

**Department
of
Workforce Services**



**Workforce Investment Act
Wagner-Peyser Act State Plan
Program Year 2011**



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I. STATE VISION

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))?

Utah's current Governor is Gary R. Herbert. Governor Herbert served as Lieutenant Governor to the previous governor, Jon Huntsman, Jr. Under their administration, a 10-Point Plan for economic revitalization was incorporated into *Utah's Economic Development Plan* (see Attachment 11). The objective of the original 10-Point Plan was to implement policies and initiatives that would make Utah an attractive place to invest and do business.

Building on the success of the 10-Point Plan, Governor Herbert has introduced four objectives via *Utah's Economic Development Plan*:

- Strengthen and grow existing Utah businesses, both urban and rural
- Increase innovation, entrepreneurship, and investment
- Increase national and international business
- Prioritize education to develop the workforce of the future

"My vision for our State: Utah will lead the nation as the best performing economy and be recognized as a premier global business destination. Our mission statement for making this vision a reality: Utah will excel in job creation, innovation, entrepreneurship, global business, and quality workforce and have a stable and sustainable business friendly environment," states Utah Governor Gary R. Herbert.

The Department of Workforce Services (DWS) collaborates with the Governor's Office of Economic Development (GOED) to provide funds to assist companies with training of incumbent or new employees. The funds may be used as an incentive for companies to stay in the State or expand to Utah. The funds DWS is using for this initiative are collected through Unemployment Insurance penalty and interest fees as appropriated by the Utah Legislature.

Further enhancing Utah's ability to grow the economy, the Governor via State Statute functionally reorganized DWS moving from regions to Economic Service Areas (service areas). These service areas intensely collaborate with the State Workforce Investment Board (SWIB) via local service area advisory groups in order to provide input to the SWIB on local issues. This partnership allows DWS to work closely with the employers and educational institutions enhancing targeted occupations and industries.

B. Governor's Vision for Maximizing Workforce Investment to Ensure Skilled Workforce

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

The Governor's 10-Point Plan as well as his four objectives are highlighted through a number of DWS initiatives, including UtahFutures and Utah Cluster Acceleration Partnership. These projects are furthering Utah's economic prosperity by providing the necessary tools and resources for both job seekers and employers to be globally competitive.

UtahFutures is a comprehensive career information system developed by a non-profit company called intoCareers at the University of Oregon. A committee selected the program through a competitive bid process. The committee included the Utah State Office of Education (USOE) through Vocational Rehabilitation and Adult Education; the Utah State Board of Regents (Board of Regents); DWS; GEAR Up; and, the Utah Higher Education Authority (Higher Education).

Members from all of these agencies including the State Library oversee and guide the maintenance and enhancements of UtahFutures. It is utilized in all Utah public schools and is offered to private and charter schools as the State career information system. Once students graduate, they can continue to access their portfolios as they move to post-secondary education and/or the workforce. DWS, Adult Education, and Vocational Rehabilitation are incorporating UtahFutures as an employment counseling tool. The Board of Regents is working with its colleges to incorporate it into their counseling processes.

The system is truly a demand driven tool, as it guides users through career exploration and training opportunities associated with jobs in demand and current economic realities. It allows users to have integrated access to workforce information and highlights Utah specific career planning activities and opportunities. The vision is to provide Utah residents with a career and education planning, development, and job seeking tool that they can use throughout their education and work lives.

In addition, DWS, GOED, and the Utah System of Higher Education (USHE) share the following two objectives:

- To assist Utah citizens obtaining quality employment, and
- To support employers in high-growth, high-wage industries.

Building upon this common ground, these three State agencies have come together to establish the Utah Cluster Acceleration Partnership (UCAP) initiative. Partnered with industry leaders from targeted economic clusters, the UCAP initiative leverages and aligns industry resources to accelerate the development of targeted industry clusters across the State.

A cluster is a specific industry sector in which the aggregated size and number of businesses and jobs are large enough or potentially large enough to significantly influence service area or State economies. Many clusters have concentrated in one or more geographical service areas of the State and to some extent naturally align with the various higher education campuses across the State.

The UCAP initiative is designed to address the need of key industry clusters for talent and innovation support. The UCAP initiative produces cutting-edge, innovative projects, which will accelerate the growth of these industries.

An Oversight Committee governs the direction of the UCAP initiative and consists of DWS, GOED, and USHE. Under the Oversight Committee's direction, three pilot projects successfully created a principle-based UCAP model. The principles render the model easily replicable by other institutions, which need to adapt to the nuances of a specific industry cluster or area of the State. Organizational templates and group worksheets were developed in conjunction with the pilot projects.

These UCAP resources, born of experience, will help future convening institutions launch and sustain the outcomes of future UCAP projects. Thus, the model aligns Higher Education resources and expertise with area business and talent-force needs to take advantage of entrepreneurial opportunities. Each UCAP project focuses on different clusters, sectors, and area of the State's economy.

The Oversight Committee approves funding for each UCAP project according to the respective project proposal. Project proposals outline the scope of work and funding needs for each phase. There are four basic phases of the UCAP model with one pre-phase. The pre-phase consists of the presentation of the project proposal. Upon receiving approval from the Oversight Committee and phase I funding, recipients move to phase II and have four to five months to produce an assessment of the industry clusters and a strategic plan. Funding for phases three and four is contingent upon the Oversight Committee approval of the industry cluster assessment and the strategic plan.

Last year, the Oversight Committee approved and DWS funded three pilot Higher Education programs as administered by the Office of the Commissioner for Higher Education (OCHE). The initiative assisted in aligning the activities of university and college campuses with the economic needs of the State. The three pilot projects were Aerospace at Weber State University; Energy at Salt Lake Community College; and, Digital Media at Utah Valley State University. In its second year, the UCAP model is expanding to other colleges and universities across the State.

**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))?**

"This is the opportunity for people to develop the skills to succeed in the future. In order for our State to remain competitive, we must focus on improving our public education system. A good education is a powerful tool to empower the individual to succeed," states Governor Gary R. Herbert

According to the Georgetown University Center on Education and the Workforce (2009), 62 percent of jobs will require college education by 2018, and more than half of those will require at least a bachelor's degree. In response, Governor Gary R. Herbert called upon the Board of Regents and the Commissioner of Higher Education to present a plan outlining how Utah's colleges and universities will meet the needs of students as well as the talent demands of employers in the 21st century.

To meet Utah's education and workforce needs, the Board of Regents and Commissioner of Higher Education through the Governor's Education Excellent Commission have set a goal for all Utahns that 66 percent of men and women age 25 to 64 earn a postsecondary degree or certificate by the year 2020. More specifically, that 55 percent of Utah's workforce earn an associate's degree or higher and 11 percent earn a postsecondary certificate leading to a sustainable wage. In order to achieve this goal, Higher Education proposed a five-point action plan that approved and is known as *HigherEdUtah2020*. Successful implementation will require the combined cooperative efforts of the Board of Regents, Utah System of Higher Education (USHE) Institutions and Boards of Trustees; Utah's private higher education community; the State Board of Education including K-12 School Districts; the Governor; and, Utah Legislature along with the support of Utah's business community and other community leaders.

The action plan's five areas of focus are:

- Expand the pipeline of college/career-ready and college-inclined high school graduates.
- Stop "leakages in the higher education pipeline" by increasing the number who persist and complete their education once they enter college.
- Expand the ability of colleges and universities to provide quality opportunities for more students.
- Transform higher education in order to provide quality opportunities for more students and increase efficiencies.
- Better leverage higher education in growing Utah's economy as a way to extend prosperity and grow the tax base of the State.

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))?

As stated above, *HigherEdUtah2020* requires the combined cooperative efforts of the Board of Regents; USHE Institutions and Boards of Trustees; Utah's private higher education community; the State Board of Education including K-12 School Districts; the Governor; and, Utah Legislature along with the support of Utah's business community and other community leaders.

The UCAP initiative described above in Section I. B. of this plan is yet another example of key players like DWS, Higher Education, GOED, and industry working together to leverage resources to address the challenges of bringing economic development, education, the workforce system, and business and industry together for the betterment of the State as a whole.

State Workforce Investment Board (SWIB) meetings include representation from business and industry, economic development, education, and the workforce system. Collaboration on issues and strategies occur at these meetings.

In March of this year, the third annual Governor's *Utah Economic Summit* (Summit) set the foundation for the outlook and forecast for Utah in 2011 and beyond. Respected leaders from across the State discussed the opportunities and threats to Utah businesses. Executives and leaders of Utah businesses, investment bankers, legal advisors, commercial bankers, real estate representatives, city and State government staff, venture capitalists, and professional service providers attended. The Summit was an excellent opportunity for State leaders to collaborate and share knowledge and ideas that will lead to solutions.

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 farm worker youth, and other youth at risk (§112 (b)(18)(A))?

Governor Gary R. Herbert identifies education as the first cornerstone of a stronger economy, "Education is the foundation for economic recovery and prosperity. Investing now pays dividends for decades." Dr. Anthony P. Carnevale, Director of the Georgetown University Center on Education and the Workforce, authored a recent landmark study that project employment and education requirements State by State through 2018. His analysis shows two-

thirds of Utahns should have skilled trade certificates or academic degrees by 2018 in order to meet Utah employer workforce needs.

The Governor's Education Excellence Commission created a vision for Utah to increase its educational performance consistent with the Carnevale recommendations. "By 2020 and thereafter, at least 66 percent of Utahns ages 20 to 64 will have a postsecondary degree or certificate," the vision statement indicates.

The USOE estimates that an additional 120,000 new students will enter Utah's schools over the next 10 years. Utah's youth are certainly one of the State's greatest assets. As such, the State must provide these children with the very best education it can afford. In order to supply an excellent education for the booming student population, the State must rebuild its economic base and create tens of thousands of new, higher-paying jobs.

One tool created to assist Utah's youth in transitioning into the workforce is UtahFutures. UtahFutures is a comprehensive career information system developed by a non-profit company called intoCareers at the University of Oregon. A committee selected the program through a competitive bid process. The committee included the Utah State Office of Education (USOE) through Vocational Rehabilitation and Adult Education; the Utah State Board of Regents (Board of Regents); DWS; GEAR Up; and, the Utah Higher Education Authority (Higher Education).

Members from all of these agencies including the State Library oversee and guide the maintenance and enhancements of UtahFutures. It is utilized in all Utah public schools and is offered to private and charter schools as the State career information system. Once students graduate, they can continue to access their portfolios as they move to post-secondary education and/or the workforce. DWS, Adult Education, and Vocational Rehabilitation are incorporating UtahFutures as an employment counseling tool. The Board of Regents is working with its colleges to incorporate it into their counseling processes.

The system is truly a demand driven tool, as it guides users through career exploration and training opportunities associated with jobs in demand and current economic realities. It allows users to have integrated access to workforce information and highlights Utah specific career planning activities and opportunities. The vision is to provide Utah residents with a career and education planning, development, and job seeking tool that they can use throughout their education and work lives.

Further, 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 youth in foster care, those aging out of foster care, and youth involved in the Juvenile Justice System. The Workforce Investment Act (WIA) service delivery system has increased efforts to identify and inform these populations of education and training services available to them. The *Just for Youth* website was developed in a partnership with Department of Human Service, Department of Education, and DWS, for access by all youth. Further development and promotion of this site is an ongoing effort.

WIA Youth providers expanded the service area youth priority structure to include children of incarcerated parents, as well as migrant, refugee, Native American, and disabled youth. Utah has increased the required out-of-school youth expenditure from 30 to 50 percent. Over the next five 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) has been working together since December 2004. The YVT plan coordinates and integrates services for the juvenile parolee population by expanding the model created by the TAL initiative. The responsibilities and functions of Utah's YVT have been assumed under the structure of TAL, and throughout this State Plan from this point forward, when TAL is referenced, services created under the auspices of the YVT are included by reference.

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 focusing on coordination between the Division of Child and Family Services, Juvenile Justice System, and DWS. Efforts spent on TAL to date have expanded beyond the population touched by the foster care system by building upon the model for the juvenile parolee population.

TAL will continue streamlining 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. TAL will gather support from various partner agencies and identify current funding that can be focused toward the target high-risk populations. This effort will result in strengthening an already a sustainable model. When Utah finds policy that present a barrier or other issues that need the attention of Federal partners, DWS will inquire of the Federal Shared Youth Vision Solutions Desk, apply for waivers, and/or ask for exceptions. The endeavor will improve services and outcomes for the target populations.

II. STATE WORKFORCE INVESTMENT PRIORITIES

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

Governor Herbert's four priorities for the State of Utah are:

- Economic Development
- Public and Higher Education
- Energy Security
- Infrastructure

DWS is Utah's designated One-Stop Operator. Its strategic plan and demand driven approach support the Governor's priorities. Strategic planning within DWS takes place with the input of important partners including, but not limited to:

- State Council on Workforce Services (SWIB)
- Public and Higher Education
- Industry Partners
- State and Federal Auditors
- Governor's Office
- Advocates
- Other State Agencies

In the *Demand Driven Services Guidance* (Attachment 1), DWS has identified the following strategic goals:

- **Innovation:** DWS is working to develop innovative solutions for the future, finding better ways to do its work.
- **Customer Service:** Because DWS exists to serve its customers, ultimately DWS' success is defined by its customers' success.
- **Employee Success:** As DWS develops innovative solutions to challenges and finds better ways to do its work, DWS will create an environment in which its employees can succeed.
- **Prevention:** DWS needs to be proactive, helping customers achieve stability, early education and employment success upstream that will help customers avoid more critical and expensive social services needs downstream, later in their lives.
- **Global Competitiveness:** As DWS helps Utahns increase their skills, apply their talents, and excel in the workplace, Utah will be more competitive in an increasingly global marketplace.

DWS uses 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 employer need of skilled workers and the supply of Utah residents prepared to meet that need. Demand driven job training is of paramount importance because a skilled workforce plays a key role in

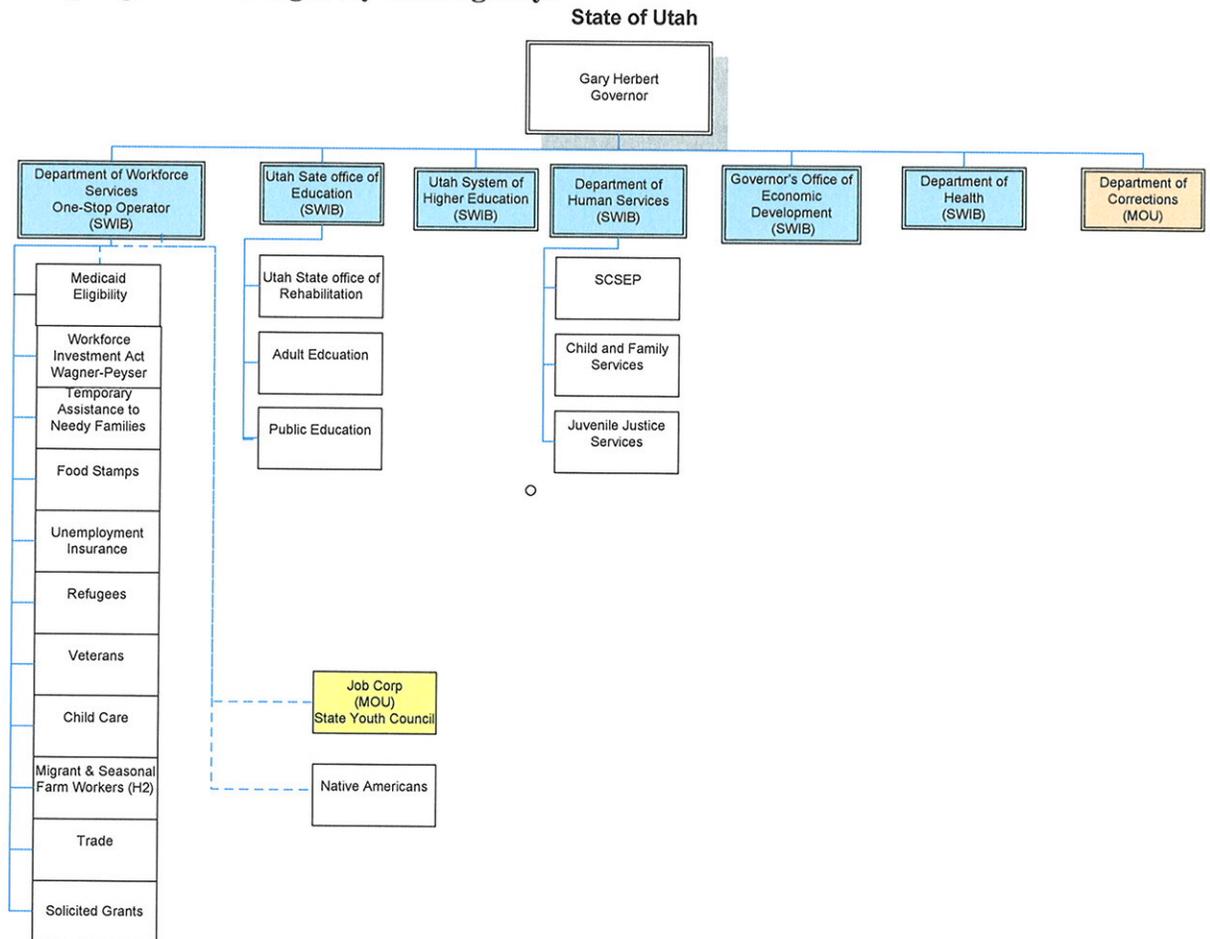
economic development, quality public and higher education, energy security, and infrastructure development. Therefore, DWS collaborates closely with Utah's educational institutions, industry partners, community based organizations, State and Federal partner agencies, and others in order to be responsive to the Governor's priorities. Initiatives such as the Utah Cluster Acceleration Project, Statewide Energy Sector Partnership, UtahFutures, and the Digital Arts Initiative are a few examples of the results of this close collaboration. The results of these collaborations help to make Utah's workforce highly skilled by maintaining a nimble and responsive education system that is responsive to the needs of a changing economy. These factors contribute to Utah's attractiveness to businesses who are considering relocating here.

III. STATE GOVERNANCE STRUCTURE

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 SWIB, as established by State law, requires State agency membership. The following agency representatives are required to be members:

- Superintendent of Public Instruction – Utah State Office of Education (USOE)
- Commissioner of Higher Education – Utah System of Higher Education (USHE)
- 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, members have the opportunity to discuss economic issues particular to their local areas with the members of the Governor’s Cabinet. In addition, DWS routinely enters into memoranda of understanding, interagency agreements, and contracts with various State and local government entities in order to further positively impact the State economy.

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

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

The Governor consults with the DWS Executive Director, business and labor leaders, and legislators in making appointments to the SWIB. The SWIB is made up of the following:

- Representatives of small and large businesses;
- Employee or labor organizations;
- A State legislator;
- The Superintendent of Public Instruction;
- The Commissioner of Higher Education;
- Representatives of community-based organizations;
- A Veterans’ representative;
- The President of the Utah College of Applied Technology; and,
- The Executive Directors of the following agencies:
 - Utah Office of Rehabilitation,
 - GOED,
 - Department of Human Services,
 - Department of Health, and
 - DWS.

The SWIB membership also includes a private sector representative from each service area. Each service area creates private sector led advisory groups to assist in developing local partnerships and identifying local workforce needs and solutions. Each service area advisory board develops an annual plan specific to their area that is submitted to the SWIB.

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 representation from across the State includes members from urban and rural areas, small and large employers, as well as labor, public and community based organizations. The SWIB representation as dictated by State statute is as follows:

- Nine employer/private sector representatives from each service area
- Four representatives of small (fewer than 100 employees) employers, with one representing a rural area;
- Four representatives of large (100 and more employees) employers, with one representing a rural area;
- Four representatives of employees organizations/labor;
- Two representatives of community-based organizations;
- One Veterans representative;
- The Superintendent of Public Instruction;
- The Commissioner of Higher Education;
- The Executive Director of DWS;
- The Executive Director of the Utah State Office of Rehabilitation (USOR);
- The President of the Utah College of Applied Technology;
- The Executive Director of Department of Human Services, or designee;
- Executive Director of GOED, or designee;
- The Director of the Department of Health, or designee; and,
- A State Legislator.

In order to ensure that each of the required entities is involved in the planning and implementing the WIA workforce investment system, the DWS Executive Director shall serve as the Governor's representative. The State Legislator shall represent both Houses of the State Legislature. The State Youth Council on Workforce Services (SYC), chaired by a member of the SWIB, functions as a SWIB committee. The SYC 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 SWIB achieves Utah's WIA goals and has the authority and responsibility for Utah's workforce investment system. Specifically, the responsibilities of the SWIB include assisting the Governor in the following:

- Development oversight of the WIA and Wagner-Peyser State Plan, as it is drafted by State program staff on the SWIB's behalf;
- Development and continuous improvement of a statewide One-Stop system, providing linkages for coordination of services and reduction of duplication;
- Reviewing and commenting on the Carl D. Perkins Vocational and Applied Technology Education Act;

- WIA funded youth employment and training activities;
- Development and continuous improvement of comprehensive State performance measures, including State adjusted levels of performance and assessing the effectiveness of the State workforce investment activities;
- 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 WIA §503, 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 (20 CFR 661.200)?

The Governor, by authority of State law, appoints the members of the State SWIB. The chair, a non-governmental member, serves as appointed by the Governor. The Governor consults with the DWS Executive Director and leaders of business and labor in making the appointments to the SWIB. The public employees' representative is nominated by State public employee organizations and the Speaker of the House and the President of the Senate nominate the State Legislator. The Governor does not appoint the nine representatives of the service areas. By State statute, the service area representatives are designated by the DWS service area directors (Utah Code, Section 35A-1-206(2)).

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 areas of the State. This enables and empowers the SWIB to achieve the State vision and goals as defined above.

5. Describe how the Board carries out its functions as required in Section 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 Section 111(d) the Board does not perform and explain why.

The SWIB meets at least quarterly, and locations may vary across the State. These meetings include a review and, as appropriate, approval of work completed by SWIB committees and task forces. The SWIB carries out some of its functions by assigning responsibilities to working committees. Remaining responsibilities are assumed by the SWIB as a whole. The SWIB has organized working committees around the following functions:

- Operations and Performance
- State Youth Council on Workforce Services

In addition to the required functions, the SWIB may provide guidance and input in regards to the following programs:

- Food Stamps
- Temporary Assistance for Needy Families
- 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 (Utah Code 63F-1-701), the SWIB meeting agenda is publically posted not less than 24 hours before each meeting on the Utah Public Meeting Notice website. Each agenda includes the date, time, and place of the SWIB meeting. Public notice is also satisfied by posting written notice at the DWS administration office, the meeting location, and posting notice on the DWS website. Moreover, the SWIB maintains an “interested parties” list and emails all meeting notices to those individuals.

Meeting agendas also include the following statement from the Equal Opportunity Provisions of the Workforce Investment Act (29 CFR Part 37, Section 37.34), “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.” The DWS Equal Employment Officer is responsible for making accommodations for persons with disabilities. Accommodations are standard for all meetings of the SWIB and its committees when requested.

SWIB meeting minutes are posted quarterly on the DWS website. Board membership is also posted on the DWS website.

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 may not vote on a matter under consideration by the SWIB if the provision under review would provide direct financial benefit to the voting member or the member’s family.

The SWIB 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 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 with DWS funding the cost of attendance.

**C. Structure and Process for State Board and Agencies to Collaborate and Communicate
(Section 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 umbrella Memorandum of Understanding (MOU) to ensure coordination of services, ease of access, and reduction of duplication. An additional MOU for Collaborative Coordinated Services (CCS MOU) is specific to family-focused services. One of the outcomes of CCS MOU 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. Workforce Development Division (WDD) policy is integrated and available to all interested parties via the DWS website.

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 DWS Executive Director is a member of the State of Utah Governor's Cabinet and is a member of the SWIB thereby serving as a facilitator of communication between the Governor and the SWIB. In addition, the Governor has created a strong link between DWS and the GOED. With DWS and GOED, as well as other department representatives working with the SWIB, the Governor's objectives and goals are key points to SWIB discussions and decisions. To ensure a strong tie between the Governor's office and the SWIB, DWS maintains a SWIB Liaison who works closely with the Governor's Director of Boards and Commissions. Further, the Legislative Fiscal Analyst Office assigned to DWS is invited to each quarterly SWIB meeting.

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 on a quarterly basis. A standing agenda item is the DWS Executive Director's report, which includes information from the Governor and Legislature. State administrative staff members review all Federal guidance upon publication and present information to the SWIB. The SWIB then discusses items identified, formulates appropriate strategies, and implements solutions and/or methods in conjunction with DWS administration.

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 (SYC) is the primary organization responsible to guide and inform an integrated vision for serving youth. In addition, the Transition to Adult Living initiative created solid partnerships between the Division of Child and Family Services (DCFS), Juvenile Justice Services, DWS, WIA Youth contract providers, and the Utah State Office of Education in order to coordinate education, job training, employment, and other support for high-risk youth. DWS defines progress on these partnerships by:

- Negotiated Agreements
Utah's Collaborative Coordinated Services MOU and One-Stop MOU provide the 'umbrella' for collaboration at the State level. Negotiation of local pathways occurs and includes details about service delivery and partner agency responsibilities, establishes screening and case coordination procedures, and allocates expenditure of WIA and other funds for high-risk youth.
- Priority for Service
The SYC discusses service priority characteristics for the "sixth barrier" and adjusts them as necessary in compliance with instruction from the Department of Labor.
- Local Coordination
The State level Independent Living Specialist from DCFS, is a member of the SYC. Local DCFS Independent Living Coordinators are also members of service area youth advisory groups.

WIA partners in Utah have successfully launched an Internet based tool called Just for Youth. Further development and promotion of this site will take place.

IV. ECONOMIC AND LABOR MARKET ANALYSIS

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 (§112(b)(4)):

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 at 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 13 percent. Manufacturing employs nine percent of the economic base. Leisure and hospitality also make up nine percent. Construction accounts for six percent, financial activity six percent, other services three percent, and information just below three percent.

B. Industries and Occupations Projected to Grow or Decline in the Short-Term What industries and occupations are projected to grow and or decline in the short term and over the next decade?

Short-Term Projection

The recent recession has noticeably lowered growth expectations for Utah's industries over the next two years. However, as the economic recovery ensues, three industries in the recession-resistant healthcare sector are expected to show some of the highest gains. These recession-resistant sectors are ambulatory healthcare services (4,200 new jobs), hospitals (2,100 new jobs), and nursing/residential care (1,300 new jobs). Educational services should also supply a large number of new positions, particularly elementary/secondary education (1,700 new jobs) and colleges/universities (1,500 new jobs). Utah's large food service industry (1,800 new jobs) is also expected to generate a higher-than-average level of new positions. Social assistance businesses (1,500 new jobs), non-store retailers (1,600 new positions) and local government (1,300 new jobs) should also display employment growth of more than 1,000 jobs in the next two years.

As the economy heals itself, a relatively large number of industries are expected to show employment declines, mostly in construction and manufacturing. These two sectors are usually hit hardest during a downturn. Transportation equipment manufacturing and specialty trade construction contractors are projected lose more than 2,000 positions each. Other manufacturing industries expect to be hit with significant employment losses, including furniture manufacturing (down 900), nonmetallic mineral manufacturing (down 500), and machinery manufacturing (down 500). In addition, durable goods wholesalers are expected to lose roughly 800 positions.

Short-term projections indicate Utah's fastest-growing industries (with at least 1,000 employed in the base year) include non-store retailers, "other" schools and instruction, technical/trade schools, information services, waste management and remediation services, and securities/commodities investments.

Long-Term Projection

As in the short-term projections, the healthcare sector is expected to dominate employment growth in Utah over the next decade. Projections for 2008 to 2018 indicate that ambulatory healthcare, hospitals, and nursing/residential care industries will grow by almost 48,000 positions total. The education sector should also be a prime creator of new employment. Colleges/universities and elementary/secondary schools are expected to generate approximately 26,000 net new jobs. Other industries with large employment bases such as food services (18,000 additional jobs), specialty trade contractors (12,000 new jobs), local government (11,000 new positions), and general merchandise stores (7,200 new jobs) should add significant numbers of new positions to the Utah economy over the next decade.

Long-term, Utah expects to experience employment declines in very few industries. Agriculture, a perennial job-loser, tops the list of industries with projected employment losses (an expected decline of 1,800 positions). Various manufacturing industries projected to show employment declines over the next decade include transportation equipment (down 1,400 jobs), printing (down 700 jobs), furniture manufacturing (down 600 jobs), textile mills (down 400 jobs), and apparel manufacturing (down 400 positions). The shift of manufacturing employment to lower-cost labor outside the United States is evident in these shrinking manufacturing industries.

In general, over the next decade, Utah industries expected to show the most rapid annual growth rates can be categorized in just two categories—technical or healthcare. The following industries are projected to rank among the fastest growing from 2008 to 2018: Management/scientific consulting (eight percent), scientific research services (five percent), computer systems design (four percent), chemical manufacturing (four percent), and internet service providers. On the healthcare side, ambulatory services (six percent) and nursing/residential care (five percent) are expected to show rapid expansion. In addition, social assistance services (five percent) and accounting/payroll services should see much faster-than-average change.

Short-Term Occupational Growth

Following the industrial trend, a recovering Utah economy is expected to show limited occupational opportunities. Major occupational groups projected to show the highest level of new jobs include office and administrative support, healthcare practitioners/technical, education/training, sales, and food preparation. Most of these major occupational groups currently account for a high share of total employment and are related to industries generating the highest levels of new employment. Notably absent from the list are construction occupations, which are obviously struggling as that industry continues to struggle.

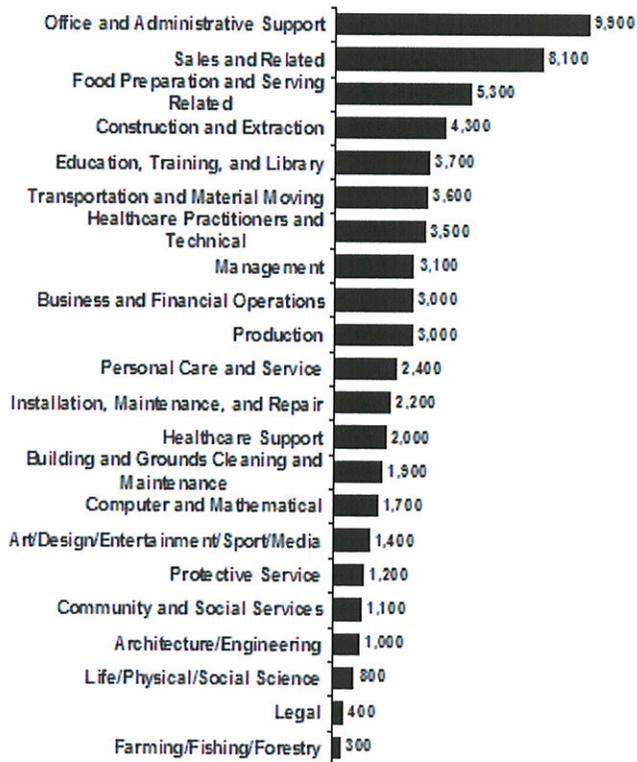
In terms of growth rates, occupational groups with the fastest expansion are directly tied to rapidly growing industries. Healthcare support, healthcare practitioners/technical, personal care/service, and community/social services occupations are projected to show the fastest growth rates in the near-term.

At a detailed occupation level, occupations that account for a large share of current employment are also typically those with a high level of projected openings over the next two years. Cashiers, customer service representatives, retail salespersons, waiters/waitresses, registered nurses, and

fast food workers rank at the top of the highest-openings list. Occupations with the fastest growth rates are almost entirely related to healthcare, including home care aides, home health aides, physical therapist aides, physician assistants, medical assistants, and dental assistants. Network systems analysts stands out as the one non-healthcare-related occupation on the fastest growing list.

Long-Term Occupational Growth

**Utah Major Occupational Groups
Annual Average Openings, 2008 - 2018**



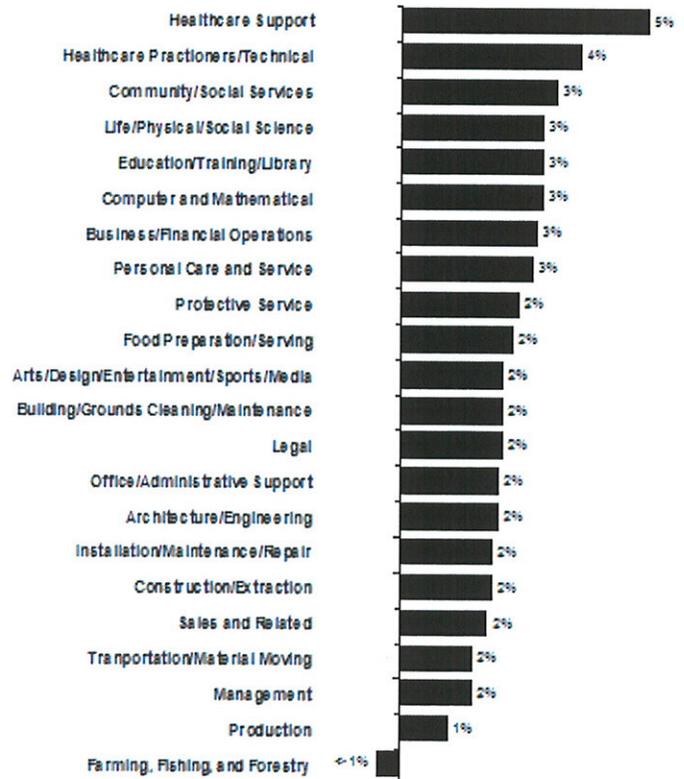
Source: Utah Department of Workforce Services.

openings. Other groups with substantial numbers of annual openings include sales, food preparation and serving, construction and extraction, as well as education and training occupations.

Ranking these major occupational groups by their growth rate paints a somewhat different picture. Healthcare support and healthcare practitioner occupations show the highest projected annual rates of expansion at four

Projections show office and administrative support (clerical) occupations should have the largest number of total annual openings between 2008 and 2018 in Utah. This situation is directly related to the fact that this occupational group currently maintains the largest employment level in the state. In other words, although technology has eliminated the need for many clerical workers, its current size dictates a large number of

**Utah Major Occupational Groups
Annual Average Growth, 2008-2018**



Source: Utah Department of Workforce Services.

and five, compared with the average of two percent for all occupations. Community and social service, life and physical science, as well as education and training occupations should also show relatively high rates of growth.

At a detailed level, occupations with the largest numbers of projected openings are again typically those with current high levels of employment and/or high replacement needs. These occupations include cashiers, customer service representative, retail sales workers, waiters/waitresses, registered nurses, and fast food workers.

Utah Occupations Annual Openings; 2008-2018



Source: Utah Department of Workforce Services.

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?

As in most areas of the United States, Utah is just pulling out of a protracted recession. Obviously, the demand for most occupations, skilled and non-skilled, has dropped dramatically. However, some industries are beginning to recover and add jobs. Those that typically demand higher-skilled workers include heavy construction, oil/gas, durable goods manufacturing, computer systems design, internet service providers, and healthcare.

Utah's most recent job vacancy survey showed the highest level of openings in the following higher-skilled occupations:

- Registered Nurses
- Computer Support Specialists
- Machinists

- Laboratory Technicians
- Laboratory Technologists
- Computer Software Engineers
- Mechanical Engineers
- Financial Managers
- Pharmacists
- Computer Programmers
- Nurse Practitioners
- Industrial Engineers
- Accountants
- Electrical Engineers

Over the next ten years, projections show education, healthcare assistance, and social assistance, will have the highest demand for skilled workers. In addition, professional/business services, information, construction, and manufacturing will show also 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 note those occupations with the best employment outlook and wages for the 2008 to 2018 projection period by training category.

Bachelor’s Degree or Higher

- Chief executives (160 annual openings)
- Pharmacists (100 annual openings)
- Lawyers (130 annual openings)
- Computer and Information Systems Managers (110 annual openings)
- Dentists (120 annual openings)
- Sales Managers (160 annual openings)
- Financial Managers (160 annual openings)
- Computer Software Engineers, Applications (280 annual openings)
- Medical and Health Services Managers (120 annual openings)

Associate Degree or Postsecondary Vocational Training

- Dental Hygienists (150 annual openings)
- Registered Nurses (350 annual openings)
- Diagnostic Medical Sonographers (20 annual openings)
- Electrical and Electronics Repairers, Powerhouse (20 annual openings)
- Medical Equipment Repairers (20 annual openings)
- Respiratory Therapists (40 annual openings)
- Insurance Sales Agents (280 annual openings)
- Radiologic Technologists and Technicians (70 annual openings)

Long-Term On-the-Job Training

- First-Line Supervisors Mechanics/Installers/Repairers (110 annual openings)
- Sales Representatives, Technical (120 annual openings)
- First-Line Supervisors of Construction/Extraction Trades (220 annual openings)
- Petroleum Pump System Operators (20 annual openings)
- First-Line Supervisors of Police and Detectives (30 annual openings)
- Claims Adjusters/Examiners/Investigators (70 annual openings)
- Electrical Power-Line Installers and Repairers (70 annual openings)
- Purchasing Agents (80 annual openings)
- First-Line Supervisors of Nonretail Sales Workers (180 annual openings)
- Sales Representatives, Nontechnical (390 annual openings)

Moderate-to-Short-Term On-the-Job Training

- Loan Officers (190 annual openings)
- Operating Engineers (100 annual openings)
- Truck Drivers, Heavy (400 annual openings)
- Painters (130 annual openings)
- Pharmacy Technicians (70 annual openings)
- Maintenance and Repair Workers (380 annual openings)
- Bookkeeping Clerks (560 annual openings)

D. What Jobs and 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 improve and grow Utah's economy.

E. What are the Skill Needs for the Available, Critical, and Projected Jobs?

By matching projected demand for occupations from 2008 to 2018 to ONET's information regarding job requirements, DWS generated an overall picture of the skill and knowledge needs of Utah's future economy. The ONET database offers the nation's primary source of occupational information. ONET categorizes 35 different types of skills and 33 elements of knowledge while both considered worker-oriented descriptors. For this analysis, a particular knowledge or skill descriptor is assigned to an occupation when it is at least moderately important to the occupation and when at least a moderate level of competence is required for the occupation. Then, projected employment levels were calculated for each skill and knowledge area.

Available Jobs

Analysis of the occupational skill requirements 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.

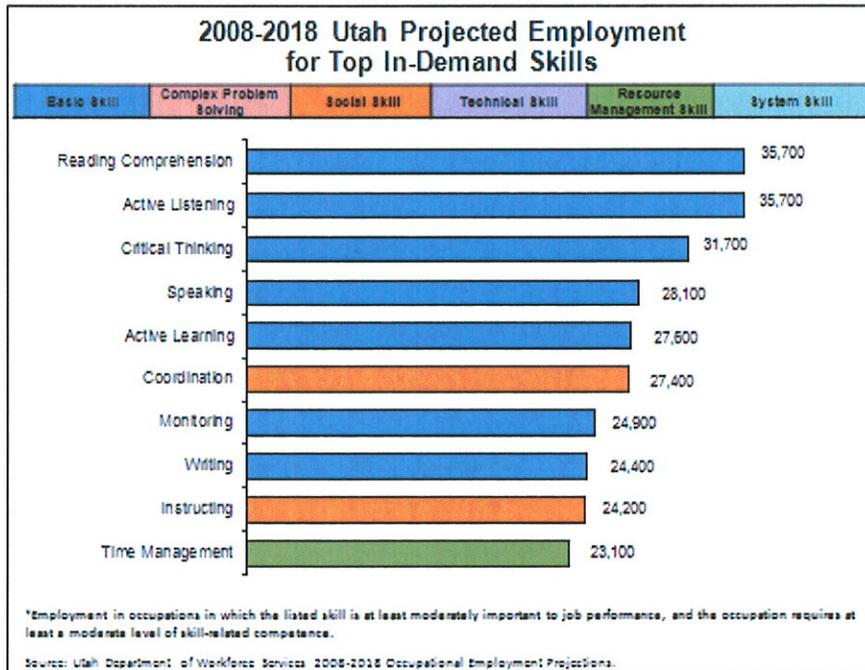
Important knowledge requirements for the current Utah labor market include customer/personal service, knowledge of the English language, clerical skills, mathematics, education/training, sales/marketing, computers/electronics, management, mechanical knowledge, psychology, economics/accounting, and design.

Critical Jobs

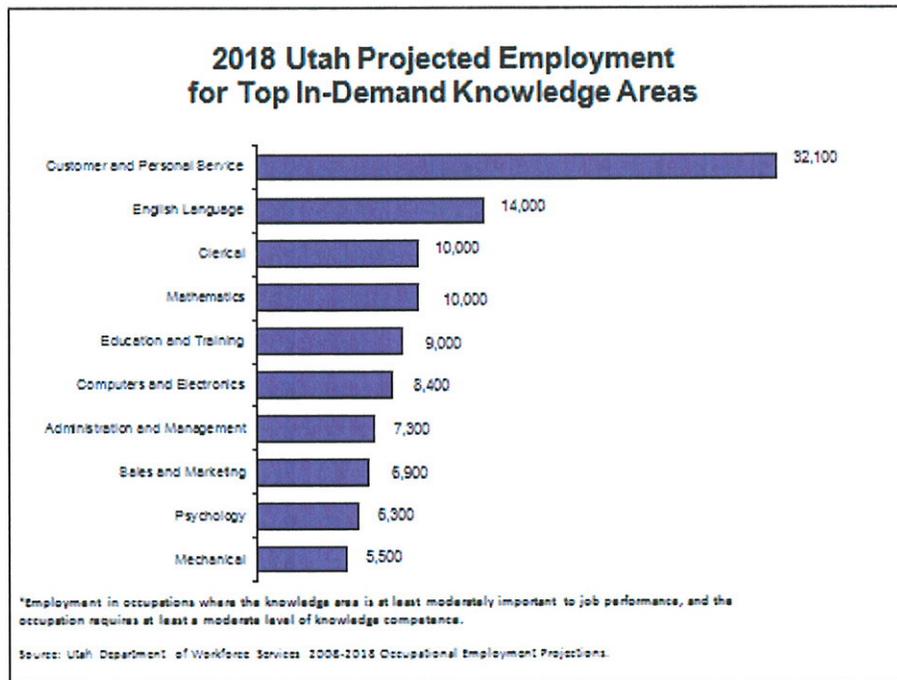
Important knowledge and skill areas for critical jobs include medical/dentistry, mathematics, mechanical, education/training, computers/electronics, building/construction, psychology, biology, chemistry, production/processing, and transportation.

Projected Jobs

Analysis of the skill requirements 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, critical thinking, speaking, active learning, coordination, monitoring, writing, instructing 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 for the upcoming Utah labor market should include customer/personal service, English language, clerical, mathematics, education and training, computers/electronics, management, sales/marketing, psychology, and mechanical.



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?

Per 2010 Census data, Utah’s labor force is 88 percent white and 12 percent is minority. The largest and fastest growing ethnic group is Hispanics. Hispanics made up 11 percent of the labor force in 2010.

Utah’s labor force is young, placing the State in sharp contrast with the national profile of an older, Baby Boomer-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, the 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 generally an integral part of labor force growth. In strong economic times, Utah generally can retain or net its new

homegrown workforce. In weaker economic times, net out-migration of this cohort often 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. When the economy rebounded in the mid-2000s, net domestic in-migration returned. The recession has seriously slowed both the inflow of domestic and international migration to Utah. However, this is expected to be a temporary phenomenon, with strong in-migration flows, both international and domestic, expected to return once Utah's economy returns to a solid footing.

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 international in-migration in proportion to Utah's economic performance.

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.

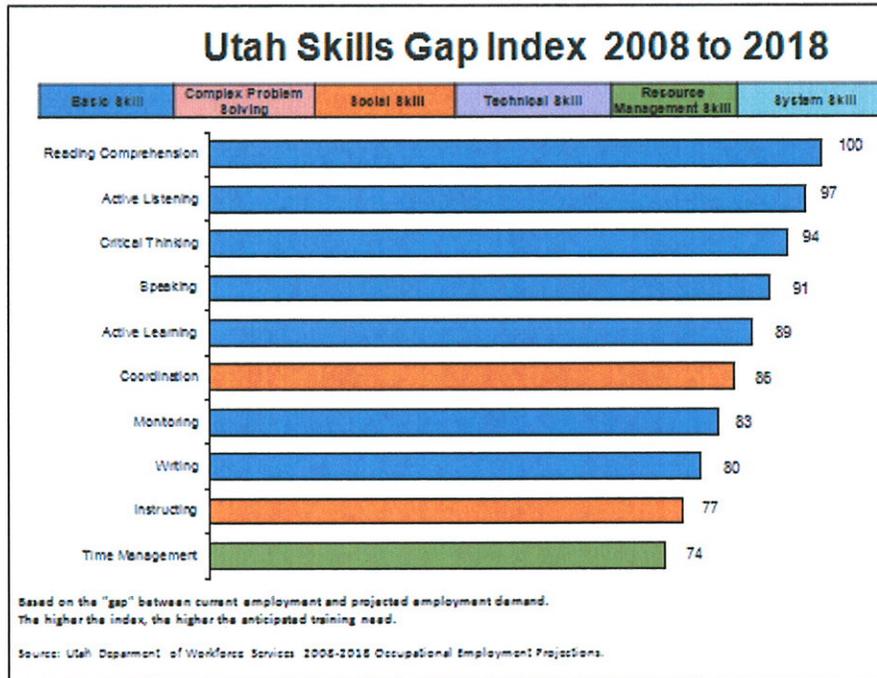
As the United States (U.S.) developed from its infancy, the Industrial Revolution dominated its economic foundation. That economy produced many physical goods, produced by mass labor, and demanding cheap and efficient transportation corridors, like rivers, seas, and good roads over flat lands. The Rocky Mountains were not attractive within this environment. The Industrial Revolution rarely utilized this part of the country. 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 that is not 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 requiring the greatest skill and/or knowledge base are those area in 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 as follows, in order of importance: reading comprehension, active listening, critical thinking, speaking, active learning, coordination, monitoring, writing, instructing, and time management. Knowledge areas with the greatest future need are projected to be as follows, in order of importance: customer/personal service, English language, education/training, mathematics, clerical, sales/marketing, computers/electronics, management, psychology, mechanical and design.



Utah's skill and knowledge projections suggest that the foundation for future workforce preparation relies primarily on reading, writing, and arithmetic. Technical skills and knowledge areas are also important, but require an excellent foundation in basic skill and knowledge areas.

- Basic skills dominate the top-ten in-demand skills, suggesting a need to ensure basic skills training for all prospective workers.
- Basic skill needs cross both occupational and educational boundaries.
- Basic skills make changing occupations possible as the labor market changes.
- Reading comprehension is the most in-demand skill across all training levels. Critical thinking, active listening, and active learning are also important.
- The top-ten in-demand skills change very little regardless of the occupational training level.
- Basic skills rank highest among the top-ten skills with the largest projected skills gap.
- Customer service ranks, by far, as the knowledge area with the highest projected demand.
- For occupations requiring formal training past the high-school level, competence in English, computers/electronics, and mathematics becomes increasingly important. These skills are in demand for employment at all training levels.

- Certain technical skills may experience short-term shortages, but the overarching need is for all workers to have a strong foundation in basic skills.

**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 economic development under the Governor's office by legislative mandate occurred in 2007, ensuring continued growth as a significant component.

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 additional students in the K-12 school system. In a State with a total population of approximately 2.8 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 regarding 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, as is exemplified in *HigherEdUtah2020*.

In support of the Governor's overall economic development plan, DWS continues to focus on ongoing workforce development needs. DWS is proactive in working with the business community to identify occupations that may have some degree of a skill shortage or are facing other labor force deficiencies. DWS has instituted a program to identify industries that are confronting labor issues and occupations where employers are finding shortages or deficiencies. DWS is aggressively reaching out to the business and education communities to develop strategies and programs to improve these shortages or deficiencies especially in high-demand sectors. 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 DWS are encouraged to consider moving into occupational areas in demand. 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?**

As mentioned earlier, Governor Herbert's four priorities for the State of Utah are as follows:

- Economic Development
- Public and Higher Education
- Energy Security
- Infrastructure

DWS is Utah's designated One-Stop Operator. Its strategic plan and demand driven approach support the Governor's priorities. Strategic planning within DWS takes place with the input of important partners including, but not limited to:

- State Council on Workforce Services (SWIB)
- Public and Higher Education
- Industry Partners
- State and Federal Auditors
- Governor's Office
- Advocates
- Other State Agencies

In the *Demand Driven Services Guidance* (Attachment 1), DWS has identified the following strategic goals:

- **Innovation:** DWS is working to develop innovative solutions for the future, finding better ways to do its work.
- **Customer Service:** Because DWS exists to serve its customers, ultimately DWS' success is defined by its customers' success.
- **Employee Success:** As DWS develops innovative solutions to challenges and finds better ways to do its work, DWS will create an environment in which its employees can succeed.
- **Prevention:** DWS needs to be proactive, helping customers achieve stability, early education and employment success upstream that will help customers avoid more critical and expensive social services needs downstream, later in their lives.
- **Global Competitiveness:** As DWS helps Utahns increase their skills, apply their talents, and excel in the workplace, Utah will be more competitive in an increasingly global marketplace.

DWS uses 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 employer need of skilled workers and the supply of Utah residents prepared to meet that need. Demand driven job training is of paramount importance because a skilled workforce plays a key role in economic development, quality public and higher education, energy security, and infrastructure

development. Therefore, DWS collaborates closely with Utah's educational institutions, industry partners, community based organizations, State and Federal partner agencies, and others in order to be responsive to the Governor's priorities. Initiatives such as the Utah Cluster Acceleration Project, Statewide Energy Sector Partnership, UtahFutures, and the Digital Arts Initiative are a few examples of the results of this close collaboration. The results of these collaborations help to make Utah's workforce highly skilled by maintaining a nimble and responsive education system that is responsive to the needs of a changing economy. These factors contribute to Utah's attractiveness to businesses who are considering relocating here.

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 utilizes a number of strategies in order to leverage funds and maximize resources, including program integration, the creation and use of a Training Occupations List, as well as specialized grants and programs customized to meet the needs of Utahns.

Beginning in 1997, Utah integrated training programs for WIA, Trade Act, Food Stamp Employment and Training, and Temporary Assistance to Needy Families (TANF). This integration reduces duplication of effort and maximizes funding in order to reach the largest number of customers possible.

Further maximizing Utah's efforts to provide an optimal level of opportunities for customers, DWS is a recipient of the National Emergency Grant (NEG) and the State Energy Sector Partnership (SESP) Grant. NEG funds are targeted at providing training, re-employment services, and/or support services to workers dislocated from ATK Launch Systems who have been displaced from April 2009 to present. ATK has laid-off approximately 2,000 employees within this timeframe and DWS expects to provide services to ten percent of these individuals. NEG has illustrated a change in the economy moving from traditional manufacturing.

Given the ever-growing green job market, DWS has sought to encourage displaced ATK workers as well as other populations to renewable energy and energy efficiency positions. As such, DWS sought out and was awarded the SESP Grant in partnership with Salt Lake Community College, Southwest Applied Technology College, Utah State University, College of Eastern Utah, Davis Applied Technology College, Bridgerland Applied Technology Center, Uintah Basin Applied Technology College, and Utah Clean Energy. This \$4.6 million grant focuses upon developing the workforce and creating jobs for green construction, alternative fuels, energy management/efficiency, and renewable energy. DWS expects to serve 1,400 customers using SESP funds.

Further illustrating DWS' commitment to developing partnerships with various educational and business organizations is the Utah Cluster Acceleration Program (UCAP) in which DWS teams with the Utah System of High Education and the Governor's Office of Economic Development in order to grow Utah's expanding industries. UCAP has identified the following industries: Aerospace and Defense, Energy, Digital Media, Healthcare, and Biotechnology.

Additional industry coalitions are being forged throughout the State. The goals of UCAP are to:

- Develop responsive, industry-driven education and training systems that will provide a skilled talent pipeline to meet the short and long-term needs of selected industry clusters;

- Develop strategies, partnerships, and models that best meet the talent and innovation support needs of Utah's key industry clusters;
- Leverage other resources and expertise within Utah's higher education network to accelerate Utah's industry clusters; and,
- Identify best practices that can be replicated, sustained, and used by other industry cluster initiatives.

Another initiative focused on by DWS is a joint venture with the trucking industry. DWS has facilitated a project with truck driving schools and truck driving employers. A workgroup has been formed to analyze the needs of the truck driving industry and develop an appropriate pathway in order to assess potential truck driving candidates. It is anticipated that the new pathway will save DWS \$533,000 per year by ensuring that customers are appropriate for the CDL program.

Beyond economic-focused initiatives, DWS continues to partner with the Department of Human Services (DHS) on 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 cover the cost of case management. In Utah, DHS is the oversight agency for Chafee funds.

DWS coordinates closely with DHS' Division of Child and Family Services to benefit youth in foster care and those aging out of foster care, and JJS for youth involved with the juvenile justice system. Resource leveraging occurs around the TAL initiative. Activities demonstrating this include:

- 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.)
- DWS support of the annual DCFS Youth Summit
- Time expended by TAL partners working together to plan and deliver cross-agency projects to connect youth leaving JJS secure care facilities with community resources

Further coordination efforts of DWS include a partnership with the Utah State Office of Rehabilitation (USOR) 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 USOR counselors in assisting disabled customers who may not otherwise obtain employment without intervention. A combined DWS and USOR service delivery pathway integrates CTW services.

DWS is also working on a number of pathways in order to provide seamless service to all customers, whether ETV, NEG, CTW, or the like. DWS recently unveiled its latest computer program – myCase. This system allows customers to check the status of their case, determine what documents have been received, and track participation in key components of his/her employment plan. Further, DWS is moving towards an electronic signature component that would allow customers to quickly and efficiently sign their employment plan and other pertinent documentation.

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 workforce information. Once this information is gathered, presentation to the appropriate workgroup(s) of the SWIB 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.**

Based upon the economic analysis in Section IV of this Plan, each service area, with State oversight created a list of training programs that lead to high-growth, high-demand occupations. The preference is that customers select from this list. Because of customer choice, however, not all funds are committed to high-growth, high-demand, and economically vital occupations.

Along with the lists of targeted occupations, DWS economists publish workforce information tools and resources on the DWS website for both internal and external customers. The intention is to provide the most up to date information available on making quality career choices in high-growth, high-demand fields, which will positively impact the State’s economy.

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 continues to build partnerships with business and industry, economic development, the workforce system, and educational partners through a number of new and exciting avenues. First, DWS is a recipient of the National Emergency Grant (NEG) and the State Energy Sector Partnership (SESP) Grant. NEG funds are targeted at providing training, re-employment services, and/or support services to workers dislocated from ATK Launch Systems who have been displaced from April 2009 to present. ATK has laid-off approximately 2,000 employees within this timeframe and DWS expects to provide services to ten percent of these individuals. NEG has illustrated a change in the economy moving from traditional manufacturing. Given the ever-growing green job market, DWS has sought to encourage displaced workers to renewable energy and energy efficiency position. As such, DWS sought out and was awarded the SESP Grant. This \$4.6 million grant focuses upon developing the workforce and creating jobs for green construction, alternative fuels, energy management/efficiency, and renewable energy. DWS expects to serve 1,400 customers using SESP funds.

Further illustrating DWS' commitment to building partnerships is the Utah Cluster Acceleration Program (UCAP) in which DWS teams with the Utah System of High Education, the Governor's Office of Economic Development, and Grow Utah Ventures in order to grow Utah's expanding industries. UCAP has identified the following industries: Aerospace and Defense, Energy, Digital Media, Healthcare, and Biotechnology. Additional industries coalitions are being forged throughout the State.

DWS is also cooperating on another joint venture – UtahFutures. UtahFutures is a comprehensive career information system developed by a non-profit company called intoCareers at the University of Oregon. It was selected through a competitive bid process by a committee with representatives from USOE, Vocational Rehabilitation, Adult Education, the Board of Regents, DWS, GEAR Up, and Higher Education. Members from all of these agencies including the State Library oversee and guide the maintenance and enhancements for UtahFutures. It is used in all Utah public schools and is offered to private and charter schools as the State career information system. Once students graduate, they can continue to access their portfolios as they move to post-secondary education and/or the workforce. DWS, Adult Education, and Vocational Rehabilitation are incorporating UtahFutures as an employment counseling tool. The Board of Regents is working with its colleges to incorporate it into their counseling processes.

The system is truly a demand-driven tool, as it guides users through career exploration and training opportunities associated with jobs in demand and current economic realities. It allows users to have integrated access to workforce information and highlights Utah specific career planning activities and opportunities. The vision is to provide Utah residents with a career and education planning, development, and job seeking tool that they can use throughout their education and work lives.

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 occupations and industries in each service area based upon DWS economists and labor market data. For each occupation identified as targeted, a career planning overview tool is developed. This tool includes occupational projections, wage projections, similar occupations, and basic knowledge, skills, and abilities needed to be successful in that occupation. Employment counselors use these tools as they negotiate a career path with their individual customers, and customers utilize the tools through 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 comprehensive case management system (UWORKS). The development of new tools occurs as additional targeted industries and 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:

- Service areas have determined targeted occupations for which to focus the majority of funding
- DWS employment counselors have been trained to use the career planning overview tools
- In accordance with *New Strategic Visions for the Delivery of Youth Services under the Workforce Investment Act* (TEGL 03-04), WIA Youth providers have been trained to use the targeted sector tools.

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))?

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 workforce development specialists 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.

Workforce development specialists assist with many activities, including recruitments, layoffs, rightsizing, employment law training, writing of job descriptions, providing economic and demographic information, linking employers with organizations to assist in drug screening,

providing hiring and interviewing technique information, and working with entrepreneurs and others to obtain financing for their companies.

GOED has established a statewide system of Business Resource Centers (BRCs) to assist entrepreneurial development and start-up companies. BRCs are entities at Utah public institutions of higher education or other appropriate community locations and are certified One-Stop resource centers. BRCs provide coordination of business support, education, tracking of customers, as well as access to funding sources, training, technical expertise, talent, and networking for new and existing businesses.

BRCs will partner with various workforce development specialists located in their service area and assist in coordinating activities, identifying gaps in provided services, developing initiatives, and providing opportunities. Workforce development specialists partnerships will include Federal, State, county, city, academic, private, and any other businesses that desire to participate with BRCs.

BRCs are required to secure matching funds for this effort. Matching funds may be in the form of cash or in-kind (facilities, services, personnel, or other forms), or as approved by GOED, which provides administrative oversight for the BRCs.

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 statewide activity funds for WIA Youth to conduct leadership development and citizenship projects in communities in each service area on an annual basis. Other activities supported by this fund include:

Demand-Driven Workforce Investment System

Targeted industries and occupations for incumbent workers fall within this designation. Utah has received a waiver for additional funds being set aside for incumbent worker programs.

System Reform and Increased Focus on Training

DWS completed a case management system (UWORKS) enhancement that simplified the delivery of training and supportive services for both customers and employment counselors. DWS intends to continue to identify ways to enhance and simplify services. In December 2007, DWS implemented 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 access to their Individual Training Accounts. This system facilitates fiscal accountability and customer convenience. Integration of policy and procedures continues to streamline service delivery. Projects for WIA enhancements are ongoing within UWORKS.

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 comprehensive case management system (UWORKS), the two cornerstones of the integrated system.
- WIA Youth contract providers are part of the One-Stop.

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), DCFS, JJS, USOE, USOR, and Department of Community and Culture / Division of Housing. This group completed the TAL vision by rolling a Federal shared youth vision project for youthful offenders into the efforts to improve coordination for youth involved in the foster care system. The TAL effort is now a broad base of youth-serving agencies with the common vision of ensuring Utah's at-risk youth live successfully as adults.

Increased Use of Flexibility Provisions in WIA

Utah plans to increase the use of waivers, as appropriate. In addition, DWS partners with Higher Education and GOED to leverage resources that promote Utah's economy through training and education.

Performance Accountability and Implementation of Common Performance Measures

Utah has a waiver to report only common measures. Utah sought waiver of the following:

- Seventeen indicators of performance for employment and training activities, including 15 core and two customer satisfaction indicators, as authorized under Sections 129 and 134 of the Workforce Investment Act;
- Four Labor Exchange Performance Measures, authorized under the Wagner-Peyser Act;
- 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 new common performance measures currently being finalized by the Department of Labor (DOL), including three adult and three youth, as well as five other Federal agencies. Utah previously received approval for this waiver and requests for continued approval for Program Year 2011 (see Attachment 7).

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

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 (SYC) is the primary organization responsible to guide and inform an integrated vision for serving youth. SYC 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 former youth participants. This structure promotes collaboration with the intent of connecting the highest risk youth to education and training opportunities that lead to successful employment. The goal is that youth will live successfully as adults.

Utah has a WIA Youth priority system that ensures service to youth most in need. A customized system at the service area 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. TAL initiative improvements resulted in the following enhancements for JJS' youth:

- Broadened community support for youth leaving secure care and re-entering the communities from which they came
- Increased access to resources for training from WIA and Vocational Rehabilitation
- Partnership with Salt Lake Community College in delivering a YouthBuild grant in program year 2009
- Shift career-planning emphasis for incarcerated youth from occurring at the end of their incarceration to the beginning. Creating a laser-focus on youth within 90 days of exiting secure care so each youth has a community re-entry plan that addresses continuing academic and career planning needs.
- 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.

- Promoting 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.

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 with and listen to business, work with the proposed regulatory reform commission, and form partnerships between public and private entities. Defining and reviewing of issues affecting State laws, regulations, and policies occurs for potential modification. The Governor works 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 sectors.

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 Section 189(i) and 192.

When implementing State strategic objectives, if provisions in WIA impede the objective, the State will determine the need to request waivers. DWS will then present potential waivers to the SWIB for input and recommendations prior to formal waiver development. Once the waiver is developed; solicitation of public comment is completed; and, comments are reviewed/incorporated, the waiver proposal is then submitted to the SWIB for review and decision. Once the waiver is approved by the SWIB, DWS then presents the waiver proposal to the Department of Labor for review and decision.

VI. MAJOR STATE POLICIES AND REQUIREMENTS

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))?

State Policies

DWS has consolidated its State policies and procedures into three distinctive policy manuals. The first policy manual is specifically for supportive service programs and includes procedures and resources. The second is a consolidation of WIA, Wagner-Peyser, Trade Act, and other case management funding sources. A separate procedure and resource manual is available for this policy manual. The third policy manual consists of administrative policy and procedures. This consolidation is available via the DWS official webpage to DWS employees and external customers.

DWS instituted a new case editing system in 2010. This system is called Performance Review Team (PRT). These case edits are targeted at identifying potential errors in cases early allowing service providers to take appropriate action. The data collected during this process is then used to determine potential pathway issues and trends. Beyond PRT edits, data validation information is collected to determine statewide compliance.

Data Collection and Reporting Systems

Service providers utilize the following systems in delivering services:

- UWORKS – Integrated web-based case management and job matching system
- eREP – Electronic Resource and Eligibility Product for determining supportive service program eligibility
- ETMC – Employment & Training MasterCard for allocation of training services benefits
- EBT – Electronic Benefit Transfer system for allocation of support services benefits
- eSHARE – A data repository system that collects information from several supportive systems and allows for one location for service providers determining intensive service program eligibility to gather required customer information
- eFIND – A data repository system that collects information from several supportive systems and allows for one location for service providers determining supportive service program eligibility to gather required customer information
- eCLIENT – An electronic imaging system used to hold documents for all customer types
- YODA – Your Online Data Access serves as an online DWS data warehouse. This system will be phased-out during 2011 and replaced with eREPORTS.
- eREPORTS – An online DWS data warehouse system.
- InfoSource – The online warehouse system used to capture policy, procedure, resource, and policy update information.

- www.utahhelps.utah.gov – A website combining the efforts of DWS and the Department of Health that houses an online supportive service application system
- www.jobs.utah.gov – DWS’ official website containing:
 - General DWS Information
 - Workforce Information
 - Job Seeker and Employer Online Services
 - Local Employment Center Locations
 - Unemployment Insurance
- www.utahcares.utah.gov – An online information and referral system, matching a customer’s particular need with resources available in his/her respective location
- www.careers.utah.gov – A system offering online employment and workforce information to customers
- www.utahfutures.org – Utah’s latest online program where customers can complete online assessment, research potential occupations, and find educational institutions offering training in the area they select
- One-Card – Utah is moving towards a One-Card system that would hold supportive service benefits, training service benefits, and unemployment claims
- myCASE – An Internet-based system that allows a customer to ascertain the status of his/her case

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 employment center access and support. WIA Youth contractors are part of Utah’s One-Stop delivery system. Further, Utah has a multitude of services available online.

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 DWS staff responsibility to offer appropriate service at all stages along the career path. DWS has established a *Demand Driven Services Guidance* document, which provides direction for the local employment centers to deliver the services for both job seekers and employers. The DWS website also provides access to online services for both job seekers and employers. Additionally,

Utah abides by the required methods of administration per 28 CFR Part 37, which state, “The recipient 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 online services, which are accessible 24 hours a day, seven days a week. The website allows customers to enter résumés, search for job openings, learn about careers, access economic information, apply for training services, file for unemployment insurance benefits, and find links to other useful resources. Additionally, customers are able to apply online for financial services, food stamps, child care, medical, and other supportive service benefits.

Employers are able to access DWS services online 24 hours a day, seven days a week. Employers can enter job orders, search for qualified job seekers, access economic and wage information, report and pay quarterly taxes, enter New Hire Registry information, and link to Utah’s business websites in order to find useful information about starting and operating a successful business.

DWS information technology and online services staff are continually evaluating the usability and functionality of the DWS website to ensure 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 the demand-driven philosophy into its policy and procedures. DWS policy and procedure directs the use of demand-driven information during the employment and training plan negotiation process with customers. In order to effectively facilitate the use of demand-driven philosophy and information, staff training regarding the demand-driven approach as well as the applying of workforce information is part of the core curriculum for DWS staff. Further, workforce development specialists meet quarterly to coordinate, discuss, and disseminate real time workforce information. Data from workforce information and publications are available and reviewed during quarterly SWIB meetings. Economists provide regular updates to the SWIB. Reviewing of workforce information transpires regularly to ensure knowledge based decisions by the SWIB.

**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 Memorandum of Understanding (MOU) between the Bureau of Apprenticeship and Training (BAT) and DWS ensures integrated apprenticeship opportunities in the statewide workforce investment system. Marketing brochures are available to both employers and job seekers for education and referral to BAT. Certain DWS staff received specialized training in order to be Certified Apprenticeship Representatives (CAR). DWS has State and service area 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

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 employment center staff understand and adhere to Federal, State, and DWS policy and procedures. Employment center staff can readily access all policy and procedures online or they can contact State and service area program specialists to ask questions or obtain policy and procedure clarifications. In addition, supervisors play a very important role in training staff on policy, procedures, and local pathways. DWS has developed a Career Management Service system (CMS) which is a tool that assists each employee in developing his/her individual career paths. CMS includes the ability to evaluate qualifications required by position. Employment center staff may also compare their qualifications with the qualifications of other positions within DWS. CMS provides registration and tracking functions for training and professional development opportunities for all DWS staff.

Employment centers operate throughout Utah. A primary goal of the One-Stop delivery system is to serve as the anchor for a statewide workforce development system in order to effectively respond to the needs of employers, job seekers, and the community. The One-Stop system provides a seamless and comprehensive employment exchange network, which serves as the connecting point for employers and job seekers. An employment center provides direct services or referrals for services through partner agencies to meet the needs of customers. This requires that employment centers develop and maintain strong relationships with partner agencies in order to maintain efficiency and to avoid duplication of services.

DWS staff focus on the same overall goal of helping people obtain the services and support needed to find employment, regardless of which of the four key business processes that they are responsible for - eligibility, employment exchange, employment counseling, or unemployment insurance. Outcome targets ensure DWS achieves the goal of developing the workforce.

Utah's workforce investment system is a demand-driven organization and, as such, all activities directly support service to its customers, both employers and job seekers. DWS has implemented the demand-driven approach to plan and organize services based on the supply and demand concept, where the demand refers to employers needing skilled employees. DWS' goal is to enhance services provided to internal and external customers as it enhances Utah's economy by supporting economic stability and quality of Utah's workforce. DWS provides organizational structures and pathways, which promotes individualized service that is responsive, professional, and compassionate as well as focused on demand-driven principles. Exceptional customer service promotes integration for all endeavors. Each service area manages people and technical resources to minimize customer waiting, provide maximum service on the initial visit, and

minimize customer handoffs. Eligibility, employment counseling, and employment exchange services are provided concurrently to meet the needs of customers.

DWS customers throughout the State can access the same level of service regardless of their location. DWS employment centers have a common look and feel in appearance, including signage. The employment centers have an open environment that is friendly to both internal and external customers. However, service areas have flexibility in establishing pathways. Resources and local needs drive those pathways. In addition to DWS physical locations, many services are now available online at the official DWS website. This website is continually enhanced to provide customers as many self-directed services as possible. In addition to the employment exchange website, DWS also publishes websites specific to unemployment insurance customers and customers receiving supportive services.

In order to continue to provide consistent service, all employment counselors are required to follow State approved policy and procedures. 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 policies and procedures that provide guidelines regarding how workforce development specialists and employment counselors work with their respective customers. The employment counselor and workforce development specialist match employers and job seekers to appropriate employment opportunities. The following list demonstrates integrated policy topics across funding streams:

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

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))?

DWS 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 Sections 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))?

WIA Statewide Activities support the operations of the employment centers and allowable statewide employment and training activities. Reserved funds support programs and administrative functions including the support of UWORKS. Core services to enhance the service area formula funds expended on customer support and training activities; staff training and development; and, capacity building and technical assistance to service areas and contractors are other activities supported by reserved funds, as needed.

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 local employment centers (EC). DWS organizationally restructured in order to better support staff that provide direct services to job seekers. Key workforce assets are under the governor's One-Stop EC domain. Traditional agency fund sources become common model resources that maximize and leverage programs and services by avoiding a duplication of tasks. As One-Stop objectives 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 Mission Statement

"We strengthen Utah's economy by supporting the economic stability and quality of our workforce."

DWS Vision Statement

"We are preparing our customers to prosper now and as the workforce of the future."

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 the State of Utah as a Single Service Delivery Area.

- 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 the decision to form the State of Utah as a Single Service Delivery Area 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 Sections 112(b)(5) and 116(a)(5).**

If a local area makes an appeal, the SWIB will listen to arguments made by a DWS representative and a representative from the appealing area. The SWIB will then vote to determine the outcome. If the outcome does not favor the local area, that area may further appeal to the Governor. If the local area once again disagrees with the outcome of the appeal, it may then appeal to the Secretary of Labor.

B. Local Workforce Investment Boards

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

As the State of Utah is a Single Service Delivery Area, this question does not apply.

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))?

As the State of Utah is a Single Service Delivery Area, this question does not apply.

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 Utah is a Single Service Delivery Area, annual strategic meetings are held between the DWS and the State Workforce Investment Board (SWIB) in order to outline statewide goals. Service area advisory groups provide oversight for consideration of statewide goals within their respective areas. The SWIB and individual service area advisory groups meet quarterly.

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

As the State of Utah is a Single Service Delivery Area, this question does not apply.

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 the Single Service Delivery Area, Utah negotiates one set of performance measures. Within the State of Utah are nine operational area designations. Previously titled regions, these operational areas are now considered Economic Service Areas (service areas) resulting from a DWS structural reorganization. Service areas have advisory groups that provide local input via the State Workforce Investment Board.

- 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 service area advisory groups is to act as operational planning forums in order to share information and provide input as part of the SWIB. Service area advisory groups ensure

that there is a consistent service delivery process throughout 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.

As Utah is a Single Service Delivery Area, this question is not applicable.

**F. Allocation Formulas
(Section 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 percent discretionary formula adult employment and training funds and youth funds pursuant to Sections 128(b)(3)(B) and 133(b)(3)(B).

As Utah is a Single Service Delivery Area, a local distribution formula is not required. The current methodology incorporated treats the 30 percent discretionary funds the same as the 70 percent funds. Wagner-Peyser, WIA Adult, and WIA Dislocated Worker fund core services. The allocation of these three funding sources for intensive and training service uses a weighted formula based upon caseload, level of service, and the rural factor. WIA Youth funds provide activities as outlined in Section 129 of the Act. Staffing costs distribution occurs based on DWS *Cost Allocation Plan*, as approved by the Federal Department of Health and Human Services. All allocated cost adheres to the *Cost 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.

As Utah is a Single Service Delivery Area, a local distribution formula is not required.

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

As Utah is a Single Service Delivery Area, a local distribution formula is not required. The current methodology incorporated treats the 30 percent discretionary funds the same as the 70 percent funds. Wagner-Peyser, WIA Adult, and WIA Dislocated Worker fund core services. The allocation of these three funding sources for intensive and training service uses a weighted formula based upon caseload, level of service, and the rural factor. WIA Youth funds provide activities as outlined in Section 129 of the Act. Staffing costs distribution occurs based on DWS *Cost Allocation Plan*, as approved by the Federal Department of Health and Human Services. All allocated cost adheres to the *Cost 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.**

The SWIB and service area advisory groups are continually involved in funding discussions through regular meetings and through the SWIB Operations and Performance Committee. The SWIB Operations and Performance Committee annually reviews funding allocations as well as the recommended distribution formula.

Service areas review monthly budget reports. Obligation and expenditure review includes the potential of transferring funds between WIA Adult and WIA Dislocated Worker programs. Recommended budget adjustments are presented at quarterly SWIB meetings for determination.

**G. Provider Selection Policies
(Sections 112(b)(17)(A)(iii); 122; and, 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 website. Training providers submit a completed application to the State program specialist. The State program specialist reviews the application for completeness. The State program specialist then presents recommendations to the SWIB. The SWIB votes on the recommendations at the general session for final decision.

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 WIA Section 122 (c)(5). Utah seeks to extend this waiver (see Attachment 3).

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 committee appointed by the SWIB designed the training provider application. Participants included career and technical education, a SWIB employer representative, and representatives from each DWS service area as well as representatives from DWS Legal, Public Affairs, and Workforce Information divisions. The State program specialist then reviewed the application 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 ongoing effort. The SWIB Operations and Performance

Committee reviews all recommended changes to the application. This committee has representation from business, education, labor, advocates, and service areas.

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 for completeness and then presents recommendations to the SWIB. The SWIB votes on the recommendations at the general session for final decision. Additions to the approved provider list occur upon approval of the SWIB. Continuous modifications to provider information, including changes in programs, costs, contact information, and other areas occurs regularly.

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 or termination as an approved training provider, the training provider receives a notice informing them of the decision and an explanation of the reason(s) for the denial or termination. The notice also informs the applicant of their right to appeal the decision as well as the contact information to begin the appeal process. If the training provider elects to appeal the denial or termination, the appeal must be presented in writing. The entity receiving the appeal will hear and discuss all pertinent information at their next scheduled meeting. Denials may occur at the DWS administrative level or via the SWIB.

If the SWIB issued the denial or termination, that body will conduct the hearing at the next regularly scheduled meeting. If SWIB again denies the request again, the appeal process is complete as the SWIB's decision is final. If DWS administrative issued the denial or termination, the hearing request follows Fair Hearing Policy (see 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 Office of Management and Budget Circular A-87. The Utah Division of Purchasing maintains a website that contains advertising for Requests for Proposal. Vendors subscribe to this website to receive notifications or can access the website directly via the Internet. All contracts are reviewed and processed through the Utah 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 on the State Procurement Code and State Administrative Rules websites.

WIA allows the grant recipient (DWS) to deliver the design framework for WIA Youth and Summer Youth Employment Opportunities. Utah received a waiver from the Department of Labor (DOL) in Program Year 2006 allowing DWS to use Individual Training Accounts (ITAs) for youth 18 and older and requests continuation of the waiver with this State Plan submission. Utah received a waiver from the DOL in Program Year 2010 for some of the required youth service elements and requests continuation of the waiver with this Plan submission. DWS seeks to continue this waiver (see Attachment 5). DOL partially waived the requirement in WIA Section 123 that requires providers of youth program elements be selected by competitive bid. Under the waiver, DWS is permitted to directly deliver supportive services, work experience in the form of paid and unpaid internships, and follow-up services. DWS announces a request for proposal for selected WIA Youth services every five years, per the Utah State Procurement Code.

The State Youth Council on Workforce Services (SYC) and service area youth advisory committees provide input regarding framework services and the service delivery models throughout the State. Service area youth advisory committees conduct resource-mapping activities to identify to what extent the youth program elements are available in communities within their respective service areas.

A Request for Proposal (RFP) Committee composed of SYC members and DWS staff create a WIA Youth Services RFP Boilerplate (Boilerplate). It is the responsibility of the service area youth advisory committees to create an RFP evaluation review panel consisting of DWS and advisory committee members. This panel customizes the Boilerplate to meet service area needs, and is the RFP evaluation panel that reviews responses to the RFP and recommends providers.

The State Procurement Office announces a RFP for WIA Youth Services in each DWS service area based on strategies recommended by the service area youth advisory committees. Utah Procurement Code guides the process of identifying qualified respondents and selecting providers. The RFP process complies with WIA Section 123, 20 CFR Part 652 et al. WIA Final Rules, and Utah procurement policy. The following is a summary of the RFP process:

- Service area youth advisory committees 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
- Service area youth advisory committees' evaluation review panel evaluates responses to RFP and recommends provider(s) to State Purchasing
- State Purchasing approves recommendations
- Service area youth advisory committees then approves recommendation(s)
- Service area youth advisory committees recommendation is forwarded to State Youth Council on Workforce Services for approval, then forwarded to the State Workforce Investment Board (SWIB)
- SWIB grants final endorsement of recommended provider(s)
- 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 modes:

- 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; and,
- Other means, as appropriate.

The RFP committee may determine weighting factor percentages, except the cost factor. Awarding of the contract is in accordance with the State of Utah RFP Instructions and General Provisions. Selection may result in a multiple award. Award(s) based on the following weighting factors, unless the RFP committee alters the weight criteria for Operations and Management and Administration:

Weight Criteria

- 45 Percent Operations
- 25 Percent Management and Administration
- 30 Percent Budget

Operations (45 points possible)

- Customer Identification (5 Points Possible)
- Description of Services (35 Points Possible)
- Program Evaluation (5 Points Possible)

Management and Administration (25 Points Possible)

- Data Systems (5 Points Possible)
- Fiscal Operations (5 Points Possible)
- Documentation of Previous Experience (15 Points Possible)

Budget (30 Points Possible)

In the event the RFP process does not result in a qualified provider in a given service area, 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 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, are awarded based on successful monitoring.

The method used to identify effective and ineffective youth activities and providers of such activities is annual monitoring by the DWS Performance Review Team (PRT). WIA Youth service delivery regardless of the contracting entity is monitored in a consistent manner, including fiscal and program compliance as well as utilization of the same monitoring tool. Monitoring results must not exceed a final overall error rate of 12 percent. Contract extension is contingent upon annual monitoring. Results are reviewed at the service area youth advisory committees level. When monitoring is successful, the extension recommendation is reviewed for decision in the following hierarchy order: From the PRT to the service area youth advisory committees to the SYC then to the SWIB for final endorsement. In the event of provider non-compliance, the monitoring team cannot recommend extension; however, the decision to terminate or not extend the contract lies with the service area director. DWS, as the DOL WIA Grant Recipient, has responsibility for contract termination.

H. One-Stop Policies (Section 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 local Employment Centers (EC). Information about services not administered in the EC is available by accessing the Utah Cares Website. Wagner-Peyser captures all core service expenses and a portion is 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.

DWS utilizes a number of methodologies to ensure that it meets performance and quality outcomes, including edits or audits completed by the newly formed DWS PRT, DWS Internal Audit, and State Audit.

In 2010, DWS instituted the PRT tasked with editing 10 percent of all cases statewide on a monthly basis. Individual case edit data is presented to EC management so that any presenting errors can be rectified. Statewide, data is compiled monthly in order to determine functional areas requiring performance improvement. State program specialists then prepare and present trainings. State and service area program specialists meet monthly to review, discuss, and resolve pertinent performance issues.

DWS also utilizes an Internal Audit Division (Internal Audit) to ensure that service contractors meet the requirements of their respective contracts. Internal Audit also coordinates State Audit findings and responses with DOL.

State Audit also ensures that funds are expended appropriately. As such, State Auditors edit 40 to 60 cases annually. State and service area program specialists as well as EC managers and service providers then review errors. DWS then creates an action plan, as necessary, in order to remedy overriding 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: Temporary Assistance to Needy Families, Food Stamps, Medicaid, Child Care, Refugee, Trade Act, 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 staff in the employment centers. In addition, many services are available online at DWS' website. The integrated policies and procedures governing these programs ensure streamlined customer service.

I. Oversight and 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; however, the reporting system utilized by DWS allows for data to be reviewed on service area,

employment center, and employment counselor levels. Use of established benchmarks for continuous improvement occurs at all levels

With the formation of the DWS Workforce Development Division (WDD), PRT was created. This statewide team is responsible for editing files and monitoring programs. Goals of the PRT include:

- Real-time feedback to employment counselors
- Prevention of errors and disallowed costs
- Alignment of Federal program audits and case management reviews

The PRT developed Compliance Review Tools that are program specific and are used at the State level. The following programs are reviewed: WIA Adult, WIA Dislocated Worker, WIA Youth, Temporary Assistance to Needy Families, General Assistance, Refugee, and Trade Act. In addition, the PRT unit has developed quality review tools that will be used at the local level by supervisors and/or service area program specialists. Benefits to this process include:

- Employment counselors receive more case review feedback than in the past
- Case review tools are program specific
- Employment counselors receive real-time feedback

DWS also includes a contract monitoring team within the Division of Internal Audit. The role of the contract monitoring team is to assist DWS in fulfilling some of its responsibilities as a pass-through entity of Federal awards and to provide feedback to various contract management teams on the contractors' fiscal and programmatic compliance with contract requirements.

J. Grievance Procedures

Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers) (§122(g) and 181(c)).

DWS established formal grievance procedures for participants and other affected parties (see 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;

DWS is the One-Stop provider for the State of 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, DWS Memoranda of Understanding (MOU) serve as statewide agreements. Service areas form Local Area Agreements for individual service delivery pathways. If a dispute arises from or relates to the terms and provisions of a MOU, and if the dispute cannot be settled through good faith negotiations, the SWIB or any One-Stop partner may request mediation in writing to the DWS Director of Adjudication. The DWS Director of Adjudication will then immediately notify the SWIB Chair in writing if mediation is required. Within 15 days, the SWIB 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 hearing closure. The decision of the arbitration panel is binding. The panel will have no authority to award monetary damages. If a One-Stop partner fails or refuses to abide by the arbitration panel decision, the SWIB will notify the State agency responsible for administering the One-Stop partner's program. Further, DOL as well as any other Federal agency with responsibility for oversight of that One-Stop partner's program will be advised of the partner's unwillingness to participate in the MOU. Continued refusal by a One-Stop partner to execute a MOU will cause that partner's SWIB membership to terminate.

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

As Utah is a Single Service Delivery Area, this question is not applicable.

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

During the negotiation of an On-the-Job Training (OJT) worksite learning experience, the employer agrees to 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, a reallocation policy is not necessary. Obligation and expenditure requirements are at the State level. DWS requires that service areas meet those requirements separately. If one service area is not meeting expenditure or obligation requirements, DWS transfers funds to a service area 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 percent) between the Adult and Dislocated Worker funding streams at the local level;

DWS is a Single Service Delivery Area. DWS has enjoyed a 50 percent transferability of WIA Adult and WIA Dislocated Worker funding streams. The SWIB approves any transfer of funds between funding streams. DWS seeks to continue in this waiver for the duration of this State Plan (see Attachment 6).

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;

After its functional reorganization, DWS integrated Workforce Development Division policies, procedures, and resources in order to provide equal access and comparable service to the following distinctive groups: displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals, and other individuals with multiple barriers to employment and training.

In order to provide seamless service to all customers, DWS policy is integrated into one manual and is not broken out by distinctive populations. Through eligibility and assessment, the priority of service for these populations is determined; and, as such, customers are empowered to work through their identified barriers to achieve employment and career advancement.

Utah Displaced Homemaker Program:

DWS administers the Utah Displaced Homemaker Program (UDH) according to Utah State Code Section 35A-3-114. Integrated DWS policy states, "The purpose of the 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 via referral:

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

Choose to Work Program:

The Choose to Work (CTW) program is a cooperative service between the Utah State Office of Vocational Rehabilitation and DWS geared at providing job development, job placement, and follow-up services to individuals with disabilities. The goal of CTW is to move job seekers with disabilities into the workforce by providing individualized job development and placement

services to customers who might not otherwise obtain employment without intervention. CTW services integrate with other service deliver operations.

Services to Low-Income Individual:

DWS offers three specific programs to low-income individuals. These programs are Temporary Assistance to Needy Families, Temporary Assistance to Needy Families Non-Family Employment Program, and Temporary Assistance to Needy Families / Needy Families.

The purpose of the Temporary Assistance to Needy Families Program (TANF) is to empower families to increase their income and become self sufficient through employment, child support, and/or disability benefits. Within Utah, the TANF Program is called Family Employment Program (FEP) and serves parents with dependent children residing in their own home, as follows:

- 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.
- Employment counseling services to all eligible parents.
- Social Work Services.
- Childcare services, provided to FEP participants to participate in employment plan activities.
- FEP training services.

The purpose of the Temporary Assistance to Needy Families Program for Non-Family Employment Program (TANF Non-FEP) is to assist customers with dependent minor children residing in the home gain skills or education that increases their capacity to obtain, maintain, and enhance employment that will lead to increased income and a higher level of self-sufficiency. Services offered include

- Employment counseling
- Assessment
- Funds to help pay for Basic Education, Adult Education, General Education Degree, English as a Second Language, Youth Tutoring / Dropout Prevention, and Alternative School
- Funds to help pay for Occupational Skills Training, including Classroom and Distance Learning
- Funds to pay for Worksite Learning Opportunities, including On-the-Job Training, Youth Unpaid Internships, and Apprenticeship
- Limited supportive services

The term Temporary Assistance to Needy Family / Needy Family (TANF Needy Family) describes a population that can be served using TANF funds. These services are provided via a contractual agreement with an external provider and are available to families with dependent minor children living in the home. Services provided to this population may include case management, English as a Second Language, and skills training.

Non-Traditional Employment:

Employment counselors and customers negotiate appropriate employment plans based upon the following:

- Customer preferences, to include non-traditional employment and targeted industry information;
- Available program resources;
- Customer supportive service needs;
- Customer skill level and aptitudes, including previous employment and educational experience;
- Workforce information; and,
- Customer job readiness.

Older Workers:

The Utah 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 USOE and the State Youth Council on Workforce Services, DWS defines the sixth youth eligibility criterion as "youth at risk." The following characteristics identify youth at risk:

- Out of school youth
- School drop out
- Basic skill deficient
- Foster child
- Aged out of foster care at 18, or received 12 months of TAL services after age 14
- Homeless/runaway
- Refugee youth
- Migrant youth
- Child of incarcerated parent(s)
- Native American youth
- Chronic behavior problems in school
- Family illiteracy
- Offender
- Pregnant/parenting
- Victim/witness of domestic violence or victim of other abuse
- Veteran
- Substance abuse

- Limited English proficiency
- Lacks occupational goal/skills
- Disabled

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

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 (Sections 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, Memoranda of Understanding, blending of services by two or more State agencies, access to service information through the Utah Cares website, and self-directed services available via the DWS webpage. Staff members from Easter Seals, Job Corps, Office of Recovery Services, and Medicaid are located in several Employment Centers (ECs).

2. How are youth formula programs funded under Section 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 DWS ECs. Youth policy integrates into the WDD policy and procedures. All entities delivering youth services follow established policy and procedures as well as use UWORKS.

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

All ECs are required to offer core, intensive, and training services. In addition, ECs offer services or provide information regarding Health Coverage Tax Credit, Trade Act, Temporary Assistance to Needy Families, Food Stamps, Child Care, General Assistance, and Medicaid. Application for support service program is available online. Further, customers seeking Unemployment Insurance (UI) receive assistance online or via the UI 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 statewide via the Internet:

- Self-directed online services
 - Registration for services
 - Résumé repository
 - Orientation and application process for intensive and training services
 - Job matching

- Workforce information
- Utah 211
- Career planning through UtahFutures
- Unemployment Insurance
- Application for supportive services
- Business Services
- Staff assisted services
 - Comprehensive case management system (UWORKS)
 - Online policies and procedures
 - DWS Intranet for resources, training, and frequently asked questions

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 *Demand Driven Services Guidance* (see Attachment 1). This guidance provides a standardized delivery model.

Operationally, all employment counselors need to ensure their activities are consistent with DWS mission, vision, and strategic goals. Core, intensive, training and business services focus on strengthening Utah's economy by supporting the economic stability and quality of our workforce. A primary goal of Employment Centers (ECs) is to serve as the anchor for a statewide workforce development system that will effectively respond to the needs of employers, job seekers, and the community. 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 all 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 customers receiving staff-assisted services complete an assessment. The 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. The assessment is a continuous cooperative process with customers as they develop skills through employment activities.

All ECs have established Job Connection Areas that serve as resource centers. They are available to all customers for self-directed or online services. DWS Connection Team staff provide 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 industries and occupations to target in working with partners in business and education to ensure skills training is available, and in working with job seekers during employment planning in order to allow them to make informed choices.

DWS has adopted a demand-driven approach and workforce information is a key component. The main goals of this approach include:

- Supporting employers to grow a competitive workforce;
 - Forging partnerships between workforce systems, community colleges, applied technology centers, and employers; and,
 - Placing special focus on high growth, high demand industries.
- 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 statistic information to customers of the One-Stop system through the workforce information page on the DWS website. Analysis of data collected and published for the Bureau of Labor Statistics' State and 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.

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.

Utah is continually improving its workforce information web page. Making workforce and occupational information available online greatly expands customers' access to this information. The website contains data, publications, pages for Utah's counties, and hot links to other States' workforce information websites. Utah has worked closely with education and other State agencies to develop UtahFutures, which highlights workforce information. This expands easy access to workforce 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 UtahFutures, 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 through UtahFutures.

DWS provides information about occupations that require licenses for the Licensed Occupations Information System in order to support Employment and Training Agency websites and systems. This information is also available on the DWS workforce information website.

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 director of DWS' Workforce Research and Analysis Division reports directly to the DWS Executive Director who is appointed by the Governor. This direct line ensures that Utah's workforce information system and its grant activities are consistent with the strategic vision of the Governor. The DWS Deputy Directors, Executive Director, and DWS staff work closely with the SWIB to gain approval and ensure that grant activities support the SWIB strategic vision. DWS management work closely to ensure that goals are consistent across DWS, the SWIB, other State agencies, and the Governor.

DWS Workforce Research and Analysis staff works closely with the front-line staff, including service area directors, workforce development specialists, and employment counselors to ensure products and services are meeting customer needs and supporting DWS goals. Utah also maintains a close working relationship with education through its participation on the UtahFutures Steering Committee and the Utah Data Alliance. Utah works with local chambers of commerce and economic development agencies to meet the needs of business customers. DWS primarily gathers customer feedback through focus groups, surveys, reports of website use, and feedback sheets. Customers are encouraged to provide feedback on all publications and services. All of these combined activities provide information—used to produce, create, and continually improve 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 workforce information, including county and statewide economic conditions, occupational wages, and unemployment rates. DWS also maintains and continually improves the Utah Economic and Labor Market Information webpage. DWS provides information about occupations that require a license and publishes a bi-monthly newsletter for the State and quarterly information at the service area level. DWS provides presentations about Utah's economy to community and business groups and the public. DWS provides economists to each service areas to support service area advisory groups.

DWS delivers workforce information as core services to customers through the State's One-Stop service delivery system. Information on the website includes the Utah Economic Data Viewer and all publications. Hard copy publications used in employment centers include *TrendLines*, the *Adult Career Guide*, the *Women's Career Guide*, the *Older Workers Career Guide*, and *Utah Job Outlook*. DWS also provides training for employment 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 DWS customers receive current information, Utah developed Utah Careers website in cooperation 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 providing current workforce information, education data, targeted industry and occupation information, and 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

(Section 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 Section 134(d)(2).**

All customer types, including WIA Adults and WIA Dislocated Workers, are encouraged to utilize a wide range of core services to meet their employment and supportive services needs. Additional details are available in DWS' *Demand Driven Services Guidance* (see Attachment 1).

Core services include:

- Registration for Services
- Initial Interview
- Job Search and Placement Assistance
- Career Counseling
- Workforce Information
- Child Care Resource and Referral Services
- Job Development
- Unemployment Insurance Claim Filing Information
- Adult and Dislocated Worker Follow-up Services, as appropriate
- Workshops
- Assistance in Applying for Supportive Services
- Testing
- Workplace Essential Skills
- Self Directed Services
- Rapid Response Services
- Bonding

- 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.**

Self-service is available from any location via the Internet. Self-directed online services include:

- Registration for Services
- Résumé Repository
- Job Matching
- Workforce Information
- Utah 211
- Career Planning via UtahFutures
- Unemployment Insurance Information and Services
- Application for Supportive Services
- Supportive Services Case Information

Employment centers facilitate self-directed services, including all self-directed services listed above. Self-directed services may be staff-assisted based upon customer needs.

Staff-assisted services allow for employment counselors to provide support 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 allows DWS the ability to provide integrated services to WIA Adults and WIA Dislocated Workers. These services are also available for core customers and include online services, workforce information, customer registration for services, workshops, supportive service eligibility determination, employment exchange, job referrals, service referrals, initial interview, and a comprehensive job connection area. DWS continually seeks ways to improve customer service. Further details are available in *Demand Driven Services Guidance* (see Attachment 1).

Referring customers to One-Stop partners is appropriate when the service is not available from DWS. DWS staff are skilled in identifying community resources that will assist the customer in meeting his or her needs. Referrals to these services include electronic referrals from UWORKS, Utah 211, community partner pamphlets, and coordinating telephone calls.

2. Intensive Services

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

DWS provides intensive services when a customer's need is unmet through core services. Intensive services may require an eligibility determination. Employment counselors explore all possible service options in order to meet the needs of the customer. Intensive services include:

- Assessment
- Development of a negotiated employment plan
- Individual employment counseling and career planning
- Case management services
- Formal assessment
- Supportive services
- Basic skills remediation

3. Training Services

(Section 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.**

Through a resolution by the Governor, DWS integrated multiple programs in order to leverage program funding and resources as part of the operational structure. This coordination allows for multiple programs to be accessed by the same customer thereby eliminating duplication of services. One example of coordination and leveraging of funds leading to program efficiency is demonstrated by an individual meeting Temporary Assistance to Needy Families (TANF)

eligibility requirements and then receiving core, intensive, and training services funded by TANF rather than WIA. This integrated philosophy leaves more WIA funds to assist DWS customers who do not meet the eligibility requirements for supportive service programs like TANF. The use of multiple funding streams allows DWS to provide more services to assist job seekers in developing necessary skills in order to secure employment in targeted occupations thereby benefiting employers who have access to skilled workers. WIA Youth customers also benefit from an integration of services through co-enrollment. One example of efficiency is found with the Education Training Voucher (ETV) program where a customer can receive training funds via ETV while WIA covers case management costs. DWS also supervises ETV funded staff called ETV Navigators whose responsibilities include:

- Working with DCFS, DWS, and WIA providers to identify potentially eligible youth
- Assisting youth with preparing for WIA/ETV eligibility appointments
- Advocating on behalf of potentially eligible and eligible youth with community and educational providers

The ETV Navigators work independently and use judgment when utilizing DCFS, DWS, WIA, and community resources to assist customers. ETV Navigators do not have a caseload, but assist customers who are case managed by employment counselors. Their role is pivotal in helping ETV eligible youth with navigating the complexities of successfully accessing educational, career planning, and other services.

b. Individual Training Accounts

In May 2008, DWS implemented the Electronic Benefits Transfer (EBT) replacing the voucher system. Individual Training Accounts (ITAs) follow the EBT system for WIA and other funded training services. The ITA is obligated for the amount necessary in order for the customer to complete the approved training. As necessary, funds are transferred to the new service area location if the customer moves to a different State service area. Once a customer receives an invoice from the Eligible Training Provider (ETP), the employment counselor loads the funds onto the EBT card. The funds loaded onto the card are restricted and can only be accessed at an ETP. To make payment, the customer then swipes the card at the ETP's location. The EBT system allows for a more timely electronic transmission of obligated ITA funds for customer to use at his or her selected training institution. In addition, ETPs benefit by receiving payment timely. Creating further efficiencies, DWS applied for and received a waiver for ITA's for youth customers. DWS requests an extension of this waiver (see Attachment 4).

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

The obligated amount for an individual customer must fall within the State limit and is determined based upon the customer's assessment and negotiated employment plan. The assessment includes a financial determination of the customer's available educational grants, including financial aid, scholarships, tuition reimbursement, and other resources. Employment plans differ for each individual, depending on their unique needs and goals.

- 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 its partners in education and business in order to establish plans to mitigate skill shortages. DWS participates in a partnership with education including representatives from the Utah State Office of Education, including Vocational Rehabilitation, Adult Education, Board of Regents, and Higher Education to identify strategies, align curriculum with available occupations, coordinate services, and exchange data.

One of the outcomes of this partnership is the use of UtahFutures. UtahFutures is a comprehensive career information system developed by a non-profit company called intoCareers at the University of Oregon. UtahFutures was selected through a competitive bid process.

Members from these partnership agencies, including the State Library, oversee and guide the maintenance and enhancements for UtahFutures. UtahFutures is used in all Utah public schools and is offered to private and charter schools as the State career information system. Once students graduate, they can continue to access their portfolios as they move to post-secondary education and/or the workforce. DWS, Adult Education, and Vocational Rehabilitation are incorporating UtahFutures as a tool for employment counselor to use with customers. The Board of Regents works with its colleges to incorporate UtahFutures into their counseling processes.

The system is truly a demand driven tool, as it guides users through career exploration and training opportunities associated with jobs in demand and current economic realities. It allows users to have integrated access to workforce information and highlights Utah specific career planning activities and opportunities. The vision of UtahFutures is to provide Utah residents with a career and education planning, development, and job seeking tool that can be use throughout their education and work lives.

- 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 DWS staff negotiations with the customer, workforce information, including labor market, occupations in demand, and occupations projected to have high-growth and life sustaining wages, is provided to the customer so that the customer can make the most-informed decision. In addition, each service area created a list of training programs that lead to high-growth, high-demand occupations. These lists were developed in conjunction with DWS economists and state administrative oversight. DWS' preference is that customers select from this list; however, customer choice remains paramount and as such, 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 \$4000 per exposure. That funding limit can be exceeded via supervisor waiver up to a total of \$8000 per exposure. Actual classroom training is limited to two years. Supervisors have the authority to extend the time limit, as appropriate. Employment counselors meet with customers regularly to review educational 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 Bureau of Apprenticeship Training 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 falls in the religious arena, the appropriateness for this choice would be determined following the standard process, including determining if the career is in a demand occupation and ensuring that the customer meets all eligibility requirements. If these criteria are met, the training is approved. Employment counselors utilize Workforce Development Division Policy Section 710-4, *Moving from Intensive to Training Services*, when determining appropriateness for training services.

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)).

Upon determination of a training provider's approval notification to staff, updating of approved provider list and UWORKS occurs immediately. Employment counselors assist customers in selecting appropriate providers for post-secondary education.

The following information regarding approved training providers is available on the DWS website when it has been provided by the educational institution:

- Program completion rates for all individuals enrolled.
- Percentage of all individuals enrolled who obtain unsubsidized employment.
- Wages at placement for all individuals enrolled.
- 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, and Novell Network Engineer).
- Program costs including tuition and all fees.

c. On-the-Job (OJT) and Customized Training

Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training (§112(b)(17)(A)(i) and 134(b)).

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

DWS views training Utahns as an investment into the State labor pool. DWS values making Utah's workforce more marketable and, as such, will continue to collaborate with private and public sector training institutions to meet training demands.

ii. Describe how the State:

- **Identifies OJT and customized training opportunities;**

DWS workforce development specialists, job developers, and employment counselors work with local employers to establish On-the-Job Training (OJT) sites. Employment counselors identify potential customers that are suited for OJT opportunities. The employment counselor, workforce development specialist, and job developer matches 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;**

Workforce development specialists and job developers contact new and existing employers in the community to provide them with a packet of information explaining the DWS services. One of the services discussed is OJT opportunities and the value of these services. Employers utilizing self-directed services also have access to all information regarding OJT via DWS' official website.

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

DWS research analysts and workforce development specialists, work with DWS partners in high-growth, 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 occupations in demand and then compares the skills needed to the skills offered at 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 SWIB holds round table discussions with employers in targeted sectors. These discussions include 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.

4. Service to Specific Populations (Section 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, migrant seasonal farm workers, women, and minorities as well as 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).**

After its functional reorganization, DWS integrated WDD policies, procedures, and resources in order to provide equal access and comparable service to the following distinctive groups: displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals, and other individuals with multiple barriers to employment and training.

In order to provide seamless service to all customers policy is not broken out by distinctive populations. Through eligibility and assessment, the priority of service for these populations is determined; and, as such, customers are empowered to work through their identified barriers to achieve employment and career advancement.

Utah Displaced Homemaker Program:

DWS administers the Utah Displaced Homemaker Program (UDH) according to Utah State Code Section 35A-3-114. Integrated DWS policy states, "The purpose of the 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 via referral:

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

Choose to Work Program:

The Choose to Work (CTW) program is a cooperative service between the Utah State Office of Vocational Rehabilitation and DWS geared at providing job development, job placement, and follow-up services to individuals with disabilities. The goal of CTW is to move job seekers with disabilities into the workforce by providing individualized job development and placement services to customers who might not otherwise obtain employment without intervention. CTW services integrate with other service deliver operations.

Services to Low-Income Individual:

DWS offers three specific programs to low-income individuals. These programs are Temporary Assistance to Needy Families, Temporary Assistance to Needy Families Non-Family Employment Program, and Temporary Assistance to Needy Families / Needy Families.

The purpose of the Temporary Assistance to Needy Families Program (TANF) is to empower families to increase their income and become self sufficient through employment, child support, and/or disability benefits. Within Utah, the TANF Program is called Family Employment Program (FEP) and serves parents with dependent children residing in their own home, as follows:

- 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.
- Employment counseling services to all eligible parents.
- Social Work Services.
- Childcare services, provided to FEP participants to participate in employment plan activities.
- FEP training services.

The purpose of the Temporary Assistance to Needy Families Program for Non-Family Employment Program (TANF Non-FEP) is to assist customers with dependent minor children residing in the home gain skills or education that increases their capacity to obtain, maintain, and enhance employment that will lead to increased income and a higher level of self-sufficiency. Services offered include

- Employment Counseling
- Assessment
- Funds to help pay for Basic Education, Adult Education, General Education Degree, English as a Second Language, Youth Tutoring / Dropout Prevention, and Alternative School
- Funds to help pay for Occupational Skills Training, including Classroom and Distance Learning
- Funds to pay for Worksite Learning Opportunities, including On-the-Job Training, Youth Unpaid Internships, and Apprenticeship
- Limited supportive services

The term Temporary Assistance to Needy Family / Needy Family (TANF Needy Family) describes a population that can be served using TANF funds. These services are provided via a contractual agreement with an external provider and are available to families with dependent minor children living in the home. Services provided to this population may include case management, English as a Second Language, and skills training.

Non-Traditional Employment:

Employment counselors and customers negotiate appropriate employment plans based upon the following:

- Customer preferences, to include non-traditional employment and targeted industry information;
- Available program resources;
- Customer supportive service needs;
- Customer skill level and aptitudes, including previous employment and educational experience;
- Workforce information; and,
- Customer job readiness.



Older Workers:

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

Veterans:

Job seeking military service members, veterans, and eligible spouses are identified at his/her initial point of contact and routed to appropriate internal or external resources in order for that individual to receive services. This includes providing those groups identified to receive special consideration, such as service connected disabled veterans, transitioning service members, economically disadvantaged, and/or educationally disadvantaged veterans. This ensures that veteran priority of service is provided to all covered persons. Those in need of intensive services are referred to the Disabled Veteran Outreach Program Specialist known as a DWS Veteran Representative located in One-Stop Centers throughout DWS.

Migrant and Seasonal Farm Workers:

The Migrant and Seasonal Farm Workers (MSFW) activity is under the oversight of the State Monitor Advocate. The State Monitor Advocate provides training, information, technical assistance, and support to DWS to ensure compliance with equity of service and minimum service standards established by Federal regulations. 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) who is the provider of the WIA 167 Farm Worker Jobs Program, referred to as "Utah Farm Worker Program." This coordination allows documented migrants opportunity for access to One-Stop Services.

Outreach to the MSFW population with Utah is coordinated with the Utah Migrant and Seasonal Farm Worker Coalition (Coalition). The Coalition is comprised of government, non-profit, and private entities that provide services to MSFW. The Monitor Advocate attends the monthly Coalition meeting and actively participates with Coalition activities.

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:

- Interpretive Services Poster and Flyers in DWS 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.
- The Utah Cares website is available in Spanish.

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

Online training is available to all service providers and is a required course for new DWS employees. Training includes definitions of Limited English Proficiency (LEP); DWS Administrative Policy specifically Americans with Disability Act and LEP requirements; DWS interpretive services pathway; interpretation contracted resources; Equal Opportunity contacts; and, a review of the 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 and/or English as a Second Language customers. DWS' unemployment insurance and support service eligibility call centers have Spanish options available 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 Centers in staff-assisted and self-directed modes. DWS services are 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.

The objective of Utah's Worker Profiling and Re-employment Services is to identify claimants who are most likely to exhaust UI compensation and match those claimants with needed reemployment services to aid in the rapid return of productive reemployment. Worker profiling and reemployment services are available to dislocated workers soon after they file their initial UI claim.

Profiled claimants identified as most likely to exhaust are required to complete an online orientation and assessment. Depending on claimant-identified needs, a formal assessment may be completed, and an employment plan established to achieve reemployment. Profiled services available include in-person staff assisted services, testing, reemployment assessment, job search and placement, occupational and skills transferability, vocational counseling, labor market or career resource information, workshops, and other intensive or training services.

A customer who does not participate in required online orientation and assessment as directed, will have UI benefits terminated until the customer demonstrates participation. Customers have appeal rights in accordance with the Secretary's Standard for Claim Determination. DWS tracks individual customer reemployment participation and assures reporting and evaluation requirements.

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

Claimants receive work search instructions when they file new claims or re-open existing claims. Reinforcement of these instructions occurs by electronic correspondence, access to information through “My UI Account,” written materials, and filing weekly claim questions. Claimants are required to have a complete registration with DWS job match system. If a claimant fails to do so, a stop will be placed on the UI claim until the claimant has completed the full registration process. All claimants without a “work search deferral/waiver” are required to register for work with DWS.

Evaluation of claimant’s work search activities occurs during eligibility reviews, which may include random verification with employers. Claimants have access to several feedback venues. Feedback occurs through online chat, UI claim center staff, staff assisted help-line, and through the appeals process. Employment center staff are available to assist claimants with the work search registration as well as provide information and informal feedback.

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

DWS provides rapid response workshops through the State Dislocated Worker Unit (DWU) in coordination with service areas to customers identified through WARN and other notifications, as well as companies certified under the Trade Act. These workshops instruct customers regarding WIA, Trade Act, and all other DWS services. DWS policy encourages co-enrollment in multiple funding streams when appropriate. If the customer is enrolled in Trade Act, policy highly recommends co-enrollment in WIA Dislocated Worker to ensure the customer can access supportive services as needed.

- 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 partners in education and business to identify skill gaps and to establish plans to mitigate the skill shortage. UtahFutures exemplifies this partnership. UtahFutures is used by all Utah public schools and is offered to private as well as charter schools. Once students graduate, they can continue to access their portfolios as they move to post-secondary education and/or the workforce. DWS, Adult Education, and Vocational Rehabilitation are incorporating UtahFutures as employment counselor tools to use with customers. The Board of Regents is working with its colleges to incorporate it into their counseling processes. The system is truly a demand driven tool, as it guides users through career exploration and training opportunities associated with jobs in demand and current economic realities. The vision is to provide Utah

residents with a career and education planning, development, and job seeking tool that they can use throughout their education and work lives.

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

- Unemployment Insurance
- Employment Center Services
- Self-Directed Services via DWS' website
- Dislocated Worker and Trade Act Services
- Workforce Information
- COBRA & Other Health Insurance Options
- Financial Planning
- 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 individuals with disabilities on the DWS intranet website. DWS along with USOR continue to collaborate in the administering the CTW program. The purpose of this program is to provide people with disabilities job development and job placement services to assist them in gaining employment. Both DWS employment counselors and USOR rehabilitation counselors make referrals to designated CTW employment counselors in each service area. Both USOR and DWS fund CTW employment counselors who provide services to both DWS and USOR case managed referrals. When employment counselors serve a customer from both entities, they develop a single employment plan through a collaborative-coordinated service effort. All parties participate in case staffing meetings.

The Cooperative Agreement between USOR and DWS outlines the goal to provide Utah job seekers with disabilities equal and effective access to services offered through Utah's Workforce Development System. This includes accessibility to employment centers and program. The partnership between the agencies helps develop a bridge for customer referrals.

The annual Jobs for Veterans State Grant, funded by the Department of Labor Veterans and Employment Service, requires that veterans with service connected disabilities and eligible spouses receive intensive services to assist them in obtaining and retaining employment. The Veteran Representatives found throughout service areas provide these intensive services.

DWS has developed pathways with the Department of Veteran Affairs Vocational Rehabilitation and Employment (VR&E) Services to provide job seeking assistance prior to, during, and after the implementation of their VR&E Rehabilitation Plan. These pathways direct the veterans to DWS Veteran Representatives for intensive services.

- 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 Local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Program Specialist (DVOP) are known as Veteran Representatives within DWS. Veterans Representative DVOPs provide employment services and outreach services to eligible veterans, as described in Title 38 U.S.C. The LVER Veteran Representative directly provides the Transitional Assistance Program (TAP).

Services provided by both LVER and DVOP Veteran Representatives focus on disabled veterans; veterans completing training under the Department of Veterans' Affairs, Vocational Rehabilitation and Employment Service program; recently separated veterans; and veterans with barriers to employment. Special emphasis is placed on the delivery of employment services to those veteran populations traditionally disadvantaged in the local labor market as evidenced by greater unemployment rates than their veteran or non-veteran counterparts. These groups include but are not limited to disabled, ethnic minority, female, homeless, military separates, and economically disadvantaged, and educationally disadvantaged veterans. Veterans are able to receive guidance that is more comprehensive via assessment, counseling, and placement services. These services achieve performance standards established by the Veterans Employment and Training Services.

TAP offers specialized services to veterans at Hill Air Force Base (HAFB) in Ogden, Utah in order to help separating military personnel and their spouses make the transition to civilian life. TAP consists of a four-day workshop offering intensive training on issues such as transferring military skills to the civilian workplace, seeking employment, civilian hiring practices, applications, interviewing techniques, résumé writing, and other related skills for securing employment. DWS Veteran Representatives / LVERs conduct the workshops twice a month at HAFB.

The DWS Veteran Representative's roles and responsibilities are as follows:

- Provide and document intensive services to veterans using UWORKS. These services may include any combination of the following:
 - Provide and conduct assessments (formal and informal) on an ongoing basis;
 - Develop, negotiate, and document employment plans;
 - Provide and conduct career guidance;
 - Coordinate supportive services in coordination with other DWS staff;
 - Provide and conduct job development according to local pathways;
 - Provide job referrals;
 - Provide connections to appropriate workshops, as available;
 - Determine eligibility and appropriateness for training services and/or make appropriate referrals; and,

- Follow existing DWS policies and procedures.
- Assist other DWS staff in serving the veteran population, focusing on the following areas:
 - Understanding veteran priority of service requirements;
 - Understanding veteran preference;
 - Understanding veteran resources and pathways to access those resources; and,
 - Field other questions that arise as veteran customers receive services.
- As needed, provide traditional LVER responsibilities, such as:
 - Establish, maintain, and facilitate contact with employers to development employment and training opportunities for the benefit of veteran job seekers. This may include:
 - Participating in job fairs;
 - Contacting employers in order to develop jobs for specific veterans; and,
 - Advocating for veteran employment by attending and participating in government, non-profit, and private groups that coordinate, provide, and develop veteran services.
 - Coordinate the provisions of services with employment center managers.

It is vital to note that the traditional LVER roles and responsibilities are completed by other DWS staff according to local area pathways. This necessitates constant coordination between the Veteran Representatives and other DWS staff to ensure attainment of the employment and retention of employment outcomes for veteran job seekers.

- 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 dated May 29, 2003 which provides guidance on methods of complying with the Federal rule.**

In accordance with Department of Labor regulations, DWS offers services to persons with Limited English Proficiency (LEP). DWS program specialists, community liaisons, and Equal Opportunity Officer continue the ongoing efforts of providing equal access for persons with LEP.

DWS 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 - eREP and UWORXS. The application for services asks two questions, outlined as follows:

- “What is the primary language spoken in your household?”
- “Are you limited English proficient?”

Each system has an LEP indicator and the primary language spoken field. These indicators provide the Equal Opportunity Officer, program managers, program specialists, and DWS 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.

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:

- 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.
- The Utah Cares website is available in Spanish.

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

Online training is available to all employment counselors and is a required course for new DWS employees. Training includes definitions of LEP; DWS Administrative Policy specifically Americans with Disabilities Act and LEP requirements; DWS interpretive services pathway; interpretation contracted resources; Equal Opportunity contacts; and, a review of the 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 and/or English as a Second Language customers. DWS unemployment insurance and support service eligibility call centers have Spanish options available 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 Centers in staff-assisted and self-directed modes. DWS services are offered without discrimination and with the intent of providing the highest level of service to the most in need.

- 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 number of Migrant and Seasonal Farm Workers (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.**

DWS services are available to all customers in all areas of the State through Utah's One-Stop system. These services are staff-assisted and/or self-directed. Services are offered without discrimination and with the intent of providing the highest level of service to the most in need. The State Monitor Advocate reviews DWS services quarterly to ensure that the required equity of service and minimum service levels are provided.

Employment center staff regularly review MSFW job seekers data to ensure they thoroughly understand the MSFW federal definition. The State Monitor Advocate coordinates outreach efforts with the Utah Migrant and Seasonal Farm Worker Coalition, which is comprised of government, non-profit, and private providers of services to MSFWs. It is expected that approximately 300 MSFWs will be contacted through these efforts. The WIA Youth service priority system continues to identify 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. Therefore, all operational areas follow priority of service criteria. DWS considers veterans a priority service group and as such this population receives services first. The second service group is public assistance recipients and low-income 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 dated September 16, 2003?**

DWS 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

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

- 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 DWU is responsible for providing Statewide Rapid Response Services in coordination with impacted service areas. The DWU works closely with the SWIB, service area Advisory Councils, and Chief Elected Officials. The SWIB has access to reports on WARN and Rapid Response activities, including the number of layoffs and worker dislocations. This information assists the SWIB in making policy recommendations and solidifying the coordination process. The two-way flow of information between service area staff and the DWU ensures the dissemination of information.

The DWU provides rapid response to companies experiencing permanent layoffs affecting 15 or more workers due to events such as plant closures, mass layoffs, or natural disasters. For layoffs less than 15, the impacted service area determines the type of service area response. Service area staff are invited to attend and/or participate in Rapid Response activities within their respective service area and provide backup for the DWU in providing Rapid Response when necessary. DWS ensures that the appropriate 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)?**

The DWU receives and has oversight of layoff and closure notifications including notices issued under the Worker Adjustment and Retraining Notification Act (WARN). Once the DWU is notified of a pending layoff or closure, Rapid Response services are triggered, immediate employer contact is made to verify layoff or closure status and to determine appropriate services, including petitioning for Trade Act as appropriate. DWU's goal is to provide onsite intervention services prior to layoff or 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 Dislocated Worker Unit (DWU) verifies layoff or closure, identifies dates of layoff, and negotiates onsite workshops with employers. Standard negotiation with employer is to encourage Rapid Response be conducted onsite prior to layoff, using employee release time. The 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
- DWS employment exchange website, including posting a résumé and searching for employment
- Employment Center Services
- Dislocated Worker and Trade Act Services
- Workforce information
- COBRA and Other Health Insurance Options
- Financial Planning

During the initial employer contact, potential Trade Act impact is determined and, as appropriate, the petitioning process is initiated. Rapid Response workshops include information regarding the Trade Act when appropriate. If Trade Act certification occurs after the layoff, a rapid response Trade Act specific workshop is scheduled and workers are notified using the Trade Act impact list. Rapid Response refers workers to employment centers to determine the appropriate mix of services.

The DWU and Rapid Response Team coordinates layoff or closure information with workforce development specialists, in order to assess the need for specialized job fairs. The goal is to match the layoff company with companies seeking to hire workers. Workforce development specialists promote and market Rapid Response and WARN to employers 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 Rapid Response workshops on workers in order to register them in the DWS case management system expedites customer service. The case management system identifies Rapid Response services, core services, company information, and layoff information. This data is used by employment counselors in determining WIA Dislocated Worker eligibility.

- 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?**

DWS' integrated service delivery design allows Rapid Response to function as a business service from first employer contact. Rapid Response offers the continued process of transitioning workers to new employment, referrals to employment centers, and acts as a liaison between employers displacing workers and workforce development specialists. Rapid Response seeks to assist in identifying employers who are hiring and coordinate 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, and economic development 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?**

Workforce development specialists use a broad range of employer and business partnerships with chambers of commerce, 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 and closure information. Upon receiving information regarding a pending layoff or closure, the DWU is notified and Rapid Response is triggered. DWS posts information on its website regarding DWU and Rapid Response.

- 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?**

DWS' integrated case management system (UWORKS) is used to track Rapid Response, Trade Act, National Emergency Grant (NEG), and One-Stop activities. During Rapid Response workshops, affected workers complete a Rapid Response registration form, which is then entered into UWORKS. Registering affected workers at Rapid Response workshops expedites the customer's access to services, identifies them as dislocated workers, and shows that a comprehensive staff assisted service has been delivered.

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 are available and targeted to an impacted service area when Formula Funds are not adequate to address a particular layoff or 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 DOL instruction regarding youth are incorporated into DWS service delivery processes. Utah's vision for comprehensive youth services 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.

The Utah State Office of Education, in partnership with local school districts, ensures that high quality alternative education is available to Utah students. WIA eligible youth needing alternative education have ready access.

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 service areas created strategies to expand the infrastructure to include children of incarcerated parents, migrant youth and other high risk populations.

The following details provide a summary of progress to date:

- *Interagency Partnership:*
Partnership between the Division of Child and Family Services and 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.
- *Service Area Agreements:*
Local partners have agreed upon local pathway that establish conduits 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:*
The WIA Youth Service Priority System was updated to include additional targeted groups, including 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 on Workforce Services. DCFS Independent Living Coordinators are members of the DWS service area youth advisory committees that provide coordination of education, training, and employment services for youth at the local level.
- *Reduction of Administrative Duplication:*
The partnership between DWS and DCFS utilized the DWS 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 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.
- *Individual Training Accounts:*
Individual Training Accounts (ITAs) 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:*
DWS in partnership with the Office of Education, public education, and higher education launched a website that provides youth with access to information and resources in the areas of housing, education, employment, finances, health, parenting, child care, social information, and transportation. Foster care youth were also actively involved in designing the content and format of the website, *Just for Youth*. Further illustrating the collaboration of agencies in working towards meeting the needs of today's youth, 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.
- *Other 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 DWS and WIA Youth providers.
 - Education Training Voucher Navigators:
Two youth who are formerly in foster care were hired by DWS to assist ET V participants statewide with finding resources to promote successful college and post secondary education completion. They will also work statewide as liaisons between DWS and DCFS to identify potentially eligible young people and assist them with getting resources they need.
 - 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 before leaving care and that coverage continues until age 21.
 - 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: Implement key initiatives to assure that funding for youth programs is performance-based and that systems and programs focus on outcomes.

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

Continuous Improvement

Goal: Focus on completing the youth package for 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 high-risk and respond to their needs by:
 - Determining how many youth in Utah are considered children of incarcerated parents and migrant youth target populations
 - Ensuring that service area youth advisory committees update service priority systems when appropriate
- Through the current RFP process and subsequent contracts, ensure that processes focus on fee-for-service contracts, which will result in efficiently serving more youth with existing funds, and improved performance outcomes for youth.

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

The MOU between Job Corps and DWS ensures that Job Corps resources are available to youth statewide. Representatives from both Utah Job Corps Centers and Management Training Corporation (MTC) are on the State Youth Council on Workforce Services and sit on service area youth advisory committees in northern Utah, where Job Corps Centers are located. MTC contracts with Utah Job Corps Centers for outreach, recruitment, and placement activities. Job Corps staff participate as members of statewide and local youth committees intended to meet the needs of WIA target populations (see Attachment 8).

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;**

- 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; and,**
- 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 intends 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
- Leadership development and citizenship projects
- Send staff to DOL sponsored Youth Forums
- Develop collaboration models with public and alternative education focusing on employment
- Develop model incorporating Utah's Targeted Industries with local partners
- Meet WIA's provisions regarding youth program design by:
 - Ensuring comprehensive services are available to eligible youth statewide. The State Youth Council on Workforce Services (SYC) has developed a WIA Youth Service Priority System to ensure service to youth having significant barriers to employment. System adjustments at the service area level reflect the various needs of local youth.
 - Utah Procurement Code establishes criteria used to award grants for youth activities. The criterion used to identify effective youth activities occurs via annual monitoring of youth service delivery. In addition, an electronic case management edit tool creates a consistent review of service delivery.
 - DWS, both Job Corp centers in Utah, and 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

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

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

Employers are important customers and DWS has aligned services, efforts, and training resources to meet employers' workforce needs. By connecting skilled workers with employers that provide sustainable jobs with advancement potential, DWS serves employers, job seekers, and the community.

Each service area is different therefore each service area director is best equipped to understand the unique needs of their area. Service areas have workforce development specialists whose focus is to develop relationships with employers. Service areas use these relationships to assess

the employer's workforce needs focusing on employer demand. Workforce development specialists use their comprehensive knowledge of DWS to connect the employer to DWS resources, which assists the employer in strengthening and growing their businesses, with the ultimate goal of creating jobs.

Workforce development specialists work closely with service area directors to partner with education, economic development, and other community organizations that are necessary to build a skilled workforce today and in the future. State administrative staff provide tools, information, and resources to assist service area directors with workforce development.

DWS utilizes both a bottom-up and a top-down strategy in determining employer needs. DWS conducts ongoing research to determine which industries and occupations are high-growth and high-demand. DWS reviews hiring trends, job vacancy rates, career opportunities within the occupations, and other demographic information. From this research, DWS annually selects target industries and occupations.

From the service area to the state level, DWS has constant on-going contact with business customers utilizing the following methods:

- Satisfaction Surveys
- Workshops and seminars are available to the employer population on relevant business topics. These workshops and seminars evaluate program effectiveness and allow employers to collaborate with DWS to formulate new tools and resources.
- Focus groups of business customers guide DWS in business service decisions. The information is presented to the appropriate SWIB committee, as well as One-Stop partners. Recommendations are presented to the SWIB to determine action and to set strategies. Employer focus groups are valuable in assisting DWS and the SWIB to address service additions, improvements, and/or sun-setting of some services.
- Serving as Door Openers, which means providing an opportunity for businesses, youth serving agencies, or community based organizations to be actively involved in building tomorrow's workforce.

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

DWS is committed to helping Utah employers by offering a wide range of tools and resources to assist with their workforce needs. Businesses have access to DWS' website 24-hours per day, seven days per week. DWS' website is a comprehensive, online job connection system that guides employers through posting current job openings, reviewing résumés, and contacting qualified applications. Employers can access current workforce information, unemployment tools and resources, business law, Federal regulations, and incentives programs offered to employers for hiring. They can also file quarterly taxes and new hire reports. DWS has a centralized job order unit that mediates employer job orders and local employment centers are available for recruitment and interviewing,

Each service area has knowledgeable workforce development specialists that work directly with employers to provide industry specific workforce information and occupational wage information to ensure employers stay competitive. These workforce development specialists are the focal point in building relationships with employers, education, and training partners. With these partners, the workforce development specialists identify and resolve issues that impede the development of an adequate supply of qualified workers for identified industries and occupations. Strategies include increasing training opportunities, developing OJT or worksite learning opportunities, and promoting DWS employment exchange services based on the needs and demand of the employer.

The workforce development specialists share employer demand information with the service area director, employment counselors, job developers, workforce information specialists, and connection team staff. This sharing of information will influence customer training, career counseling, job development, worksite learning, workforce information publications, and service area projects to enhance the economy and shape workforce development efforts. Each service area has an economist assigned to provide consultative support for strategic planning, partnerships, and SWIB initiatives. Targeting specific occupations and industries that are relevant to service areas provides the greatest opportunity for job seekers. Jobs are created by businesses and the best way to support job seekers is by connecting them with and preparing them for the jobs businesses demand.

DWS provides job seekers with an array of services, using all available resources including web-based tools that provide information and services to connect them to employment and career advancement opportunities. DWS programs support Utah's workforce through directly paying for training, preparing people for the workplace, and connecting people to jobs. In addition, DWS is charged with supporting workforce development across organizations by connecting and aligning industry needs with education, economic development, and training entities. Some of the services DWS provides through employment centers and online are:

- Apprenticeships
- Program and Services Summary
- Controlling Unemployment Tax Costs
- DOL Compliance Assistance
- Domestic Employment
- Employer Unemployment Insurance Decision Appeals
- Employment Status
- Federal Contractor Job Listing Program
- Fidelity Bonding Program for Employers
- Internship Program
- New Hire Reporting
- On-the-Job Training Program
- Overview of Business Services
- Pre-Layoff Assistance Services
- Quarterly Wage Reporting
- Required Posters

- Selection Interview Guide
- Unemployment Tax Rates
- Veteran Services
- Work Opportunity Tax Credit and Welfare to Work Tax Credit
- Worker Adjustment and Retraining Notification Act

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

The processing of Work Opportunity Tax Credit applications resides in a single centralized administrative office for the State of Utah. Eligibility information, including application forms, is available on the DWS website. In addition, tax credit information is available at all DWS employment centers. This ensures a no wrong door approach for all business customers. Workforce development specialists offer tax credit information and services to employers as part of DWS' workforce development strategy.

G. Innovative Service Delivery Strategies

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) (§112(b)(17)(A)).

Strategically, DWS developed further enhancements to its website on both the supply and demand sides of the labor market in support of DWS' new demand driven services model. These enhancements will provide the capabilities expressed by both employers and job seekers through focus groups and partnerships.

Currently all job seekers register in the employment exchange process via DWS' website. DWS' online employment exchange system gives more functionality to the job seeker on a single login menu. This enhanced system also provides employers with a more complete description of each candidate for their review.

DWS has consistently achieved its goal of having employers utilize its web based self-directed system. Currently employers list 80 percent of their jobs electronically with DWS, exceeding a goal of 65 percent. 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 online experience for job seekers and employers. In addition, DWS has partnered with Utah State Office of Rehabilitation (USOR) to customize job search capabilities for rehabilitation counselors and job seekers with disabilities in order to identify disability friendly employers.

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 employment centers around the State enhances the ability of DWS to communicate available services and support demand driven opportunities.

Utah's populace strongly connects to religious affiliations. FBCO's are an important source of referrals to DWS for employment assistance as well as important supportive assistance resources. FBCO's have opportunities to seek and manage Federal grants or programs. However, the working relationships are not always about funding, but partnering to provide a comprehensive service with a goal of self-sufficiency.

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 employment centers will save customers time and enhance the referral processes.

The State continues to improve in increasing opportunities of partnerships and 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 employment centers and gain feedback from various representatives of public constituencies. The meetings focus on online services, information, and problem solving.
- The valuable web tools such as DWS' website and UtahFutures are tangible connections for FBCOs to use. These tools expand the reach into the communities statewide.
- Utah has an Office of Faith Based and Community Initiatives in the Utah Department of Community and Culture as a source of assistance in terms of information and help connecting to grant opportunities and improved business practices. This office provides a

regular newsletter that connects non-profit faith and community organizations to resources on how to apply for grants, tips on expansion of services, and other information on where to find and apply for financial resources. This office demonstrates the State's commitment to provide opportunities to faith based and community partners as well as assuring all State government and Federal partners have a portal of communications to these current and potential partners.

- Faith Based and Community organizations are a rich resource of DWS as placements for worksite learning opportunities for work preparation.

DWS and the FBCO's understand how interdependent they 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))?

DWS' integrated case management system (UWORKS) is a web-based system supporting self-service customers by providing access to information and services that will assist them in finding employment. UWORKS will also support an employment counselor's ability to provide and track services in a seamless manner, while capturing the funding source requirements internally. WIA Youth contract providers as well as DWS staff use UWORKS as the system of record.

UWORKS assists employment counselors 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 for self-service and staff assisted customers:

Self Directed and Staff Assisted Components:

- Registration or Intake
- Assessment
- Employment Planning
- Workforce Information
- Job Search Services
- Education and Training Provider Information

Additional Staff Assisted Components

- Customer Progress Tracking and Case Management
- Eligibility
- Monitoring and Activity Tracking
- Intervention
- Evaluation
- Outcome
- Supportive Service Planning and Tracking
- Supportive Service Provider Information
- Counselor Notes
- Financial Tracking of Customers ITAs

- Application

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 Section 128(a)(1).

DWS plans to continue utilization of the WIA Statewide Activity funds to support the operations of the employment centers 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 DWS' ability to use the data in operational and decision-making functions.
- Activities assisting youth in achieving the employment and educational goals will ensure youth becoming successful adults.
- DWS will continue to look for opportunities to partner with Higher Education and GOED to leverage resources that promote Utah's economy through training and education.

C. 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 (UWORKS). Data from UWORKS, combines and matches data from other computer systems to measure employment outcomes. Quarterly reports at the State, service area, and employment center levels provide local managers and advisory groups with results of programs and service delivery. Supplemental measures track customer volume and employment outcomes to ensure achievement of strategic goals. Service area 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 life of the Plan (§112(b)(3) and 136(b)(3)).

Performance accountability is the process of linking tasks to accomplishments. 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 service related to finding and keeping employment is a function of UWORKS. These services can be accessed online or in an employment center. Countable services are 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 and/or by staff located in employment centers. Core services are those related to finding and keeping employment and/or workforce 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 supportive service programs. Training services include activities related to worksite learning, credential attainment, and/or skill development funded by one or more employment and training program.

Employers are those people and organizations recruiting for qualified applicants to fill job vacancies. Employers also include organizations seeking business services such as workforce information and/or unemployment insurance data. 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 DWS' desired outcomes. DWS established key measures for each key business process. The four key business processes are:

- Employment Counseling is defined as those services to job seekers needing employment-related core, intensive, and/or training services funded by Wagner-Peyser, WIA, Trade Act, Temporary Assistance to Needy Families (TANF), Food Stamps Employment and Training, and other programs. Functions include labor exchange or 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 is defined as those services to job seekers needing supportive services such as financial assistance in the form of TANF or General Assistance, Food Stamps, Child

Care, and/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.

- Business Services is defined as those services to employers related to fulfilling their demand for labor and providing information regarding Utah's labor market as well as 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 (UI) is defined as those services to recently unemployed job seekers eligible for UI benefits, reemployment services, and services to employers paying UI tax contributions. The strategic goal of UI is to provide appropriate, accurate, and timely UI benefits and reemployment services to all eligible job seekers.

Performance accountability is achieved by:

- Identifying 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

DWS 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. Governor Herbert has continued this activity. 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) the receive an issuance (benefit) funded by the respective program.	TANF (Avg Monthly Cases)	
				Food Stamps (Avg Monthly Cases)	
				General Assistance (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	Child Care (Avg Monthly Cases)		
			Unemployment Insurance (CY)		

**DEPARTMENT OF WORKFORCE SERVICES
NEGOTIATED AND ACTUAL PERFORMANCE MEASURES**

Measure	Neg. PY06	Actual PY06	Neg. PY07	Actual PY07	Negotiated PY08	Actual PY08	Negotiated PY09	Actual PY09	Negotiated PY10	Actual PY10-Q2
Adult Entered Employment	66.0%	66.6%	68.0%	72.4%	69.0%	68.9%	69.0%	56.4%	69.0%	55.1%
Adult Employment Retention	83.0%	82.4%	85.0%	83.1%	86.0%	83.5%	86.0%	78.6%	86.0%	79.0%
Adult Earnings Increase (fka Earnings Change)	\$9,300	\$12,094	\$12,200	\$12,108	\$12,300	\$13,320	\$12,300	\$13,049	\$12,300	\$12,704
DW Entered Employment	80.0%	85.6%	86.0%	85.7%	87.0%	83.3%	87.0%	80.5%	87.0%	81.1%
DW Employment Retention	89.0%	92.0%	91.0%	92.9%	92.0%	92.9%	92.0%	85.5%	92.0%	80.7%
DW Earnings Increase (fka Earnings Replacement)	\$14,200	\$15,611	\$15,600	\$14,457	\$15,700	\$15,554	\$15,700	\$14,401	\$15,700	\$13,598
Youth Placement in Emp or Ed	59.0%	63.0%	65.0%	69.5%	66.0%	70.7%	66.0%	55.3%	66.0%	57.9%
Youth Attain Degree or Cert.	32.0%	34.3%	37.0%	46.7%	38.0%	61.3%	38.0%	64.8%	38.0%	58.9%
Youth Literacy or Numeracy Gain	New		24.0%	29.1%	27.0%	39.7%	27.0%	31.6%	27.0%	27.4%

As a Single Service Delivery Area, Utah does not maintain separate performance goals at the local level. Nevertheless, service area staff provide input to negotiated levels of performance. Negotiation of outcome measures with the Department of Labor 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.

2. 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)).

DWS has identified several targeted groups, including veterans, foster care youth transitioning to adulthood, out-of-school youth, older workers, individuals with Limited English Proficiency, and individuals with disabilities. Each customer group has a separate indicator within the case management database (UWORKS) providing DWS administration with the ability to monitor outcomes. In addition to these targeted groups, DWS monitors Equal Opportunity (EO) compliance by reporting race, ethnicity, disability status, gender, and age at least twice per year and provides results 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 per 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 DWS will see continuous improvement over the year covered by this State 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 calculates outcomes, formats outputs, and displays data for printing and/or analysis in spreadsheets reads information from the data warehouse. Utah seeks to extend the waiver for performance outcomes (see Attachment 7).

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)).

DWS uses several common data systems and reporting processes to meet requirements. First, DWS subscribes to the Data Analysis and Reporting Tool (DART). 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 service area level in portable document file formats that are accessible on the DWS Intranet. DWS is in the process of replacing DART with its own reporting system that will be implemented in the fall 2011. This new system will transmit data generated from the data warehouse using the business information tool, COGNOS.

Accessing supplemental management reports such as those described above occurs by accessing reports from COGNOS then aggregating detailed information about customer activities and outcomes to administrators, managers, supervisors, and front-line staff. COGNOS reports read and summarize information from a data warehouse containing weekly records from several of DWS' database systems including applications for eligibility determination and issuance of support service benefits, unemployment insurance, case management, employment planning, job matching, and employer-reported wages. COGNOS provides supplemental summary and detail reports to internal users on multiple Federal programs including Temporary Assistance to Needy Families (TANF), Food Stamps, Medicaid, WIA, and the Wagner-Peyser Act. Most reports allow summary and drill down capability for viewing information from the State to the service area, to local office location and right down to workers and/or customer detail. DWS is also building high-level strategic dashboards for executive management to have at their desktops. Dashboards are graphical reports that correlate to indicators that drive strategic performance and drill through layers of responsibility to identify and to respond to program performance and cost issues.

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 SWIB will continue to encourage the private sector to take a significant role in public and private partnerships. This will continue 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 enhancing partnerships with other government agencies, especially those outlined in WIA. Youth have become key customers in the workforce investment system, resulting in strengthened relationships with education organizations at all levels. These partnerships have created a common goal of improving Utah's workforce investment system, which in turn also helps each partner realize their individual goals.

Memoranda of Understanding and collaboration meetings result in the streamlining of services for customers-in-common and information sharing between partners. For example, DWS

participates in a partnership focusing on education. This partnership includes representatives from Utah State Office of Rehabilitation, the Career Technology Education, and Higher Education. This partnership works to identify strategies that align curriculum with available occupations, coordinate services, and exchange data. The DWS Legal Division provides guidance about proper information exchange. DWS does not share individual customer information without customer consent and approval. Wage data matching information provides aggregate summaries.

- 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))?**

The SWIB meets quarterly and evaluates service delivery and performance outcomes as presented by DWS staff. When outcomes fall below expectations, the SWIB takes an active role in assessing causes, identifying issues, recommending solutions, and working with DWS staff to develop corrective action strategies, as necessary. Follow up reports are presented to the SWIB to evaluate results and to ensure performance improvements.

- 7. Include a proposed level for each performance measure for each of program year 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 each program year. 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).**

CURRENT AND PROPOSED PERFORMANCE LEVELS		
PERFORMANCE MEASURES	PY10	PY11
WIA Adult		
Entered Employment	69%	69%
Employment Retention Rate	86%	86%
Average Six-Month Earnings	\$12,300	\$12,300
WIA Dislocated Worker		
Entered Employment	87%	87%
Employment Retention Rate	92%	92%
Average Six-Month Earnings	\$15,700	\$15,700
WIA Youth Common Measures		
Placement in Employment or Education	66%	66%
Attainment of a Degree or Certificate	38%	38%
Literacy and Numeracy Gains	27%	27%
Wagner-Peyser		
Entered Employment	72%	72%
Employment Retention Rate	84%	84%
Average Six-Month Earnings	\$12,400	\$12,400

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

DWS may submit a modification request to the above-listed performance measure outcomes during the 2011 Program Year based upon the downturn in the national economic situation.

D. Administrative Provisions

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

DWS established formal grievance procedures for participants and other affected parties are included as Attachment 2.

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

DWS established formal grievance procedures for participants and other affected parties are included as 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, 132, and 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) and 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 (2) years, certify one (1) 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).

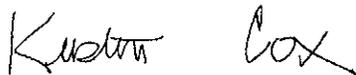
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c)) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the 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 - Single Audit Act (as amended by OMB Circular A-133)
 - 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 Part 37.20
 - 29 CFR Part 93 - Certification Regarding Lobbying and Regulation
 - 29 CFR Part 98 - Drug Free Workplace and Debarment and Suspension Certifications and Regulation
 - Special Clauses and Provisions:

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 groups, 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

Date: April 14, 2011

Attachment D
STATE OF UTAH
Local Planning Guidance for
Single Workforce Investment Area States

I. LOCAL PLAN SUBMISSION

Section 118 of the Workforce Investment Act requires that the Board of each local workforce investment area, in partnership with the appropriate chief elected official, develop and submit a comprehensive Local Plan for activities under Title I of WIA to the Governor for his or her approval. In States where there is only one local workforce investment area, the Governor serves as both the State and local Chief Elected Official. In this case, the State must submit both the State and Local Plans to the Department of Labor for review and approval. States may submit their Local Plan as an attachment to the State Plan or 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 90 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

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

B. Services

- 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)).
- 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

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

**DEPARTMENT OF WORKFORCE SERVICES
WIA / WP STATE PLAN PY 2011**

ATTACHMENT B
Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient Agency:

Name: 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 Grant Recipient):

Name: Same as Above
Address: _____

Telephone Number: _____
Facsimile Number: _____
E-mail Address: _____

Name of WIA Title I Signatory Official:

Name: 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:

Name: Rachael Stewart, WIA Program Manager
Address: 140 East Broadway
Salt Lake City, Utah 84111
Telephone Number: (801) 526- 9257
Facsimile Number: (801) 526-9789
E-mail Address: rachaelstewart@utah.gov

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

Name: 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):

Name and Title: 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

Governor's Designation:

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: Gary R. Herbert

Signature of Governor: See Attachment 10

Date: See Attachment 10