regional Councils are presented the best agreed upon service delivery method(s) and recommendations.

A Request for Proposal committee of State Youth Council members and DWS staff created a WIA youth services boilerplate. It is the responsibility of the Regional Youth Council to create an Evaluation Review Panel consisting of five to seven individuals. The review panel is comprised of a combination of Regional Youth Council members and DWS staff. This panel customizes the boilerplate to meet regional needs, and is the RFP evaluation panel that reviews responses to the RFP and recommends providers.

The State of Utah Procurement Office announces a Request for Proposals for WIA Youth Services in each DWS Region based on strategies recommended by the Regional Youth Council. Utah 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 Utah procurement policy. The following is a summary of the RFP process:

- Regional Evaluation Review Panel is established to customize the RFP boilerplate, (this panel is also responsible for evaluating proposals and recommending providers)
- RFP development
- RFP release
- Pre-proposal conference (optional)
- Proposals due
- Regional Evaluation Review Panel evaluates responses to RFP and recommends provider(s)

- Regional Youth Council and Regional Council must approve recommendation(s) of Evaluation Review Panel in accordance with Utah Procurement Code
- Regional recommendation is forwarded to State Youth Council for approval, then forwarded to State Council for final approval
- State Council grants final approval of recommended provider
- Contract negotiations, which includes DWS Finance staff
- Submit contract for formal approval to DWS and then State Contracting
- Formal execution of contract
- Start date of service delivery

In an effort to foster competition and identify potential service providers, announcing RFPs occurs in the following ways:

- Public notice in local newspapers and standard Wasatch Front daily newspapers
- Utah Procurement Office maintains a list of parties interested in replying to RFPs, organizations on the list receive notice
- DWS web page
- State Purchasing web page
- Other means, as appropriate

The Regional Youth Evaluation Review Panels may determine weighting factor percentages, except the cost factor. Award of the contract is in accordance with the State of Utah Request for Proposal Instructions and General Provisions. Selection may result in a multiple award. Award(s) based on the following weighting factors (unless Review Panels alter the weight criteria for Operations and Management/Administration):

Weight Criteria

- 45% Operations
- 25% Management/Administration
- 30% Budget

Operations (45 points possible) consider the following components for program operations

1. Customer Identification (7 Points Possible)
2. Purpose (5 Points Possible)
3. Required Elements (15 Points Possible)
4. Proposer's Program Elements (8 Points Possible)
5. Program Sites(s) (5 Points Possible)
6. Program Outcomes (5 Points Possible)

Management/Administration – Consider the following components (25 Points Possible)

1. Administration (4 Points Possible)
2. Program Operations (7 Points Possible)
3. Data Systems (7 Points Possible)
4. Fiscal Operations (7 Points Possible)

Budget (30 Points Possible)

In the event the RFP process does not result in a qualified provider in a given region, DWS will assume responsibility for delivering WIA youth services, or will follow Utah Procurement Code when otherwise arranging for providers to deliver services. The ‘lifetime’ of the DWS service delivery will correspond with the cycle for contract providers, a maximum five-year period. Contracts awarded on a one-year basis, with the possibility of four 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. Monitoring results must not exceed a final overall error rate of 12%. Contract extension is contingent upon annual monitoring, and monitoring with results reviewed at the Regional Youth Council level. When monitoring is successful, the extension recommendation moves from the monitoring team to the Operational Region Youth Council for approval, to the SYC for approval, then to the SWIB for final endorsement. In the event of provider non-compliance, the monitoring team cannot recommend extension; the decision to terminate or not extend the contract lies with the DWS Regional Director. DWS, as the DOL WIA Grant Recipient, has responsibility for contract termination.

*H. One-Stop Policies
(§112(D)(14).)*

- 1. Describe how the services provided by each of the required and optional One-Stop partners will 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 Employment Centers (EC)(One-Stop Center). Information about services not administered in the EC’s is available by accessing www.utahcares.utah.gov. Wagner-Peyser captures all core service expenses, and a portion allocated to WIA on a quarterly basis.

- 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. Identification of an area needing improvements, results in a state specialist scheduling a time to meet with the local employment center to assist in identifying the root cause, to problem solve and identify solutions. State office and regional operations managers meet twice monthly to review discuss and resolve pertinent issues.

- 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, Medicaid, Child Care, Refugee, NAFTA/TAA/ATAA, Veteran's Employment and Training, and Unemployment Insurance. Because DWS is the One-Stop Operator and the administrator of the above programs, Utah has integrated the services of each of these programs into a seamless service delivery pathway for the customer. All programs are available and offered by DWS Employment Counselors in the EC's. As reflected in the DWS Operational Guide (Attachment I) "In order to provide consistent services it is critical for all employment centers to implement and follow State approved policies and procedures. It is the responsibility of all service providers to examine pathways to continually improve and provide cost effective services while still maintaining adherence to state policy and procedure. Center managers also have the responsibility and flexibility to develop and improve customer pathways based on available resources and needs." The integrated policies and procedures governing these programs ensure streamlined customer service. These policies are available at: http://www.jobs.utah.gov/infosource/EmploymentBusinessManual/DWS_Employment_and_Business_Services_Manual.htm

I. 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 program specialists and administration review outcome and operational data to monitor program performance, outcomes and efficiencies. Data reviewed is typically statewide and drillable down to the region, employment center, and individual customer levels. Use of established benchmarks for continuous improvement occurs at all levels. In addition, the internal Program Performance Unit functions as independent on-site monitors for program and service delivery. Specialists utilize an established on-sight monitoring schedule.

DWS is in the process of establishing/setting a standard contractual procedure for procurement, monitoring and corrective actions. Yearly monitoring occurs on services delivered by a contracted vendor. All contracts contain performance requirements.

DWS established a formalized employment services case editing process. This process provides detailed program oversight and creates the data set to guide systematic continuous improvement. The additional data available, because of this process, will allow us to prioritize service improvements.

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.)

Find DWS established formal grievance procedures for participants and other affected parties outlined in Attachment 2.

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;*

N/A

DWS is the One-Stop provider for Utah 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;*

Because Utah is a single service delivery area state, DWS's MOU serve as a statewide agreement. Regions form Local Area Agreements for service delivery pathways. 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, the Board or any One-Stop partner may request mediation of an MOU issue in writing. Written requests made to the DWS Director of the Division of Adjudication. Immediately notifying the Chair of the SWIB in writing of unresolved mediations is required. Within 15 days, the Chair will appoint an impartial panel of three SWIB members, including two private sector members, to act as arbitrators. The arbitration panel will hold an arbitration hearing within 30 days of its appointment and shall issue a written decision within 30 days of the closing of the hearing. The decision of the arbitration panel will be binding upon the parties. The panel will have no authority to award monetary damages. If a One-Stop partner fails or refuses to abide by the decision of the arbitration panel and execute an MOU, the SWIB will notify the State agency responsible for administering the partner's program. The Secretary of Labor and the head of any other Federal agency with responsibility for oversight of that partners program of the partner's unwillingness to participate in the One-Stop partnership. Continued refusal by a partner to execute an MOU will cause that partner's membership on the SWIB to terminate.

- 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;*

During the negotiation of an OJT the employer agrees to the following; assure 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. At the end of six months, after the trainee terminates the OJT, it is an allowable option to withhold the final OJT payment until retention of the trainee for a specified period occurs.

Utah has not implemented a customized training program.

5. *Reallocation policies;*

As Utah 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 Utah'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. DWS expends third year funds at the state level.

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 100% transfer ability (Attachment 6) takes place at either the state level or local level. 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's integrated Business and Employment Services policies and procedures, provide for equal access and comparable service to these distinctive groups. In order to provide seamless service to the customer, our integrated policy is not broken out by these distinctive populations. Through eligibility and assessment, the priority of service for these populations is determined. Customers are empowered to work through their identified barriers to achieve employment and career advancement.

Utah statute 35A-3-114, Programs for Displaced Homemakers: DWS administers this program for the state. Integrated policy for this population states, "The purpose of the Utah Displaced Homemakers (UDH) program is to provide services to customers with barriers to employment because they are displaced homemakers."

DWS provides the following services either directly or through a referral:

1. Employment and skills training, career counseling, and placement services specifically designed to address the needs of displaced homemakers
2. Assistance in obtaining access to existing public and private employment training programs
3. Educational services, including information on high school or college programs, or assistance in gaining access to existing educational programs
4. Financial management services, which provide information on insurance, taxes, estate and probate matter, mortgages, loans, and other financial issues
5. Prevocational self-esteem and assertiveness training

The Choose to Work (CTW): CTW services designed to provide individualized job development and placement services to customers with disabilities who have not been successful in obtaining employment through traditional services provided by DWS and USOR. These customers may need DWS staff assistance to access core services and utilize traditional services such as mediated job search, self-directed job searching, resume writing, interviewing, or other job seeking skills. The CTW service supports DWS and USOR Counselors with providing services to customers with disabilities who may not otherwise obtain employment without intervention. CTW services integrate with other service deliver operations.

Services to low-income individual: The purpose of the Family Employment Program (FEP) is to empower families to increase their income and become self sufficient through employment, child support, and/or disability benefits. FEP serves parents with dependent children residing in their own home, as follows:

1. Financial assistance is time limited for most families. Parents can only receive cash payments for up to 36 months over their lifetime. Approval of additional months occurs if the parent meets specific criteria for extension.
2. Employment counseling services to all eligible parents.
3. Social Work Services.
4. Childcare services, provided to FEP participants to participate in employment plan activities.
5. Household members may receive medical assistance.
6. FEP training services.

Non-Traditional Employment: Employment Counselors and customers negotiate employment plans, including the following requirements:

1. The following is taken into account during negotiations of the employment plan;
 - a. Customer preferences, to include information about non-traditional employment and targeted industries.
 - b. Available program resources including all DWS resources
 - c. Supportive service needs
 - d. Customer's skill level and aptitudes, including previous work experiences and educational successes and setbacks
 - e. Local employment opportunities
2. Criteria to consider before approving an employment goal include:
 - a. Job readiness of the customer
 - b. Marketability and average wage level of the employment goal
 - c. Customer aptitude and potential for success
 - d. Level of supportive services needed
3. The plan is a negotiation process between the employment counselor and the customer

Older Workers: Utah's Department of Human Services (DHS) delivers specific programs for older workers. DWS has a liaison that works closely with DHS and coordinates these services.

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 Utah State Office of Education and the State Youth Council, DWS defines the sixth youth eligibility criterion as “youth at risk.” The following characteristics identify Youth at risk:

- Out of school youth
- Aged out of foster care at 18, or received 12 months of TAL services after age 14
- Refugee youth
- Migrant youth
- Child of incarcerated parent(s)
- Native American Youth
- Chronic behavior problems in school
- Family illiteracy
- Victim/witness of domestic violence or victim of other abuse
- Substance abuse
- Limited English proficiency
- Lacks occupational goal/skills
- Chronic health problems including disabilities

These criteria are for both in school and out-of-school youth.

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 www.utahcares.utah.gov, self-directed services available via the Internet, <http://www.jobs.utah.gov/jobseeker/dwsdefault.asp>. Staff members from Easter Seals, Job Corps, Office of Recovery Services, and Medicaid are located in several of our ECs. In addition, DWS determines eligibility for all Medicaid services.

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

Contracted Youth services integrate into the One-Stop system as satellite centers. In areas of the state where contracted services are not available Youth services delivery takes place at the employment centers. Youth policy integrates into the Business and Employment Services policy and procedures. All entities delivering Youth services follow established policy and procedures as well as use the comprehensive case management system (UWORKS).

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

All Employment Centers are required to offer core, intensive and training services. In addition, all Employment Centers offer services for Health Coverage Tax Credit (HCTC), Trade (assistance in filing a petition), TANF, Food Stamps, Child Care, General Assistance, and Medicaid. Customers seeking Unemployment Insurance receive assistance via the Claims Call Center.

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

The following tools and products support all Employment Centers (ECs) statewide via the Internet:

1. Self-directed on-line services www.jobs.utah.gov
 - o Registration for services
 - o Resume repository

- Orientation and application process for Intensive and Training services
 - Job matching
 - Labor market
 - Utah Cares www.utahcares.utah.gov
 - Skills testing
 - Career planning www.careers.utah.gov
 - Unemployment Insurance
 - Application for TANF, Food Stamps, Medicaid, Child Care
 - Business Services www.business.utah.gov
 - Just For Youth web page <http://justforyouth.utah.gov/>
2. Staff assisted services
- UWORKS (comprehensive case management system)
 - [InfoSource](#) (on-line policy and procedures)
 - Utah Cares www.utahcares.utah.gov
 - Intranet for resources, training, frequently asked questions, 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?*

DWS has established a DWS Operational Guide (Attachment 1). This guide provides a standardized delivery model.

Operationally, all service providers need to ensure their activities are consistent with the mission, vision, and strategic goals of the department. Core, intensive, training and business services focus on improving our customers' economic opportunities. This requires successful implementation and execution of policies and procedures in addition to the development of job seeker and business customer pathways that are efficient and responsive to the needs of customers. Performance measures guide the support of overall success in these areas through continuous improvement efforts. The ability to successfully build and maintain value-added partnerships is critical to the success of our customers.

All staff assisted customers go through an assessment. These assessments identify a customer's employability, strengths, and challenges through various methods such as aptitude testing, skills evaluation, observation, referral to partnering agencies and self-disclosure. This is a continuous process with customers as they develop skills through employment activities.

All ECs have established a Job Connection area (resource center) available to all customers for self-directed or on-line services. EC staff provides assistance in the Job Connection area as needed.

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 by analyzing the data to determine job growth areas, income and wage information, migration, demographics, cost of living, and career exploration. This information is critical in determining what our Target Industries/Occupations are, in working with our 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. In addition, DWS also utilizes economic forecasts when recommending to the SWIB the Incumbent Worker funding allocation.

- 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 the Internet and expert staff <http://jobs.utah.gov/wi/>. Analysis of data collected and published for the Bureau of Labor Statistics' state-federal cooperative statistical programs is in demand-driven formats. DWS works closely with customers to improve and enhance delivery and content of its products and services to make them meaningful and practical for users. DWS publishes a directory that describes the various workforce information products that are available, <http://jobs.utah.gov/opencms/wi/pubs/publicat.html> .

Utah populates America's Labor Market Information System database and has built a Web interface system called the [Utah Economic Data Viewer](#), which allows customers to access the data. Find this system at <http://jobs.utah.gov/jsp/wi/utalmis/default.do>.

Utah is continually improving its Workforce Information Web page at www.jobs.utah.gov. Making labor market and occupational information available on-line greatly expands all customers' access to this information. The Web site contains data, publications, pages for Utah's counties, and hot links to other states' LMI Web sites. Utah has worked closely with education and other state agencies to develop www.careers.utah.gov, which highlights labor market

information on the front page. This expands easy access to labor market information used in career planning.

DWS prepares and disseminates labor supply and demand statistics using local data. Accordingly, labor supply and demand tables constructed for publication in *Utah Careers*, *Utah Job Trends*, and *Utah Job Trends for Youth* are available. Utah also develops long-term and short-term industry projections and prepares the career chart for the Utah Career Resource Network's career guide for youth that includes job outlook, job descriptions, starting wages, and other information for more than 200 job titles. DWS also publishes career ladders within targeted sectors for people making career choices. These are accessible at www.jobs.utah.gov/careers and www.Careers.utah.gov.

DWS provides information about occupations that require licenses for the Licensed Occupations Information System to support ETA Web sites and systems. This information is also available on the Workforce Information Website <http://jobs.utah.gov/opencms/wi/pubs/licensedoccup>.

DWS publishes an economic news magazine every other month called *TrendLines* and a monthly Web-only list of national and local economic news as *TrendLines Extra*. These publications provide statistical and narrative analysis of Utah's economic situation. Each issue focuses on interests for various customer populations.

- 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.*

The deputy director of DWS' Workforce Development and Information Division works closely with DWS' administrator appointed by the Governor. This line of direction ensures that Utah's workforce information system and its grant activities are consistent with the strategic vision of the Governor. The DWS deputy directors, administrator, and DWS 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 state council, other state agencies, and the Governor.

DWS' Workforce Information staff works closely with the front-line staff, including business consultants and employment counselors, to ensure products and services are meeting customer needs. Utah also maintains a close working relationship with education through its participation on the Utah Career Resource Network Committee and the WEEDA. Utah works with chambers of commerce and economic development agencies to meet the needs of business customers. Utah primarily gathers customer feedback through focus groups, surveys, reports of Web site use, and feedback sheets. Customers are encouraged to provide feedback on all publications and services. All of these activities, combined, provide information, used to produce, create, and continually improve our products and services to meet customer needs.

DWS populates its ALMIS Database and maintains a Web interface system for that database called the Utah Economic Data Viewer. This web tool enables DWS customers to quickly and easily access important local labor market information, including county and statewide economic conditions, occupational wages, and unemployment rates. DWS also maintains and continually improves the Workforce Information Web page. DWS provides information about occupations that require a license and publishes a bi-monthly newsletter for the state and quarterly information at the regional level. DWS also publishes an adult career guide to assist in career planning and provides presentations about Utah's economy to community and business groups and the public. DWS provides regional economists for each of the five regions in the state to support the regional councils. In addition, DWS has begun collaborating with other agencies and stakeholders to develop information delivery systems such as www.careers.utah.gov.

DWS delivers workforce information and services as core services to customers through the state's One-Stop service delivery system. Information on the Web site includes the Utah Economic Data Viewer and all publications. Most of the hard copy publications used in the employment centers, includes *TrendLines*, *Workforce News*, *Wage Flyers*, the *Adult Career Guide*, the *Women's Career Guide*, the *Older Workers Career Guide* and *Utah Job Trends*. Utah 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. To ensure Utah customers receive the most up-to-date information, Utah developed www.careers.utah.gov in co-operation with public and higher education, based on the foundation of Choices Planner. This website gives Utah students and those planning career changes a single information point, with the most up-to-date labor market and education data, as well as access to targeted industries/occupations and all current job listings. Customers utilize Career Voyages, when interested in exploring out-of-state opportunities. Utah's workforce information data links both to America's Career Information Network and to the Bureau of Labor Statistics.

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).*

Adults and Dislocated Workers are encouraged to utilize a wide range of core services to meet their employment and supportive services needs. Core Services include:

- On-line Services
- Labor Market Information
- Customer Registration:
- Skills Testing:

- Workshops:
- Eligibility for Food Stamps, Financial Assistance and Child Care screening/determination
- Employment Exchange Information
- Job Referrals
- Service Referral
- Initial Interview-Educate on Services
- Job Connection Room

All customers have access to core services. Details are available in Attachment 1, the “DWS Operational Guide.”

- 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 includes: (1) Self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.*

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

1. Self-service is available from any location via the Internet:
 - Self-directed on-line services www.jobs.utah.gov
 - Registration for services
 - Resume repository
 - Job matching
 - Labor market
 - Utah Cares www.utahcares.utah.gov
 - Skills testing
 - Career planning www.careers.utah.gov
 - Unemployment Insurance
 - Application for TANF, Food Stamps, Medicaid, Child Care (targeted for future release)
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 provides help to individuals needing further assistance to achieve employment or to remain employed.

- 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 provides the ability for integrated services to our Adults and Dislocated workers. These services are available for core customers and include, on-line services, Labor Market Information, customer registration in

UWORKS, skills testing, workshops, eligibility determination for food stamps, financial assistance, and child care, employment exchange, job referrals, service referrals, initial interview, and job connection area. DWS continually looks for ways to improve customer service. Details are available in Attachment 1, the “DWS Operational Guide.”

Referring customers to One-Stop partners is appropriate when the service is not available from DWS. Each service provider is skilled in using Utah Cares and other methods to identify community resource that will assist the customer. Referrals to these services include electronic referrals from UWORKS, Utah Cares referrals, community partner pamphlets, and coordinating phone calls.

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.

DWS provides intensive services when the customer’s need is unmet through core services. This level of service may require an eligibility determination.

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

Intensive Services include:

- Eligibility Determination and Maintenance
- Case Management Services (Employment planning)
- Career Assessment
- Training Services
- Career Counseling
- Social Work 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 part of the operational structure. 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 are provided core, intensive, and training services funded by TANF dollars: the same is true for individuals who meet the eligibility requirements for Food Stamp Employment and Training program. Therefore, these particular individuals do not receive WIA funds. This leaves more WIA funds to assist DWS customers who do not meet the eligibility requirements for services provided by TANF or other funding streams. The use of multiple funding streams allows DWS to provide more services to assist job seekers to develop the

necessary skills to secure employment in demand occupations. This also benefits employers by providing them with skilled workers.

With the current economic situation, employment opportunities exist statewide. To assist the employers and low-skilled workforce, Utah will focus an increased effort on incumbent workers.

For youth co-enrolled in WIA and ETV, WIA covers case management costs, while ETV covers the costs of training and supportive services. In addition, Utah's Youth Vision Team applied for pilot project funding from DOL. If successful, the team will leverage human and financial resources from partner agencies to sustain the integration.

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 gets 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 within the state. In early 2008, DWS anticipates implementing an electronic benefit transfer system (EBT). This system allows for a more timely electronic transmission of obligated ITA funds for customer use at their selected training institution. In addition, training institutions will benefit by receiving payment timely. DWS applied for and received a waiver for ITA's for youth (Attachment 5).

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

The obligated amount for an individual customer, based on their assessment and employment plan 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. DWS takes into consideration the costs of all appropriate services when the employment plan and financial obligation are determined.

ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort leverage additional resources to maximize the use of ITAs through partnerships with business, education, (in particular, community and technical colleges), economic development agencies, and industry associations and how business and industry involvement is used to drive this strategy.

DWS works with our partners in education and business to establish plans to mitigate skill shortages. DWS participates in a partnership with education including representatives from the Utah State Office of Rehabilitation (USOR), the Career Technology Education (CTE), and Higher Education (Utah's public institutions of higher learning, i.e., colleges and universities) to

identify strategies to align curriculum with available occupations, to coordinate services, and to exchange data.

Department of Workforce Services, Utah State Office of Education, Higher Education, Adult Education, and governor's Office of Economic Development established a joint charter. This cabinet-level group called WEEDA has the following purposes:

- Connect Utah's citizens with appropriate Educational and Workforce Service activities.
- Support the Memorandum of Understanding between Utah's Statewide Educational System, State Workforce Investment Boards, and One-Stop Partners in providing and improving employment and training services to Utah's citizens by creating, maintaining cooperative working relationships among educational, and workforce agencies in Utah.
- Identify current and future skill needs for identified targeted sectors and to ensure education and training is prepared to meet business demand.

This alliance collaborated on the development of an integrated website, www.careers.utah.gov Utah's Career Connection. This site allows individuals to investigate careers, explore education and training, and find jobs, all from a single point of entry.

WEEDA has continued to develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system and education partners for continuously identifying workforce challenges and developing solutions to targeted sector workforce challenges. WEEDA governs Utah's WIRED Generation II initiative, ULEAD, and leverages individual agency resources to promote vital talent development in the Life Sciences sector.

Another example of our partnerships is our recently established incumbent worker-training program. This program strives to create a world-class workforce in Utah, through continuous improvement to the skill levels of employed Utah workers in targeted industries. It is anticipated this program will support job growth, establish career paths and wage gains for Utah workers, and create entry-level job opportunities for our job seeker customers. Accomplishing this will occur by creating upward mobility in the workforce of the employees at the targeted businesses where the training takes place. As the employed workers increase their individual skills, entry-level positions will open.

- 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 of customer choice, not all funds are committed to high-growth, high-demand and economically vital occupations.

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

The statewide funding limit for customers receiving training and/or supportive services is \$8000. Actual classroom training is limited to two years. Supervisors have the authority to extend these limits, as appropriate. Employment Counselors 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 Worksite Learning opportunities are appropriate for the customer, apprenticeship training is an available option. DWS ensures Apprenticeship opportunities are available statewide. DWS works with the State Office of Apprenticeship, Training, Employer, and Labor Services (OATELS) Representative to establish employer Apprenticeship sponsors, work with public education, and 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. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the Workforce Investment System and faith-based and community organizations at <http://www.dol.gov/cfbci/legalguidance.htm>.)*

Utah does not discriminate against religious activities under our training and support opportunities. If an applicant's career choice was in the religious arena, the appropriateness for this choice would be determined following the standard process; is the career in a demand occupation, and all other eligibility requirements met, the training is approved. Employment counselors would utilize Employment and Business Service policy section 710-4, Moving from Intensive to Training Services, when determining appropriateness. http://www.jobs.utah.gov/infosource/EmploymentBusinessManual/DWS_Employment_and_Business_Services_Manual.htm

- c. *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).)*

Interested providers complete an Approved Provider application, which is available electronically at <http://jobs.utah.gov/wia/wiatrainapp/dwsdefault.asp>. The State Program Specialist assures that the applications are complete and meet the minimum requirements for approval. The State Program Specialist presents recommendations to the appropriate Operational Region Council who recommends or denies approval. Regional approvals move to the State Council for final endorsement. Upon determination of a training provider's approval notification to regional staff, updating of approved provider list and case management system occurs immediately. Employment Counselors assist customers to select appropriate providers for post-secondary education.

The following information on approved training providers is on the Internet at www.jobs.utah.gov 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. The rate of Utah state-recognized or industry-recognized licensure, certification, degrees, or their equivalent as attained by all program graduates, (for example, CDL, Certified Nurse Aid, Licensed Practical Nurse, Novell Network Engineer)
5. Program costs including tuition and all fees.

*d. 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. Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.

Governor Huntsman stated, "As we train and re-train Utah workers, we are making an investment in our most precious asset, our labor pool. This is a no-lose proposition for Utah because our workforce becomes significantly more marketable." Utah will collaborate with private and public sector training institutions to meet the training demands.

ii. Describe how the State:

- *Identifies OJT and customized training opportunities;*

DWS Business Consultants work with local employers to establish OJT sites. Employment Counselors identify potential customers that are suited for OJT opportunities. The Employment Counselor and Business Consultants match employers and job seekers to appropriate OJT opportunities. Utah currently does not offer customized training services.

- *Markets OJT and customized training 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 discussed is OJT opportunities and the value of these services. Employers utilizing our self-directed services have access to all information regarding OJT via www.jobs.utah.gov.

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

DWS Research Analysts and 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 demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*

Utah's Workforce Development and Information Division identifies jobs in demand, compares the skills needed, and compares those skills to the training institutions. Curriculum development changes occur upon skill gap identification. Individuals then have the opportunity to gain the skills necessary through classroom training opportunities. The Regional Councils hold round table discussions with employers in our targeted sectors. These discussions include our education and training provider partners to assess and develop curriculum around identified gaps. Capacity analysis and development of training action plans occurs to alleviate identified need.

- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

Through participation in business consortiums, identification of needs occurs through round tables and relationship building efforts of the Research Analysts. Discussion and analysis of potential solutions for joint private and public sector plans are developed and implemented. Through industry consortiums, DWS has been the broker of education and industry funds in addition to WIA funds to address identified industry/occupation shortfalls. As an example, Utah increased its training capacity for registered nurses through a consortium of local community colleges, industry, and DWS.

In addition, DWS holds membership on the statewide Apprenticeship advisory committee and promotes this training model at all career events and at education and industry association meetings. The Incumbent Worker Training Program proposal process also highlights and encourages the leveraging of resources to assist employers with the raising of workforce skills.

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, migrants and seasonal farmworkers, 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.)*

The same array of services is available to all customers in all areas of the state through Utah's One-Stop system. These services are staff-assisted or self-directed. Our services, offered

without discrimination and with the intent of providing the highest level of services to the most in need. Examples of services to specific populations are:

Utah statute 35A-3-114, Programs for Displaced Homemakers: DWS administers this program for the state. Integrated policy for this population states, “The purpose of the Utah Displaced Homemakers (UDH) program is to provide services to customers with barriers to employment because they are displaced homemakers.”

DWS provides the following services either directly or through a referral:

1. Employment and skills training, career counseling, and placement services specifically designed to address the needs of displaced homemakers
2. Assistance in obtaining access to existing public and private employment training programs
3. Educational services, including information on high school or college programs, or assistance in gaining access to existing educational programs
4. Financial management services, which provide information on insurance, taxes, estate and probate matter, mortgages, loans, and other financial issues
5. Prevocational self-esteem and assertiveness training

The Choose to Work (CTW): services designed to provide individualized job development and placement services to customers with disabilities who have not been successful in obtaining employment through traditional services provided by DWS and USOR. These customers may need DWS staff assistance to access core services and utilize traditional services such as mediated job search, self-directed job searching, resume writing, interviewing, or other job seeking skills. The CTW service supports DWS and USOR counselors with providing services to customers with disabilities who may not otherwise obtain employment without intervention. CTW services integrate with other service deliver operations.

Services to low-income individuals: The purpose of the Family Employment program (FEP) is to empower families to increase their income and become self sufficient through employment, child support, and/or disability benefits. FEP serves parents with dependent children residing in their own home:

- a. Financial assistance is time limited for most families. Parents can only receive cash payments for up to 36 months over their lifetime. Approval of additional months occurs if the parent meets specific criteria for extension.
- b. Employment counseling services to all eligible parents.
- c. Social Work Services.
- d. Childcare services, provided to FEP participants to participate in employment plan activities.
- e. Household members may receive medical assistance.
- f. FEP Training services.

Non-Traditional Employment: Employment Counselors and customers negotiate employment plans. Negotiations of the employment plan may include the following:

- a. Customer preferences, to include information about non-traditional employment and targeted industries.
- b. Available program resources including all DWS resources
- c. Supportive service needs
- d. Customer's skill level and aptitudes, including previous work experiences and educational successes and setbacks
- e. Local employment opportunities

Criteria to consider before approving an employment goal include:

- a. Job readiness of the customer
- b. Marketability and average wage level of the employment goal
- c. Customer aptitude and potential for success
- d. Level of supportive services needed
- g. The plan is a negotiation process between the employment counselor and the customer

Older Workers: Department of Human Services (DHS) delivers specific programs for older workers. DWS has a liaison that works closely with DHS and coordinates.

Customer's age 55+ receive priority for DWS intensive and training services. The Governor established an Aging Commission, which DWS plays an active role on.

Veterans: Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning service members and economically and educationally disadvantaged veterans) identified and routed at the initial point of contact to the best resource to provide the needed services. This ensures that all staff within the employment center will be part of the team providing services to veterans. Customers referred to the LVERs and DVOPs are most in need.

Migrant and Seasonal Farmworkers: MSFW activity is under the oversight of the State Monitor Advocate. The Monitor Advocate provides training, information, technical assistance, and support to the EC management, and staff, to enable them to implement the service goals, and ensure compliance with equity of service and minimum services rendered to migrants. Migrant youth are one of the high-risk categories to receive priority for WIA youth services.

DWS also has a relationship with Futures Through Training (FTT), the provider of the WIA 167 farmworker Jobs Program, referred to as "Utah Farmworker Program." This coordination allows documented migrants an opportunity for access to One-Stop Services. In addition, the coordination enhances services for migrant youth, as FTT is the WIA youth contractor in Northern Utah.

To ensure services are accessible to limited English speaking customers the following publications are available and distributed to Employment Centers throughout the state as well as interested community based programs.

- Posted Interpretive Services Poster and Flyers in employment centers contain the following information in 14 languages, “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.
- Utah Cares is available in Spanish
<http://www.utahcares.utah.gov/ereppub/es/ScreenReferralHomePage.do>

In addition, Spanish translation of the most utilized publications and forms is available. The translation of publications and forms is an ongoing project within DWS.

Training is available to all employment 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), Equal Opportunity (EO) contacts, *Language Line* instructions, review of translated forms and publications available.

An Interpretive Services page exists on DWS’ Intranet and contains interpretive service pathways and translation lists, glossary of Spanish terms, etc. This helps DWS employees quickly locate the tools they need to serve LEP/ESL customers. Two call centers that handle unemployment insurance and public assistance eligibility have Spanish options for their phone systems.

DWS partners with Utah Office of Ethnic Affairs under the Department of Community and Culture to increase the enrollment of ethnic minorities in the WIA programs.

The same array of services is available to all customers in all areas of the state through Utah’s One-Stop system. These services are staff-assisted or self-directed. Our services, offered without discrimination and with the intent of providing the highest level of service to the most in need.

- 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.*

Worker profiling and reemployment services are available to dislocated workers soon after they file their initial unemployment insurance claims. Worker profiling assists customers with a rapid return to employment. The basic service components are identification, selection, Employment Center referral, assessment, employment planning, job referral, and outcome measures.

All profiled customers have received their first Unemployment Insurance check. Those most likely to exhaust by region are required to complete an orientation. Depending on claimant identified needs, a formal assessment may be completed, and an employment plan established to

achieve re-employment based upon a customer's strengths and weaknesses. Profiled services available include testing and assessment, job search and placement, vocational counseling, labor market or career resource information, workshops, and other intensive or training services.

A customer who does not participate as directed in re-employment services, fails to attend, or fails to complete services without justifiable cause may have Unemployment Insurance benefits terminated until the customer demonstrates participation. Customers have appeal rights in accordance with the Secretary's Standard for Claim Determination. However, orientation cannot be contested as this service helps the claimant determine what, if any, additional re-employment services may be needed. DWS tracks individual customer re-employment participation and assures reporting and evaluation requirements.

- 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 receive work search instructions when they file new claims. Reinforcement of these instructions occurs by written materials and by weekly claim filing questions. Evaluation of claimant's work search activities occurs during eligibility reviews, which include random verification with employers. Claimants have access to several feedback venues. Employment Center Staff also provides informal feedback. Claimants without deferrals are required to register for work at www.jobs.utah.gov.

- 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?*

DWS provides rapid response workshops through our Dislocated Worker Unit (DWU) to customers identified through WARN and other notifications. These workshops instruct customers of TAA, WIA, and all other DWS services. Strategically, DWS is planning to integrate TEG 22-04 (Serving Military and Spouses) into DWU services. Business and Employment Services integrated policy states; "If the customer is enrolled in TAA it is highly recommended to co-enroll in WIA Dislocated Worker. This will ensure the customer can access supportive services as needed during their training."

- 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?*

DWS works with our partners in education and business in identify skill gaps and to establish plans to mitigate the skill shortage. SkillWindow exemplifies this partnership. <http://ut.skillwindow.com>. This data analysis program developed by DWS meets the needs of our education and business partners by analyzing data from real job orders for the previous 90

days. We can establish by occupation what the top 10 skills employers are requesting, the educational requirements as well as the type of experience. We then can advise our education partners regarding how relevant curriculum is to meet the needs of the business community. This will help to ensure a well-trained workforce coming out of our education system.

The Dislocated Worker Unit (DWU) customizes workshops to meet employer and job seekers needs, and include information on the following:

- Unemployment Insurance
- One-stop Center Services
- www.jobs.utah.gov & Self-directed Services
- Dislocated Worker & TAA Services
- Labor Market Information
- COBRA & other Health Insurance options
- Financial Planning including protecting your 401(k)
- Job Search Assistance Information

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

Employment Counselors have access to a full array of training for working with individuals with disabilities on the DWS intranet website. DWS along with Utah State Office of Rehabilitation (USOR) continue to run the Choose to Work (CTW) program. The purpose of this program is to provide people with disabilities job development and job placement services to help them get employment. Both DWS employment counselors and USOR rehabilitation counselors make referrals to designated Choose to Work Employment Specialists in each region. Both USOR and DWS are funding CTW employment specialists who provide services to both DWS and USOR case managed referrals. When counselors serve a customer from both entities, they develop a single employment plan through a collaborative-coordinated service effort. All parties participating in a case staffing achieve this.

DWS continues to support an initiative through a private non-profit entity, which established the Utah Work Incentives Self-Employment Project (UWISE). The first phase of UWISE focused on benefits analysis and benefits planning resources for prospective entrepreneurs with disabilities, establishing a project Steering Committee and set evaluation criteria. UWISE researched, developed, and implemented a strategy to create an effective infrastructure to support all aspects of entrepreneurship for people with disabilities. Participants and families involved in UWISE have reaped the benefits of creating, growing, producing, and succeeding in making self-employment a reality.

DWS is a partner with the Utah Department of Health on a grant received in late 2004 from the Center for Medicare and Medicaid Services “To enable more people with significant disabilities to be successful in competitive employment.” This is a four-year grant with the goal to assist 800 individual with disabilities in the target population to obtain and retain competitive employment. Grant extended to June 30, 2008.

- 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 LVERs and DVOP's will provide employment services described in Title 38 U.S.C. to eligible veterans only. This will include outreach to veterans needing the services provided by the ECs. Services provided by the LVERs and DVOP's focus on disabled veterans, veterans completing training under the Department of Veterans' Affairs, Chapter 31, Vocational Rehabilitation Program, recently separated veterans and veterans with barriers to employment. Special emphasis provided for the delivery of employment services to those veteran populations traditionally disadvantaged in the local labor market as evidenced by greater rates of unemployment than their veteran or non-veteran counterparts. These groups include but are not limited to disabled, ethnic minority, female, homeless veterans; military separates, and economically and educationally disadvantaged veterans. Veterans are able to receive guidance that is more comprehensive in assessment, counseling, and placement services in these programs. These services achieve performance standards established by the Department of Labor.

The Transitional Assistance Program (TAP) offers special services to veterans at Hill Air Force Base in Ogden, Utah to help separating military personnel and their spouses make the transition to civilian life. Four-day workshops offer intensive training on issues such as transferring military skills to the civilian workplace, seeking employment, civilian hiring practices, application, and interviewing techniques, resume writing and related skills for securing employment. Local DWS veteran's staff conducts the workshops twice a month at Hill. The staff is assisting hundreds of military personnel affected by downsizing to bridge the adjustments from military to civilian employment.

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

LVER's roles and responsibilities

1. Capacity Building of Other Services Providers

Ensure that veterans receive the range of employment exchange services needed to meet their employment and training needs. Work with internal and external providers, such as Employment Counselors, Eligibility Specialists, State Vocational Rehabilitation, Bureau of Apprenticeship, and Training, to develop their capacity to recognize, and respond to these needs. Responsibilities may include the following activities:

- a. Train other staff and service delivery system partners to enhance their knowledge of veterans' employment, benefits, and resources.
- b. Promote veterans' as category job seekers in the workforce development system that has highly marketable skills and experience.

2. Advocacy for Veterans' Employment and Training

LVER's, on behalf of veterans, act as advocates for employment and training opportunities with business and industry, and community-based organizations. Responsibilities may include the following:

- a. Plan and participate in job fairs to promote services to veterans.
- b. Work with unions, worksite learning programs, (OJT, apprenticeships, internships), and business community to promote employment and training opportunities for veterans.
- c. Promote credentialing and other certification opportunities for veterans with training providers and credentialing Entities.

3. Business Services / Job Development

Establish, maintain, or facilitate regular contact with employers to develop employment and training opportunities for the benefit of veterans. Responsibilities may include the following activities:

- a. Develop business services contact plan for the Employment Center (EC) to include identified federal contractors (FCJL).
- b. Coordinate with DWS Business Consultants to facilitate and promote opportunities for veterans seeking jobs.
- c. Contact employers to develop jobs for specific veteran customers.

DVOP's Roles and Responsibilities

1. Provide and document intensive services to veterans using current case management system (UWORKS). These services may include any combination of the following services:
 - a. Provide and conduct assessment (formal and informal on an ongoing basis).
 - b. Develop, negotiate, and document an employment plan.
 - c. Provide and conduct career guidance.
 - d. Coordinate supportive services in consultation with Eligibility Specialist(s) and other support services.
 - e. Provide and conduct job development contacts.
 - f. Refer to appropriate jobs.
 - g. Determine eligibility and appropriateness for training services and make referrals.
 - h. Follow rules, policy, and procedures established by DWS.

Certain situations may arise in which a DVOP responsibility may need to be undertaken by an LVER and vice versa. For example, a veteran who attends a local Employment Center and needs intensive services should receive intensive services from an LVER in the absence of available DVOP staff.

The following services are contingent on funding:

The Veterans' Workforce Investment Programs (VWIP), Education and Training Program for Veterans, funded through an annual WIA grant, provide services to eligible disabled veterans, Campaign/Wartime veterans, and recently separated veterans with prioritized service to subgroups. Marketing the program is through the local ECs. LVER and DVOP's screen customers and refer them to the Mountainland Region for program administration. Regional

representatives personally meet with customers throughout Utah thus assuring consistency in VWIP eligibility and service delivery.

- 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.*

In accordance with TEGL 26-02 and current regulations from other federal partners, the department offers services to LEP persons. DWS program specialists, community liaisons, and the department's equal opportunity officer continue the ongoing efforts of providing equal access for persons with limited English proficiency.

The department currently gathers and collects LEP data from applicants for services, as well as registrants for work, and maintains the information in two case management systems, PACMIS and UWORKS. The same capabilities will occur in eREP. The application for services asks two questions, "What is the primary language spoken in your household?" and, "Are you limited English proficient?" Each system has a LEP indicator, and the primary language spoken field. These indicators provide the department's equal opportunity officer, OSD program managers and specialists, as well as DWS' senior and executive management teams the ability to monitor new and/or ongoing language needs, and make decisions as to planning and implementing necessary changes in the overall LEP plan.

The following publications are available and distributed to Employment Centers as well as interested community based programs throughout the state.

- Interpretive Services Poster and Flyers are posted in all employment centers and contain the following information in 14 (identified as the most prevalent non- English languages spoken by DWS customers) languages, "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."
- Community agencies have access to "I Speak Cards" to identify the language a customer speaks when they visit an employment center.
- Utah Cares is available in Spanish
<http://www.utahcares.utah.gov/ereppub/es/ScreenReferralHomePage.do>

In addition, DWS' translates most utilized publications and forms into Spanish. The translation of publications and forms is an ongoing project within the department, and having the Interpretive Services page on the DWS Intranet ensures all staff has access to "real time" updates and new additions, which are readily available for use.

Training is available via the DWS Intranet for all employment counselors 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), Equal Opportunity (EO) contacts, *Language Line* instructions, 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.*

The Monitor Advocate will contact approximately 300 Migrant and Seasonal Farmworkers through outreach efforts in order to increase their ability to access core, intensive, and training services in the One-Stop Center System. As with all other customer groups our One-Stop services are also available electronically for this population. WIA Youth service priority system identifies Migrant Youth as a high-risk population

5. *Priority of Service*

- a. *What procedures and criteria are in place under 20 CFR 663.600 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).)*

Utah is a single service delivery area state. Therefore, all regions follow priority of service criteria. When WIA funds are limited, public assistance recipients and low-income individuals who are veterans receive services first. The second service group 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.

- 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 (and 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)?*

The Department of Workforce Services will abide by the guidelines as described in Public Law 107-288, Job for Veterans Act 2002 (38 USC 4215) and TEGL 05-03 regarding Veterans Priority of Services in DOL funded programs. A veteran or spouse of a veteran as defined in Title 38, Chapter 42, will receive priority of service under any qualified job training program, delivery system or service, if the person otherwise meets the eligibility requirements for participation in the program.

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. The DWU works closely with the SWIB, regional councils, and Chief Elected Officials. The SWIB is given regular reports on WARN and Rapid Response (RR) activities, including the number of layoffs and worker dislocations. This information assists the SWIB in making recommendations on the state plan and policies, and solidifying the coordination process. The two-way flow of information between regional staff and the DWU ensures the dissemination of information.

The DWU handles statewide layoffs of 15 or more impacted workers, or closures of any size. For layoffs of less than 15, the locally impacted region provides the Rapid Response service. 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
- One-stop Center Services
- www.jobs.utah.gov & Self-directed Services
- Dislocated Worker & TAA Services
- Labor Market Information
- COBRA & other Health Insurance options
- Financial Planning including protecting your 401(k)
- Job Search Assistance Information

Rapid Response refers workers to the One-Stop Employment 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 Consultants, in order to assess the need for specialized Job Fairs, and/or matching layoff company with companies seeking to hire workers, etc. Business Consultants 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?*

Gathering information during RR workshops on workers in order to register them in the DWS UWORKS systems expedites their service. This allows workers to access www.jobs.utah.gov and registers them in the job matching system, identifies RR and comprehensive core services, and identifies company and layoff information, used by Employment Centers in Dislocated Worker eligibility. UWORKS 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 employment centers, and acting as a liaison between employer displacing workers and the Business Services Unit to identifying employers who are hiring, to coordinating specialized job fairs as necessary to assist with the transition of workers. Using 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 identify and address 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. Upon receiving information is received about a pending layoff/closure, the DWU is notified and Rapid Response is triggered. DWS has links from both the job seeker and employer menu of www.jobs.utah.gov and www.business.utah.gov as well as contracts with the AFL-CIO for one member of the Rapid Response Team, who acts as the labor liaison sitting on the Central Operational Region Council enhancing the broad network for early intervention.

- 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?*

Gathering information during RR workshops to register workers in the DWS UWORKS systems expedites their service. This allows workers to access www.jobs.utah.gov and registers them in the job matching system, identifies RR and comprehensive core services, and identifies company and layoff information used by Employment Centers in Dislocated Worker eligibility.

- 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?*

Rapid Response Additional Assistance Funds is available and 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).)

Utah'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 DWS and the WIA youth contractor, and requirements of the New Visions for Youth TEGs, 3-04 and 28-05 are incorporated into DWS regional service delivery processes. Utah's New Visions for Youth Plan includes:

Alternative Education

Goal: Utah 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 Utah State Office of Education, in partnership with local school districts, ensures that high quality alternative education is available to Utah 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

Goal: 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 Utah Department of Workforce Service has created a Targeted Industries/Occupation initiative, which has identified growth industries across the State. Key state-level specialists assigned to work with the recruitment and training infrastructure within these industries/occupations are in place. All youth contract providers and DWS staff delivering services to youth have been, or will be, trained on the Targeted Industries initiative. Regional goals have been set for enrolling specific numbers of youth in high growth industries. In addition, Utah is creating a Work Readiness project. The project uses employers to identify the new skills employees need to be successful.

Focus on the Neediest Youth

Goal: 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.

Through the Transition to Adult Living (TAL) initiative, Utah has created the framework for improved services for youth who are at risk of failure, as they become adults. The focus of this initiative has been on youth in foster care, those aging out of foster care, and youth involved in the juvenile justice system. DWS regions will create strategies to expand the infrastructure to include children of incarcerated parents and migrant youth.

The following details provide a summary of progress to date:

Interagency Partnership:

Partnership between the child welfare agency (Division of Child and Family Services, DCFS) the workforce development/welfare reform agency (Department of Workforce Services, DWS) to coordinate education, job training, employment, and other support for youth in foster care and aging out of foster care, and court involved youth.

- **Negotiated Agreements**
Negotiated Memorandums of Agreement 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 foster youth.
- **Priority for Service**
Updated the WIA Youth Service Priority System to include additional targeted groups: youth aging-out of foster care or having received 12 months of TAL services after age 14, out-of-school youth, Native American youth, refugee youth, children of incarcerated parents and migrant youth. Youth in foster care receive priority, as do offenders, pregnant or parenting youth, and youth with disabilities.
- **Local Coordination**
Include DCFS state Independent Living Specialist on the State Youth Council. DCFS Independent Living Coordinators are members of the DWS Regional Youth Councils that provides coordination of education, training, and employment services for youth at the local level.
- **Reduction of Administrative Duplication**
Utilized the DWS voucher payment system to provide foster youth access to DCFS funds for post-secondary training and education. This has eliminated the need for DCFS to develop a separate voucher payment system and will link foster youth to ongoing employment and training opportunities.
- **Policy and Practice**
Revised the DCFS and DWS policies, procedures, practices, and computer systems to implement recommendations identified by the TAL Implementation Team.
- **Data Warehouse**
Integrated information from several state agency computer systems into a single database to track client outcomes, and monitor program performance.
- **ITA's**
ITA's provides youth more flexibility in service delivery. The real-life informed decision-making involved in using ITAs and the Eligible Training Provider list provide eligible youth with the experience of responsibility that is necessary as they transition to adulthood.
- **Websites for Youth**

Website provides youth with access to information and resources in the areas of housing, education, employment, finances, health, parenting/child care, social, and transportation. Foster youth were actively involved in designing the content and format of the website, <http://justforyouth.utah.gov/>. The Office of Education in partnership with public education, higher education and DWS launched a website to provide high school students with information on career planning information, job outlook information, and training resources, <http://www.utah.gov/working/careers/>.

- Resources specifically for youth in foster care and aging out:
 - *Transportation*
Revised DCFS policy to enable foster youth to complete driver's education and obtain a driver's license. This was the number one priority identified by foster youth at the 2003 youth planning summit.
 - *Education, Training and Employment*
Allocated funding for post secondary education and training and establish foster youth as a priority for services from the Department of Workforce Services and WIA youth providers.
 - *Voice in Planning and Implementation*
Promoted active participation of youth in the planning and implementation of recommendations developed by the task groups and the Implementation Team.
 - *Healthcare Coverage*
Medicaid provides coverage for youth after they age out of foster care. DCFS caseworkers and Medicaid eligibility staff work together to ensure enrollment of foster youth Medicaid prior to leaving care and that coverage continues until age twenty-one.
 - *Mentoring Programs*
Implemented two mentoring pilot programs for foster youth that recruit recently retired seniors and the general population to assist foster youth in the areas of life skills, relationship building, job preparation, and education.
 - *Housing*
Utah has earmarked low-income transitional housing units for youth transitioning out of foster care.
 - *Flexible Funding*
The initiative established a pool of funds to meet the unique needs of youth transitioning to adulthood. The funds will provide assistance in the areas of education, training, employment, physical and mental health, emotional support, housing, and transportation.

During upcoming program years the state anticipates expanding the infrastructure built with the TAL initiative to include children of incarcerated parents, Native American, refugee, and migrant youth, who are both in and out-of-school. The cross-agency coordination represented by this initiative will improve services for *all* youth.

Focus on Improved Performance:

Goal: Key initiatives implemented to assure that funding for youth programs is performance-based and that systems and programs focus on outcomes.

DWS has just completed a WIA Performance Outcome Improvement Project. The project included the identification of the root cause of outcome weakness, and modification to management reports to assist staff with monitoring progress by using current data. Program Specialist delivered Staff training to DWS and WIA youth contract staff beginning in January 2005.

As DWS completes the current RFP and contractor selection process, all contracts will include WIA youth performance outcome expectations, and provider staff focus on performance outcomes.

Continuous Improvement

Goal: Focus on “completing the package” for youth service delivery under the Employment and Training Administration’s New Strategic Vision to Serve Out-of-School and At-Risk Youth under the Workforce Investment Act.

- Develop strategies to improve the communication and referral process at the local level, so youth needing *alternative education* have ready access.
- Incorporate Utah’s *Targeted Industries* initiative into the WIA youth service delivery structure.
- Focus attention on the *target groups* who are identified in the New Visions TEGL 3-04, and 28-05 and “missing” from the TAL initiative by:
 - Determined how many youth in Utah fit into the “children of incarcerated parents,” and “migrant youth” target populations
 - Had Regional Youth Councils update regional service priority systems to include children of incarcerated parents, Native American, refugee, and migrant youth
 - Built these target groups into the WIA youth RFPs when announced
- Through the current RFP process and subsequent contracts, ensure that processes focus on performance-based contracting and improved performance outcomes for youth.
- Incorporating New Visions “neediest youth” strategies into the TAL initiative to leverage political support

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 to youth statewide. Representatives from both Utah Job Corps Centers and Management Training Corporation (MTC) are on the State Youth Council and sit on Regional Youth Councils in northern Utah, where the Job Corps Centers are located. MTC contracts with Utah Job Corps Centers for outreach, recruitment and placement activities. Job Corps staff sits on statewide and local youth committees intended to meet the needs of WIA target populations. For details about the Job Corps MOU, refer to Attachment 8, “Job Corps MOU.”

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;*

- b. *demonstration of cross-cutting models of service delivery;*
- c. *development of new models of alternative education leading to employment;*
or
- 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).)*

The State plans to use funds set aside for statewide activities to support the vision for serving youth in the following ways:

- Cross-agency training for the Transition to Adult Living (TAL) initiative to promote collaboration
- Support TAL model of streamlining pathways for high-risk youth (North Region Pilot for a seamless local continuum of services, all operational regions used the template designed during the North Region Pilot to create their own local partnership agreement with local partners)
- Leadership Development/Citizenship projects
- Send staff to annual DOL sponsored Youth Summits
- Develop models in collaboration with public education of alternative education with a focus on employment
- Development model incorporating Utah's Targeted Industries/Occupation with local partners
- Supplement Shared Youth Vision pilot project funding

The State will meet the Act's provisions regarding youth program design by:

- Ensuring comprehensive services are available to eligible youth statewide. The State Youth Council has developed a WIA Youth Service Priority System to ensure service to youth having significant barriers to employment. System adjustments at the operational region level reflect the various needs of local youth.
- Utah Procurement Code establishes criteria used to award grants for youth activities. (Details in section VIII. G. 6. of this Plan.) The criterion used to identify effective and ineffective youth activities is annual monitoring of youth service delivery. In addition, an electronic case management edit tool creates a consistent review of service delivery.
- DWS and both Job Corp centers in Utah and their outreach, recruitment and placement contractor, MTC, have signed a MOU ensuring youth services provided in coordination with Job Corps. Through this partnership, both DWS and Job Corps are able to achieve positive outcomes for youth in common.
- There are no Youth Opportunities Grants in Utah.

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:

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

DWS utilizes both a bottom up and a top down strategy in determining an employers needs. The department conducts ongoing research to determine which industries and occupations are high growth and high demand. We look at hiring trends, job vacancy rates, career opportunities within the occupations and other demographic information. From this research, we annually select target industries and occupations.

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

- Annual statewide satisfaction survey
- Workshops and seminars are available to the employer population on relevant business topics. These workshops and seminars evaluate effectiveness and new ideas.
- Focus groups of business customers guide the department in business service decisions. The information is presented to the appropriate sub-committee, as well as our One-Stop partners, recommendations are presented to the SWIB to determine action and to set strategies. Employer focus groups are valuable in assisting the department and the SWIB to address service additions, improvements, and/or sun-setting of some services.
- Door Openers (Being a Door Opener is an opportunity for businesses, youth serving agencies or community base organizations to be actively involved in building tomorrows workforce.)

2. 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. We also have three specialized Business Service Centers across the Wasatch Front. It is through these employees that we provide direct services to the business community. Our Business Consultants also act as DWS liaisons through their local Area Chambers of Commerce, Economic Development agencies, and Employer Committees. These employees provide individualized services to their local businesses. Sharing of the local business information occurs at the statewide Business Relations Group to ensure services are coordinated. The Business Consultants act as the focal point for business customers and are skilled in local labor market dynamics, Utah employment law, and finding solutions to meet the individual business customer's needs. Tailored solutions for the business community ensure their needs are met. 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 we provide through our One-Stops, Business Consultants, and web site are:

- [Apprenticeships](#)
- [business.utah.gov summary](#)
- [Controlling Unemployment Tax Costs](#)
- [DOL Compliance Assistance](#)
- [Domestic Employment](#)
- [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](#)
- [Quarterly Wage Reporting](#)
- [Required Posters](#)
- [Selection Interview - Tips for Employers](#)
- [Unemployment Tax Rates](#)
- [Veteran Services](#)
- [Work Opportunity Tax Credit and Welfare to Work Tax Credit](#)
- [Worker Adjustment & Retraining Notification Act \(WARN\)](#)

3. *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 Utah. All information including application forms, are available on our website at www.jobs.utah.gov as well as www.business.utah.gov. In addition, all tax credit information and services are available in all of our One-Stops. This ensures a no wrong door approach for all business customers.

Our business services group offers our tax credit services and information statewide as part of our overall total business service solutions for all Utah business clients.

*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).*

Strategically, DWS developed further enhancements to www.jobs.utah.gov on both the supply and demand sides. These enhancements will provide the capabilities expressed by customers through focus groups and partnerships. Currently all job seekers register into employment exchange process via www.jobs.utah.gov.

The Department released its re-write of the job seeker portion of the on-line employment exchange system on January 9, 2007. This system gives more functionality to the jobseeker on a single login menu, as well as requires a more complete description of a seekers KSA's. This enhanced system now provides employers with a more complete description of each candidate for their review.

DWS achieved its goal of having employers utilize a web based self-directed system. Currently employers list 80% of their jobs electronically with DWS, exceeding a goal of 65%. DWS developed electronic and self-directed methods for employers to advance technical capabilities and simplify the process.

Future enhancements will focus on usability studies to enhance the on-line experience for job seekers and employers. DWS has partnered with GOED to develop an out-of-state talent recruitment campaign, and delivered customized enhanced features to our electronic employment exchange. Additionally, DWS partnered with Utah State Office of Rehabilitation (USOR) and the Governor's Committee for Employment of People with Disabilities to customize job search capabilities for Rehabilitation Counselors and jobseekers with disabilities to identify disability friendly employers.

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).) – Reaching those most in need is a fundamental element of the demand-driven system's 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 coordinating 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.

Utah is aware of the contribution 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 E Cs around the state enhances the ability of DWS to communicate available services and supports of demand driven opportunities.

Utah's populace strongly connects to religious affiliations, especially the Church of Jesus Christ of Latter-day Saints. This religious organization chooses not to seek government funds. The church uses its own resources to provide direct social and employment services for those in need. This fact is important because as compared to other states it reduces the overall level of

demand from faith based driven organizations seeking inclusion in government-funded services. However, this does not reduce the need to communicate and cooperate to meet the shared goal of providing customers broad opportunities to improve their ability to compete for family sustaining employment.

Utah can boast of having close working relationships with multiple community-based organizations and having formal communication pathways with advocacy groups designed to support the most in need. Understanding the services available in ECs will save customers time and enhance the referral processes.

Utah has been actively enhancing the knowledge and access to FBCOs. Two research and capacity building contracts for FBCOs existed. Two studies by Utah's Center for Public Policy and Administrations' "The Impact of Welfare Reform on the Charitable efforts of the Salt Lake Valley Faith Community" and "Utah's Charitable Organizations Face Welfare Reform: Concerns of Charitable Leaders," gave DWS valuable information on FBCO capacities to serve customers statewide. This was a first effort to understand this faction of our community in a comprehensive manner. Next, Utah funded a yearlong effort to catalog faith-based organizations, provide an informative Web site to assist religious organizations in seeking federal funds and conduct statewide training sessions for such organizations in capacity building, called the Faith and Community Works Project. The research discovered that many faith-based organizations in Utah are not interested in competing for federally funded contracts, but are very interested in collaborating with DWS to enhance their own services to their congregations

DWS unveiled a statewide, comprehensive web-based information and referral tool in 2004 called Utah Cares. Utah Cares has the ability to provide formal referral services to and from participating government, community, and faith-based organizations. The Department funds the Utah 211 agency to keep the database complete and up to date. This tool is available to all Utah citizens.

The state continues to improve in 1) increasing opportunities of partnerships and 2) expanding access of faith based and community-based customers to DWS Services.

- Use monthly community-based advocacy meetings to display service access points in the ECs. Focus on on-line services and information. The web sites of www.jobs.utah.gov and www.careers.utah.gov provide the information and access at no cost to these groups.
- Monitor the Web accessed Utah Cares referral site to assure up to date information of faith based and community based organizations. Continuation of financial support to the Utah 211 organization to keep the database updated is priority.
- Assure conversion of the data from the Utah community and faith based organizations collected in the former contract of Faith and Community Works to the Utah Cares system.
- The Regional Council structure allows for two CBO positions by Utah statute. The largest Region in the state has a faith-based organization represented in one of those positions. DWS will seek to establish other faith-based representation on Regional Councils as the CBO representative's positions open for reassignment.
- The valuable web tools such as www.utahcares.utah.gov, www.jobs.utah.gov and

www.careers.utah.gov are tangible connections to FBCOs. These tools expand the reach into the communities statewide. DWS relies on Regional Councils, the Business Consultants, and the membership in multiple states and local committees to do on-going education on these tools. We will continue to measure the “hits” on these sites, setting a goal of constant increases.

Utah 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).)

UWORKS (Utah's Workforce System) is a web-based system supporting self-service customers by providing access to information and services that will assist them in finding a first job or a better job. UWORKS 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. WIA Youth contract providers as well as DWS staff use UWORKS, as the system of record.

As a part of this, UWORKS 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 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. UWORKS 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 customers ITA

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 EC's and allowable statewide employment and training activities. Other activities that will benefit from these funds are:

- Continued enhancements to UWORKS and the Data Warehouse systems will strengthen our ability to use the data in operational and decision-making functions.
- Incumbent worker program assists employers with identified skill gaps and supports employees in low wage positions to move up the industry career ladder, thus ensuring continued economic growth.
- Activities assisting youth in achieving the goal will ensure youth becoming successful adults.

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 and flexibility waivers afford the Workforce Development System. In conjunction with the SWIB, the following waivers are in operation or included with this plan for consideration.

- Subsequent Eligible Training Provider (extension)- Utah is currently working under an approved waiver to postpone the implementation of the subsequent eligibility process for Eligible Training Providers as described in the Workforce Investment Act, Section 122 (c)(5). This plan seeks to have this waiver extended through PY09. See Attachment 3
 - The benefit of this waiver to Utah is allowing time to develop a performance outcome system and the means for accessing verifiable data regarding all students receiving services from Approved Training Providers.
- Incumbent Worker State Set-aside funding, – Utah received DOL approval to allow the state to utilize up to 50% of WIA Adult and Dislocated Worker formula funds to run an innovative Incumbent Worker Training Program through PY09. See Attachment 4
 - The benefit of this waiver to Utah is that it complements this Plan by concentrating resources among growth areas and there-by provides the necessary incentives for improved employment for incumbent workers.
- Individual Training Accounts for WIA eligible youth, Utah is currently working under an approved waiver to the exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for youth. This plan seeks to have this waiver extended through PY09.
 - The benefit of this waiver to Utah is the use of ITA's for this population will provide more flexibility in service delivery. The real-life informed decision-making involved in using ITAs and the Eligible Training Provider list would provide eligible youth with the experience of responsibility that is so necessary as they transition to adulthood.
- 100% transfer between WIA Adult and WIA Dislocated Worker funding streams, Utah is currently working under an approved waiver to grant the State Workforce Investment Board (SWIB) the ability to transfer up to 100% of each program year (PY) allocation between the Adult and Dislocated funding streams. This plan seeks to have this waiver extended through PY09.

- The benefit of this waiver to Utah is in local planning and in meeting service needs. This waiver further enhances Utah's ability to address workforce needs within the state.
- Reporting Performance Outcome Measures for Workforce Investment Act Title I; Wagner Peyser Act (Labor Exchange); Jobs for Veterans Act of 2002 (Title 38 USC); and Trade Act. Utah is currently working under an approved waiver to enable Utah's workforce development partners to implement the six (3 adult and 3 youth) new common performance measures and waive the requirement to report on the seventeen (15 core and 2 customer satisfaction) indicators of performance for employment and training activities. This plan seeks to have this waiver extended through PY09.
 - The benefit of this waiver to Utah is to simplify and streamline the performance accountability system that is an integral part of a reformed workforce development system.

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.

Utah 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 system called UWORKS. Data from UWORKS, combine and match data from other computer systems such as the Utah employer wage file and the Wage Record Interchange System (WRIS) to measure employment outcomes. Quarterly reports at the state, region, and employment center levels provide local managers and councils with results of programs and service delivery. Supplemental measures track customer volume and employment outcomes to ensure achievement of strategic goals. Regional directors and managers use the automated tracking and reporting system to make pathway changes and to improve customer service.

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).)

Performance accountability is the process of “linking what we do to what we measure.” The process begins with identifying customers served by DWS. There are two major groups of customers: Job Seekers and Employers.

Documenting job seekers as having received one or more services related to finding and keeping employment is a function of UWORKS. These services can be online or in the EC. Countable services are all those funded by the program except those that are informational only. Job seekers receive Core, Intensive, and/or Training services. A core service can occur online (Internet) and/or by staff located in employment centers. Core services are those related to finding and keeping employment and/or labor market information. Intensive services are those that assist job seekers to prepare for job readiness and/or temporary supportive services provided to job seekers while they look for work. Examples of intensive services include employment planning, counseling, and/or participation in public assistance programs. Training services include activities related to worksite learning, credential attainment, and/or skill development funded by one or more employment and training programs.

Employers are those people and organizations recruiting for qualified applicants to fill job vacancies. Employers also include organizations seeking business services such as labor market information and/or data about unemployment insurance. Even employers experiencing layoffs and downsizing are customers of DWS through Rapid Response services.

Solicitation of customer expectations occurs through personal contact, surveys, and various customer and advocacy groups. These expectations lead to identification of customer outcomes and goals. These goals are the focal point of the performance accountability system.

Classification of rendered services to each customer group occurs by function and process. Maintenance of performance accountability takes place through each of the DWS key business processes. Key business processes are those activities performed by the agency that produce the most critical results for customers and which, if not accomplished successfully, mean failure of the organization’s mission. Emphasis on key business processes has the greatest impact on the department’s desired outcomes. DWS established key measures for each key business process. The four key business processes are:

- Employment counseling – defined as those services to job seekers needing employment-related core, intensive and/or training services funded by Wagner-Peyser, the Workforce Investment Act (WIA), Acts of Congress related to trade (NAFTA/TAA), Temporary Assistance to Needy Families (TANF), Food Stamps Employment and Training, etc. Functions include labor exchange (employment services) and case management. The strategic goal of employment counseling is increased earned income of individuals and families participating in employment-counseling services.
- Eligibility – defined as those services to job seekers needing supportive services such as financial assistance (funded by Temporary Assistance to Needy Families – TANF or General Assistance – GA), Food Stamps, Child Care, or Medicaid related to

determination and issuance of benefits. The strategic goal of eligibility is to provide appropriate, accurate, and timely supportive services to all eligible job seekers and their families.

- Employment Exchange Services – defined as those services to employers related to fulfilling their demand for labor and providing information about Utah’s labor market; and products to employers experiencing layoffs and terminations. Funding sources for business services include Wagner-Peyser and WIA. The strategic goal of business services is to increase access to all external job opportunities for Utah’s labor force.
- Unemployment Insurance – defined as those services to recently unemployed job seekers eligible for UI benefits and reemployment services; and services to employers paying UI tax contributions. The strategic goal of Unemployment Insurance is to provide appropriate, accurate, and timely UI benefits and reemployment services to all eligible job seekers.

Performance accountability is achieved by:

- Identifying the Key Business Processes associated with program and service delivery
- Determining measures of performance (at the strategic and operational levels) that impact the Key Business Processes
- Monitoring the indicators of performance and providing continuous feedback to management teams at all levels
- Creating and implementing Business Plans to improve specific Key Business Processes

Utah implemented most of its key business indicators in July 2004. Methodologies for some measures have changed since initial implementation.

Shortly after taking office in 2005, Governor Jon M. Huntsman Jr. implemented a “Balanced Scorecard” methodology for outcome reporting. The following list defines the high-level strategic measures for the agency that are included on the Governor’s Balanced Scorecard.

UTAH DEPARTMENT OF WORKFORCE SERVICES KEY MEASURES

	Key Business Process	Measure	Definition	Program/Service	
Outcomes	Employment Counseling - products to job seekers needing employment-related core, intensive and/or training services. Functions include labor exchange and case management.	Income Closures	Of all enrollments that exit service, the ratio of "employment" reasons	TANF	
		Entered Employment	Of those not employed at the date of participation: The number of participants who are employed in the first quarter after exit divided by the number of participants who exit during the quarter	All Wagner-Peyser Job Seekers (measure changed in 2004) Workforce Investment Act Adults	
		Employment Retention	Of those employed in the first quarter after exit: The number of participants employed in both the second and third quarters after exit divided by the number of participants who exit during the quarter	All Wagner-Peyser Job Seekers (measure changed in 2004) Workforce Investment Act Adults	
	Eligibility - products to job seekers needing supportive services such as financial assistance (funded by Temporary Assistance to Needy Families – TANF or General Assistance – GA), Food Stamps, or Child Care related to determination and issuance.	Timeliness of Determinations	Number of "timely" determinations (30 days) divided by the total number of determinations. Includes approvals and denials.	Food Stamps Child Care TANF General Assistance	
		Payment Accuracy	Total Food Stamp dollars issued and reviewed by FSQC correctly divided by the total Food Stamp dollars issued and reviewed by FSQC. Cumulative rate begins each October and is completed in September.	Food Stamps Issuance (FFY)	
		Employment Participation Rates	The number of TANF cases subject to work participation requirements and time limits participating at least 30 hours per week in Federally approved employment-related activities divided by the total number of open TANF (FEP) cases subject to work participation requirements and time limits.	TANF	
	Employment Exchange Services - services to employers related to fulfilling their demand for labor and providing information about Utah's labor market	Online Job Orders to Total Job Orders	The total number of job orders placed online divided by the total number of job orders placed in the system	Wagner-Peyser	
	Unemployment Services - products to recently unemployed job seekers eligible for UI benefits and reemployment services.	First Payment Time Lapse	The number of first payment made to eligible claimants within 14 days of claim divided by the total number of first payments paid.	Unemployment Insurance	
	Activities	Employment Counseling - products to job seekers needing employment-related core, intensive and/or training services. Functions include labor exchange and case management.	Job Seekers Served	The count of distinct job seekers that receive a countable service during the reporting period.	Wagner-Peyser
			Job Orders Placed	The count of job orders posted to the database from employers during the reporting period.	
Eligibility - products to job seekers needing supportive services such as financial assistance (funded by Temporary Assistance to Needy Families – TANF or General Assistance – GA), Food Stamps, or Child Care related to determination and issuance.		Caseloads	The average monthly count of distinct cases (households) that receive an issuance (benefit) funded by the respective program.	TANF (Avg Monthly Cases)	
				Food Stamps (Avg Monthly Cases) General Assistance (Avg Monthly Cases) Child Care (Avg Monthly Cases)	
Unemployment Services - products to recently unemployed job seekers eligible for UI benefits and reemployment services.	Claims	The total number of claims for unemployment insurance received during the report period	Unemployment Insurance (CY)		

The following chart shows the outcomes for WIA since its implementation in 1999.

Utah WIA I-B Performance Measures				Below 80% of Planned Level											
PY99 - PY06 Q2				Between 80% to 100% of Planned Level											
Data Run:		02/14/07													
* Utah's amended Adult outcomes to include core customers - 10/ 16/ 2006															
** Utah's Proposed PY06 Targets - 10/ 24/ 2006															
M #	Measure	Negotiated PY99	Actual PY99	Negotiated PY00	Actual PY00	Negotiated PY01	Actual PY01	Negotiated PY02	Actual PY02	Negotiated PY03	Actual PY03	Negotiated PY04	Actual PY04	Negotiated PY05	Actual PY05
01	Adult Entered Employment	73.0%	69.0%	65.0%	70.7%	66.3%	76.9%	66.0%	66.2%	68.0%	59.3%	63.0%	73.9%	65.0%	65.4%*
02	Adult Employment Retention	85.0%	85.3%	78.0%	82.3%	79.6%	80.6%	80.4%	82.1%	81.1%	82.5%	83.0%	84.3%	82.0%	84.8%*
03	Adult Earnings Change/ Average Earnings	\$3,400	\$4,596	\$4,140	\$3,621	\$4,222	\$2,378	\$3,543	\$3,191	\$2,800	\$3,364	\$3,000	\$4,282	\$3,400	\$2,226*
04	Adult Employment & Credential	50.0%	12.8%	53.0%	49.2%	54.0%	58.0%	51.0%	54.4%	55.0%	52.2%	55.0%	69.6%	66.0%	75.0%
05	DW Entered Employment	75.0%	75.7%	75.0%	76.2%	76.0%	90.8%	73.8%	74.1%	76.0%	72.2%	72.0%	84.9%	79.0%	89.6%
06	DW Employment Retention	87.0%	91.2%	85.0%	89.0%	86.0%	83.2%	86.8%	86.0%	87.7%	86.4%	88.0%	92.1%	88.0%	89.2%
07	DW Earnings Replacement/ Average Earnings	91.0%	98.3%	92.0%	90.7%	93.0%	87.1%	93.0%	75.5%	88.0%	73.6%	79.0%	79.5%	-\$2,900	\$138
08	DW Employment & Credential	50.0%	9.8%	60.0%	49.1%	61.0%	71.7%	56.0%	61.9%	60.0%	65.9%	62.0%	81.1%	76.0%	85.3%
09	Older Youth Entered Employment	74.0%	74.4%	63.0%	69.4%	64.3%	67.2%	63.0%	63.2%	65.0%	73.8%	75.0%	80.0%	71.0%	80.5%
10	Older Youth Employment Retention	84.0%	85.9%	77.0%	86.4%	78.5%	83.7%	80.0%	83.0%	80.8%	88.2%	81.0%	81.7%	77.0%	87.6%
11	Older Youth Earnings Change/ Average Earnings	\$2,350	\$4,090	\$3,640	\$2,752	\$3,712	\$3,176	\$3,071	\$2,741	\$2,400	\$3,059	\$2,700	\$3,513	\$3,100	\$3,913
12	Older Youth Credential	50.0%	8.4%	50.0%	27.0%	51.0%	41.1%	52.0%	48.4%	45.0%	64.6%	60.0%	68.2%	60.0%	62.5%
13	Younger Youth Skill Attainment	80.0%	100.0%	72.0%	87.5%	73.4%	85.4%	85.0%	90.1%	89.0%	86.4%	89.0%	75.2%	84.0%	80.9%
14	Younger Youth Diploma Attainment	15.3%	3.8%	43.0%	21.2%	44.0%	55.9%	45.0%	50.0%	51.0%	64.5%	61.0%	68.4%	66.0%	54.2%
15	Younger Youth Retention	60.0%	86.7%	50.0%	47.9%	51.0%	75.3%	52.0%	71.4%	55.0%	70.7%	67.0%	74.7%	67.0%	78.4%
16	Participant Satisfaction	68.0	82.2	72.0	77.2	73.0	79.0	76.0	70.0	76.8	70.0	71.0	74.7	73.0	74.7
17	Employer Satisfaction	60.0	100.0	68.0	76.7	69.0	79.6	76.0	73.0	76.8	76.0	73.0	77.0	79.0	73.6

As a single service delivery area state, Utah does not maintain separate performance goals at the local level. Nevertheless, regional staffs provide input to negotiated levels of performance. Negotiation of outcome measures with DOL Regional Office takes into account income potential and career opportunities among other customer characteristics. Unemployment rates and national averages for each outcome measure are variables used to estimate targets of performance. Additionally, Utah's own historical levels of performance factor into the process.

- Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)

Utah has identified several targeted applicant groups. These include foster care youth transitioning to adulthood, out-of-school youth, older workers, Hispanic workers (particularly those with limited English proficiency), workers with disabilities, and Veteran's. Each of these customer groups indicated in the database system provides the ability to monitor for improved employment outcomes. In addition to these targeted applicant groups, DWS monitors Equal

Opportunity (EO) compliance for customers. DWS reports race, ethnicity, disability status, gender, and age 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?*

As described above, Key business processes provide the classification for supplemental measures to Federal reports. Integration of data elements in a data warehouse has enabled the agency to build web-based reports to monitor supplemental measures.

Supplemental employment outcomes apply methodologies currently proposed by Common Measures (see TEGL 15-03). Other measures are consistent with techniques specified by various Federal programs or were developed locally with user input. Generally speaking, these measures supplement existing Wagner-Peyser and WIA measures. Close monitoring of all measures helps to ensure the agency will see continuous improvement over the two years covered by this plan.

Periodic customer satisfaction surveys occur. Survey questions about individualized service, job search activities, responsiveness, and employee conduct, correlate with overall satisfaction to identify those dimensions of customer service most important to job seekers and employers.

All measures described above are accessible in an Intranet-based reporting system. The process used to track and report these outcomes is similar to the process used to track and report Federal outcomes. A web-based reporting tool that calculated outcomes, formats outputs, and displays data for printing and/or analysis in spreadsheets reads information from the data warehouse.

- 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).)*

Utah uses several common data systems and reporting processes to meet requirements. First, Utah subscribes to the Data Analysis and Reporting Tool, (DART, maintained by America's Job Link Alliance, AJLA). DART performs thousands of calculations to render all federally required Wagner-Peyser and WIA reports. This system uses wage matching from the State-source earnings file and the Wage Record Interchange System (WRIS). Reports from DART generate at the state and local level in portable document file (pdf) formats and are accessible on the agency Intranet.

Accessing supplemental management reports such as those described above occurs with Your Online Data Access, (Y.O.D.A.) Y.O.D.A. is Utah's Intranet-based approach to reporting aggregate and detailed information about customer activities and outcomes to administrators, supervisors, and front-line staff. Y.O.D.A. uses Actuate® software to read and summarize information from a data warehouse containing weekly records from several of Utah's database systems including applications for eligibility determination and issuance of public assistance benefits, unemployment insurance, case management, employment planning, job matching, and

employer-reported wages. Y.O.D.A. provides supplemental summary and detail reports to internal users on multiple Federal programs including Temporary Assistance to Needy Families (TANF), Food Stamps, Medicaid, the Workforce Investment Act (WIA), and the Wagner-Peyser Act. Most reports allow summary information to the local office location and to workers and/or customer detail

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).)*

Utah's Governor and State Workforce Investment Board 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" is one of the significant challenges we face, and we have countered this through the common goals and the open communication that currently exists. Youth have become key customers in the workforce investment system, resulting in strengthened relationships with education organizations at all levels. Improved formal information sharing among government agencies 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.

Memoranda of Understanding (MOU's) and collaboration meetings result in the streamlining of services for customers-in-common and the sharing of information/data between partners. For example, DWS participates in a partnership with Education including representatives from the Utah State Office of Rehabilitation (USOR), the Career Technology Education (CTE), and Higher Education (Utah's public institutions of higher learning, i.e., colleges and universities) to identify strategies to align curriculum with available occupations, to coordinate services, and to exchange data. DWS legal division provides guidance about proper information exchange. DWS does not share individual customer information without customer approval. Data from wage data matching provides aggregate summaries. For example, the CTE and higher education submit a list of customer social security numbers to DWS for wage matching in order to calculate employment outcomes. The CTE uses the Common Measures methodology to determine entered employment rates, retention, and earning change ratios.

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 State and Local 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 State Board meets to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the board reviews quarterly performance reports including Federal measures as well as supplemental indicators. Detail on regional or office locations is available. As measures increase and decrease, the board takes an active role in identifying problem areas and scheduling follow up. The board requests the department to develop plans to enhance areas that require improvement. The Department's Division over program and policy provide technical assistance, as needed. According to follow up reports, the board ensures maintenance of the strategic direction of the system.

7. *What steps 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? In addition, what is the State's plan for gathering baseline data and establishing performance targets for the common measures? **NOTE:** ETA will issue additional guidance on reporting requirements for common measures.*

Utah's data warehouse allows modification to extracts for use in reporting software (D.A.R.T.) to comply with all Federal-reporting requirements. Currently the development of new written specifications to implement targets is occurring. All of the supplemental employment outcomes discussed above use the Common Measures as a basis for computation. Application to these measures to all ETA programs as well as to all employment and training programs administered by the agency of the US departments of Health and Human Services and Agriculture. As changes occur to these methodologies and as the system is improved, Utah is in an ideal position to meet targeted implementation dates.

8. *Include a proposed level for each performance measure for each of the two program years covered by the Plan. 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. 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 providers will help them attain their Statewide performance goals. (§§112(b)(3) and 136.)*

Performance Measures	PY07	PY08
WIA Adult		
Entered Employment	68%	69%
Employment Retention Rate	85%	86%
Average six Months Earnings	\$12,200	\$12,300
WIA Dislocated Worker		
Entered Employment	86%	87%
Employment Retention Rate	91%	92%
Average six Months Earnings	\$15,600	\$15,700
WIA Youth common Measures		
Placement in Employment or Education	65%	66%
Attainment of a Degree or Certificate	37%	38%
Literacy & Numeracy Gains	24%	27%
Wagner Peyser		
Entered Employment	71%	72%
Employment Retention Rate	83%	84%
Average six Months Earnings	\$12,300	\$12,400

Performance targets apply to all local employment centers and quarterly reports. Monthly interim reports are available to assist local areas to monitor employment status of current and former participants. The use of supplemental measures as defined above help to maximize future outcomes.

E. Administrative Provisions

1. *Provide a description of the appeals process referred to in §116(a)(5)(m).*
See VIII H. j. (Attachment #2)

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

See VIII H. j. (Attachment #2)

XI. Assurances

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 with section 184(a)(3) 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:*
- General Administrative Requirements:*
 - *29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)*
 - *29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act*
 - *OMB Circular A-87 --Cost Principles (as amended by the Act)*
 - Assurances and Certifications:*
 - *SF 424 B --Assurances for Non-construction Programs*
 - *29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20*
 - *CFR part 93 --Certification Regarding Lobbying (and regulation)*
 - *29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)*
 - 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 and regulations.*

Kristen Cox
Executive Director
Utah Department of Workforce Services

May 01, 2007

Attachments:

- Attachment 1: DWS Operational Guide
- Attachment 2: Grievance Procedures
- Attachment 3: Waiver Extension Request – Provider Subsequent Eligibility
- Attachment 4: Waiver Request – Incumbent Worker
- Attachment 5: Waiver Youth ITAs
- Attachment 6: Waiver 100% Transferability between Adult and Dislocated Worker
- Attachment 7: Waiver Performance Outcomes
- Attachment 8: Job Corps MOU
- Attachment 9: Umbrella MOU
- Attachment 10: Governor’s Letter of Delegation
- Attachment 11: Plan Change Tracking and Public Comment

Name of WIA Title I Grant Recipient Agency:

**ATTACHMENT B
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

Name of WIA Title I Grant Recipient Agency:

Utah Department of Workforce Services

Address: 140 East Broadway, Salt Lake City, Utah 84111

Telephone Number: (801) 526-9209

Facsimile Number: (801) 526-9211

E-mail Address: kristencox@utah.gov

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:

Kristen Cox, Executive Director

Address: 140 East Broadway, Salt Lake City, Utah 84111

Telephone Number: (801) 526-9209

Facsimile Number: (801) 526-9211

E-mail Address: kristencox@utah.gov

Name of WIA Title I Liaison:

Connie Laws, WIA Program Manager

Address: 140 East Broadway, Salt Lake City, Utah 84111

Telephone Number: (801) 526- 9955

Facsimile Number: (801) 526-9239

E-mail Address: claws@utah.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Utah Department of Workforce Services

Address: 140 East Broadway, Salt Lake City, Utah 84111

Telephone Number: (801) 526-9209

Facsimile Number: (801) 526-9211

E-mail Address: kristencox@utah.gov

Name and title of State Employment Security Administrator (Signatory Official):

Kristen Cox, Executive Director

Address: 140 East Broadway, Salt Lake City, Utah 84111

Telephone Number: (801) 526-9209

Facsimile Number: (801) 526-9211

E-mail Address: kristencox@utah.gov

As the Governor, I certify that for the State of Utah, 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 Jon M. Huntsman Jr.

Signature of Governor See Attached Letter, Attachment 10 Date _____

ATTACHMENT D (see Attachment 11 of Utah’s Plan change tracking and Public Comment)

**LOCAL PLANNING GUIDANCE FOR
SINGLE WORFORCE 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).)
2. Include with the local Plan any comments that represent disagreement with the Plan. (§118(c)(3).)

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).)

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

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).)
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).)