

# Utah SCSEP Program Update to Four-Year Strategic Plan 2012-2016

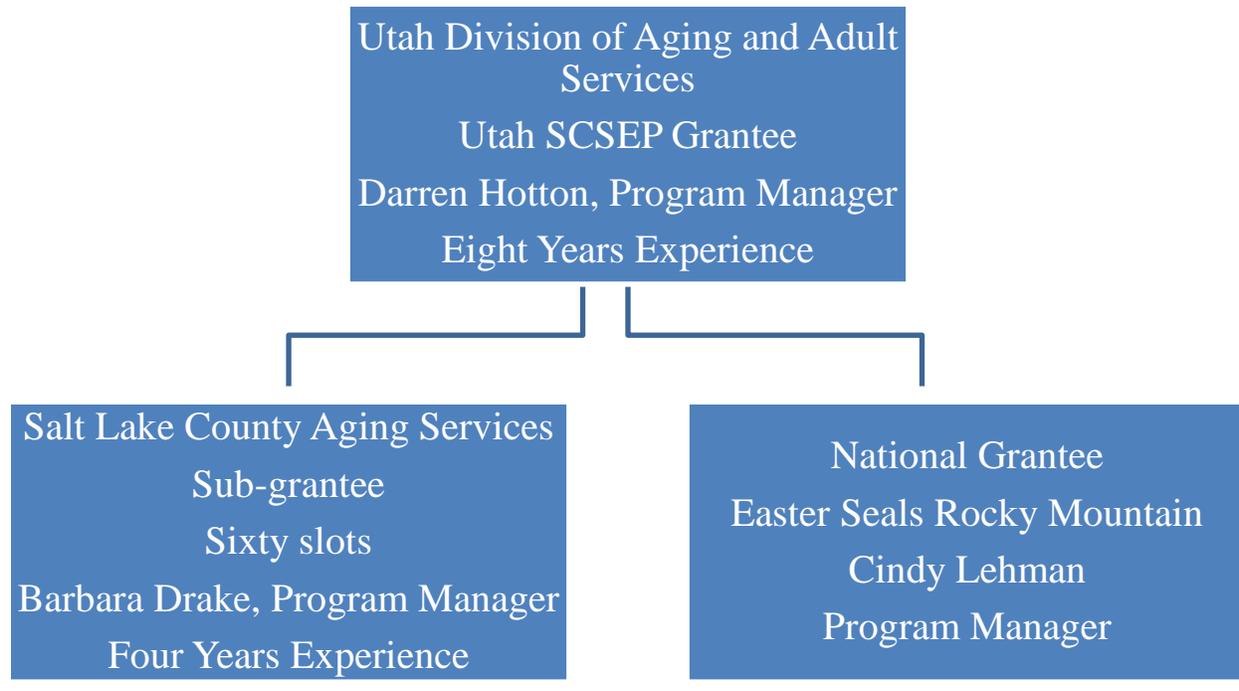
Update October 2014

## Section 1. Utah SCSEP State Plan Modification

The Utah SCSEP Program Four-Year Strategic Plan 2012-2016 has only two updates/modifications from the original plan submitted in 2012. The first modification is the current makeup of the program with grantee and sub-grantee. The second modification is the update to Utah local workforce characteristics. The information was updated by the Utah Department of Workforce Services.

### A. Senior Community Service Employment Program (SCSEP) for the Utah SCSEP program

The State Division of Aging and Adult Services (DAAS) will contract with one Area Agency on Aging (AAA), which expressed an interest and demonstrated the ability to place older individuals into meaningful community service assignments. In addition, this agency has been successful in achieving the required fifty percent placements for unsubsidized employment. We are always striving to increase our placement rates. At DAAS, the key grant staff is Darren Hotton. He will spend forty percent of his time assigned to this grant. DAAS will contract with Salt Lake County Area Agency on Aging for sixty (60) slots. Salt Lake County AAA has in place a designated Title V Program Manager who oversees the program in their county. The Salt Lake County AAA key staff are Barbara Drake (Program Manager), Teresa Howes (Employment Specialist), Charleen Lee (Employment Specialist), Kelly Roemer (Employment Specialist), and Jerry Urlacher (Employment Specialist). Salt Lake County AAA is responsible for training staff, recruiting enrollees, recruiting host sites, and locating employers. Salt Lake County AAA also assists in core and intensive training activities to enable enrollees to become job ready. They partner with the One-Stops and clients are co-enrolled.



**States, which include SCSEP in the Integrated Workforce Plan must include:**

- **Long-term projections for jobs in industries and occupations in the State, which may provide employment opportunities for older workers. (20 CFR 641.302(d).) (May alternatively be discussed in the economic analysis section of the strategic plan.)**

**Short-Term Projections to 2015**

The economic recovery has taken hold in Utah since 2011 with solid annual job growth of about 3.3 percent in 2012 and 2013. Similar employment increases are projected to occur in 2014 and 2015, increasing on average by 3.2 percent each year. Over this two-year period, there should be about 86,800 new payroll jobs and 4,200 new self-employment jobs. Over the short term projection period, new jobs will be added by almost all major industry groups.

The industry groups adding the most new positions are as follows. Within professional and business services, two industries, professional/scientific/technical services (9,600 new jobs) and administrative support services (9,100 new jobs) are the leading growth sectors. Retail trade is expected to add 8,800 new jobs, primarily from nonstore retailers, motor vehicle and parts dealers, food and beverage stores, health and personal care stores, and building material /garden supply stores. Educational services should also supply a large number of new positions, particularly colleges/universities (4,400 new jobs) and elementary/secondary education (4,600 new jobs). The healthcare sector will have significant gains, among hospitals (2,500 new jobs), nursing/residential care (2,400 new jobs) and ambulatory healthcare services (2,000 new jobs). The construction industry, which was hit the hardest during the recent recession, should add about 11,100 jobs among specialty trade contractors (8,100 new jobs), construction of buildings

(2,500 new jobs), and heavy and civil engineering construction (500 new jobs). Transportation and warehousing industry will likely contribute 5,600 new positions, the largest contributor being truck transportation (2,000 new jobs). Within the leisure and hospitality sector, the large food services industry will contribute about 5,900 new jobs. Manufacturing industries are expected to add 4,400 new jobs over the projection period.

**Long-Term Projection**

The healthcare sector is expected to dominate employment growth in Utah over the next decade. Projections for 2012 to 2022 indicate ambulatory healthcare, hospitals, and nursing/residential care industries will grow by almost 43,500 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 29,000 net new jobs. Other industries with large employment bases such as food services (19,300 additional jobs), specialty trade contractors (18,200 new jobs), local government (9,200 new positions), and general merchandise stores (6,000 new jobs) should add significant numbers of new positions to the Utah economy over the next decade.

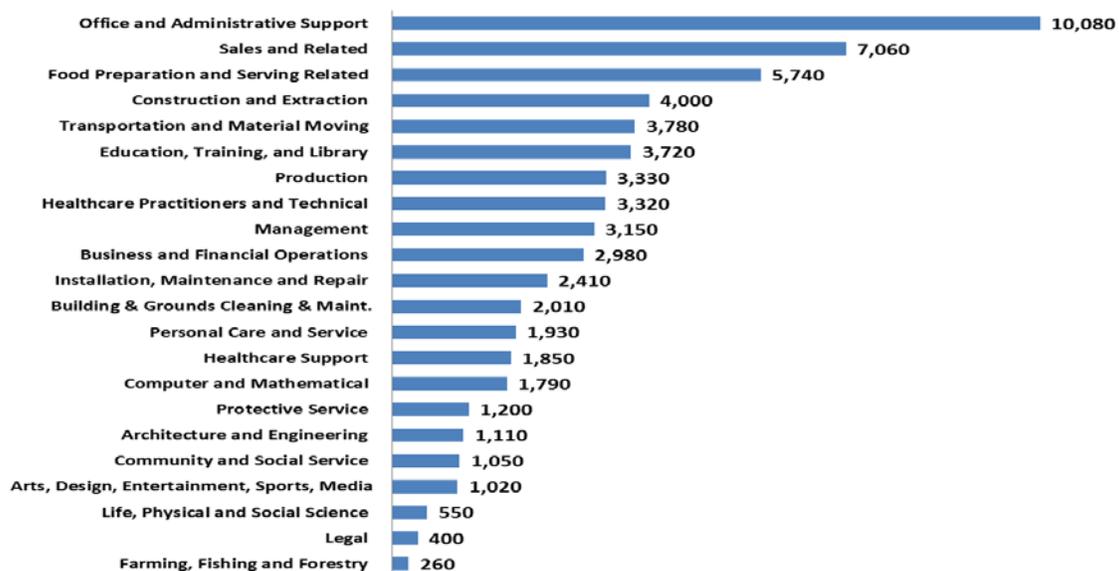
Long-term, Utah expects to experience employment declines in very few industries. Employment in the federal government (excluding the Post Office) is expected to fall 2,600 by 2022. Each of the following industries will decline by less than 500 jobs over the decade: printing, utilities, electronic markets, and coal mining.

In general, over the next decade, Utah industries expected to show the most rapid annual growth rates can be categorized into four categories—healthcare, education, administrative support, and technical services. The following industries are projected to rank among the fastest growing increasing on an average annual rate above five percent from 2012 to 2022: Other ambulatory health care (5.7 percent), educational support services (5.3 percent), office administrative services (5.2 percent), home health care (5.1 percent), and management/technical consulting service (5.0 percent).

**Short-Term Occupational Growth to 2015**

Following the industrial trend, the expanding Utah economy is expecting a broad range of

**Utah Major Occupational Groups  
Annual Average Openings: 2012 to 2022**

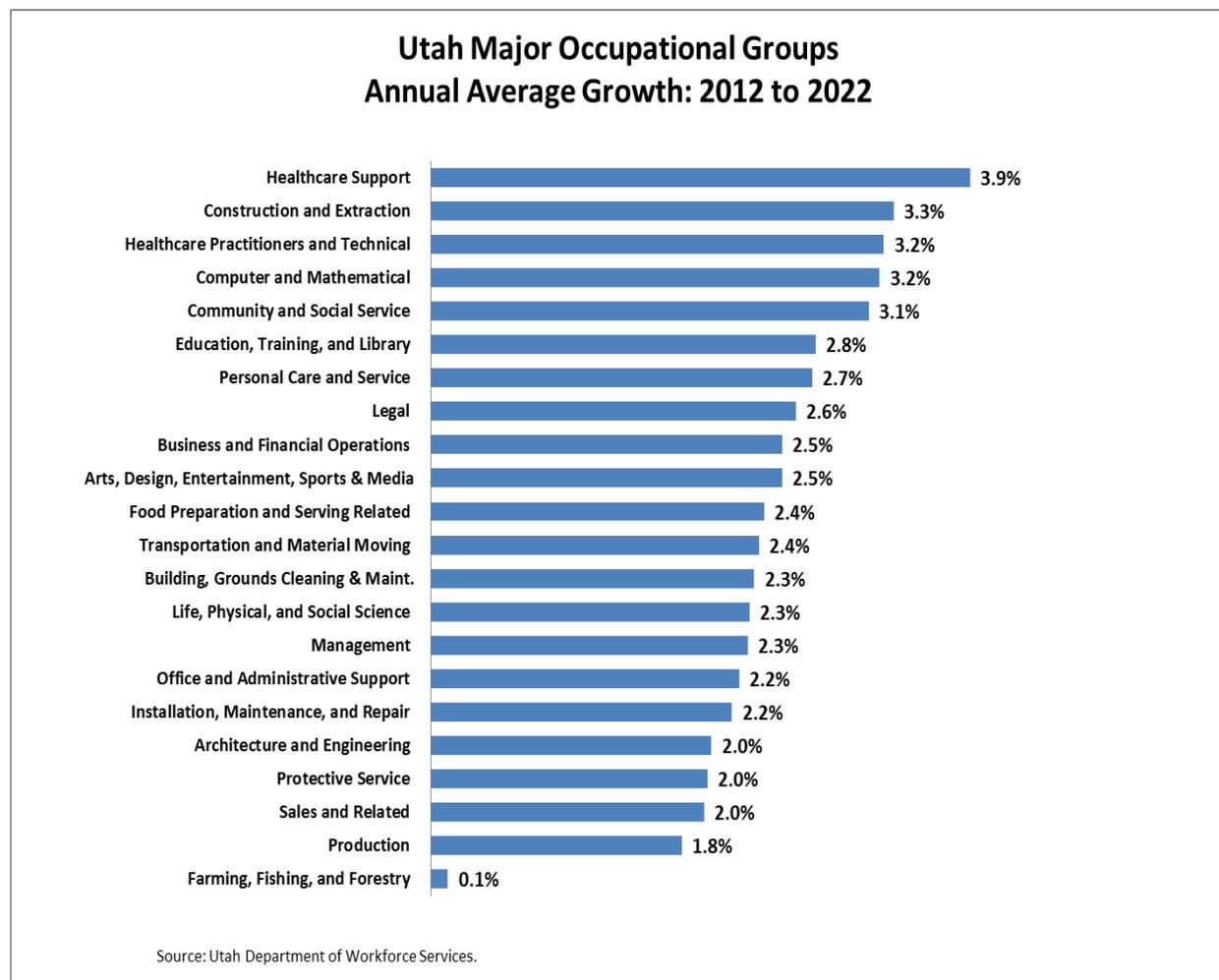


Source: Utah Department of Workforce Services.

occupational opportunities. Major occupational groups projected to show the highest level of new jobs include office and administrative support, sales, construction, food preparation, transportation, and healthcare. 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.

In terms of growth rates, occupational groups with the fastest expansion are directly tied to rapidly growing industries. Construction, computer, sales, business/financial, and personal care/service occupations are projected to show the fastest growth rates in the near-term.

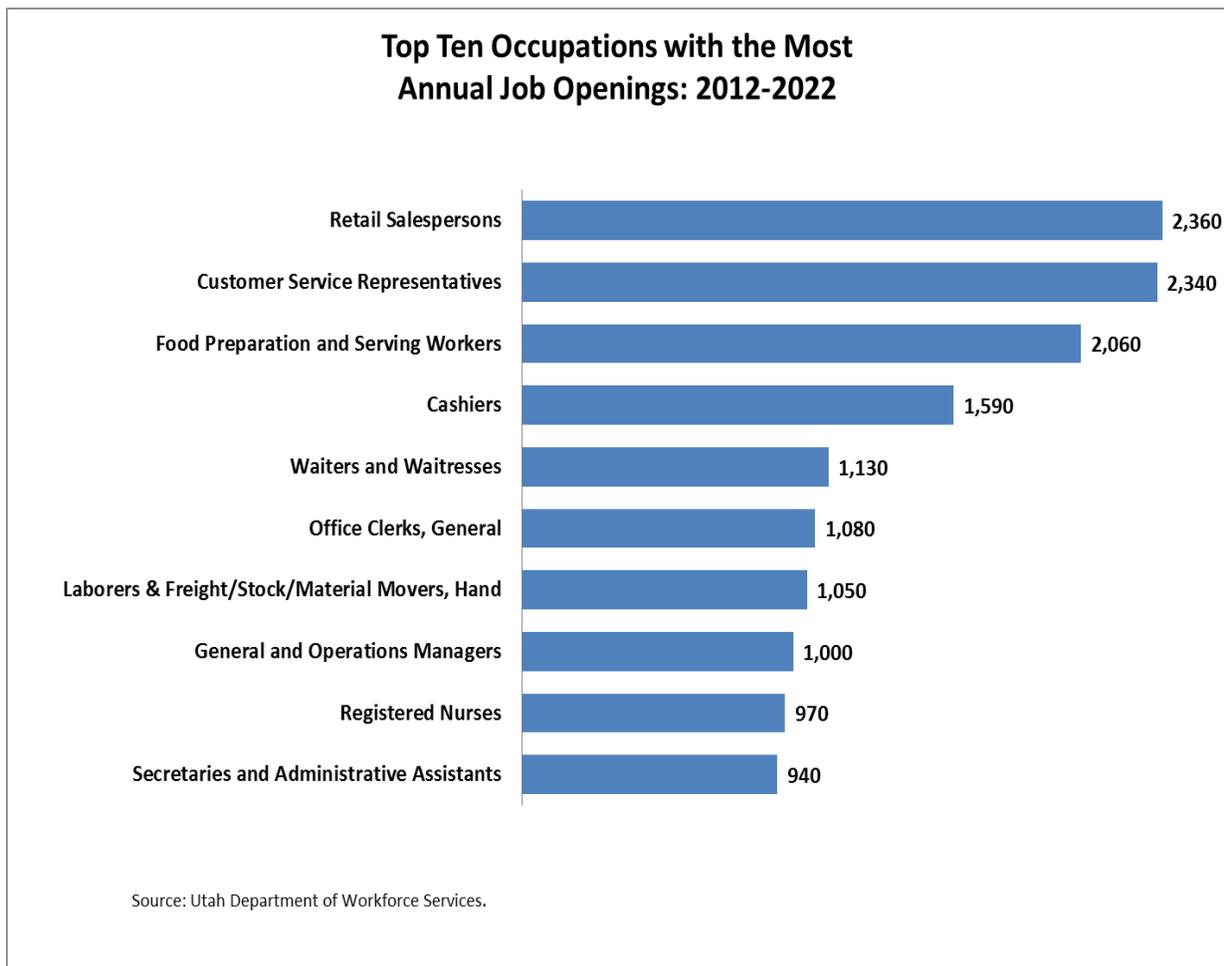
At a detailed occupation level, occupations, which account for a large share of current employment are also typically those with a high level of projected openings over the next two years. Retail salespersons, customer service representatives, fast food workers, general office clerks, cashiers, and construction laborers rank at the top of the highest-openings list. Occupations with the fastest growth rates are almost entirely related to construction as that industry continues to make up losses suffered in the last recession. Biomedical Engineers stand out as the one non-construction-related occupation on the fastest growing list.



## **Long-Term Occupational Growth**

Projections show office and administrative support (clerical) occupations should have the largest number of total annual openings between 2012 and 2022 in Utah. This situation is directly related to the fact 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 openings. Other groups with substantial numbers of annual openings include sales, food preparation and serving, construction and extraction, as well as transportation and material moving occupations.

Ranking these major occupational groups by their growth rate paints a somewhat different picture. Healthcare support and healthcare practitioner occupations show the first and third highest projected annual rates of expansion at 3.9 and 3.2 percent respectively, compared with the average of 2.4 percent for all occupations. Construction and extraction, computer and mathematical, as well as community and social service are also listed among the top five major occupational groups with 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 retail sales workers, customer service representative, fast food workers, cashiers, waiters/waitresses, and general office clerks.

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

The Utah SCSEP program is concerned for the participants in the SCSEP program. According to the Utah Department of Workforce Services, the following industries are projected to rank among the fastest growing from 2012 to 2022: *Other ambulatory health care (5.7 percent), educational support services (5.3 percent), office administrative services (5.2 percent), home health care (5.1 percent), and management/technical consulting service (5.0 percent) are expected to show rapid expansion on an average annual basis.* Some of these industries such as management/technical consulting do not have occupations with job skill training for SCSEP participants. The Utah SCSEP participants’ lack the education and experience to apply for these positions. However, the SCSEP participants can be trained for the “supportive services” to these industries. Attached is the “High Growth Industries for Workers Ages 65-99”, these industries follow more closely the training provided to SCSEP participants.

**Utah High Growth Industries for Workers Ages 65 to 99**  
**Top 10 Industries Ranked on the Greatest Employment**  
**Private Firms Only**

Rank	Industry	Average Quarterly Employment Year-ending 3rd Q 2013	Percent Growth in Employment 3rd Q 2012 to 3rd Q 2013	Hiring Growth 3rd Q 2012 to 3rd Q 2013	Percent Hiring Growth 3rd Q 2012 to 3rd Q 2013	Hiring 3rd Q 2013	Hiring 3rd Q 2012	Average New Hire Earnings Year-ending 3rd Q 2013
	<b>All NAICS Subsectors</b>	<b>34,882</b>	<b>7.7%</b>	<b>705</b>	<b>18.4%</b>	<b>4,537</b>	<b>3,832</b>	<b>\$1,999</b>
1	541 Professional, Scientific, and Technical Services	2,646	17.4%	17	6.7%	270	253	\$3,335
2	561 Administrative and Support Services	2,613	13.9%	135	21.6%	759	624	\$1,591
3	722 Food Services and Drinking Places	2,242	4.9%	114	34.7%	443	329	\$1,082
4	621 Ambulatory Health Care Services	1,574	12.4%	25	19.8%	151	126	\$3,230
5	238 Specialty Trade Contractors	1,478	15.3%	82	27.1%	385	303	\$2,108
6	452 General Merchandise Stores	1,267	1.7%	2	2.5%	81	79	\$1,304
7	611 Educational Services	1,221	0.9%	-9	-6.7%	126	135	\$1,659
8	423 Merchant Wholesalers, Durable Goods	981	7.1%	21	46.7%	66	45	\$2,809
9	721 Accommodation	979	3.3%	13	9.4%	152	139	\$1,295
10	484 Truck Transportation	933	7.9%	30	25.6%	147	117	\$2,251

Source: U.S. Census Bureau, Local Employment Dynamics.

The following is an analysis of Utah’s SCSEP Strengths, Weaknesses, Threats, and Opportunities in employment opportunities for participants.

**Strengths**

- Most of the Host Agencies in the Utah SCSEP program train the individual in skills needed to be employed in the Healthcare industry (Administration, Supportive Services, and Intake).

- Most of the Host Agencies in the Utah SCSEP program train the individuals in skills needed to be employed in the Educational Infrastructure (Administration, Support Services, and Intake).
- Most of the Host Agencies in the Utah SCSEP program train the individuals in skills needed to be employed in the Social Assistance (Administration and Support Services).
- All Utah SCSEP program individuals have access to training in adjunct services for all growth industries (Janitors, Drivers, Kitchen help, etc.).
- All Utah SCSEP programs have partnered with community colleges and technology colleges for skill-specific training.
- Easter Seals – Goodwill Northern Rocky Mountain SCSEP uses monitoring and rotation of host agencies to ensure the participants are continually learning and acquiring skills, which will aid them in finding and retaining employment when the community service training has completed. The monitoring visits are to educate the host agency supervisors about the goals of SCSEP. The monitoring offers the host agency and the participant to share feedback about how the training is readying the participant for employment and what additional training the participant may need to become employable.

### **Weaknesses**

- Most Administrative and Support Services jobs lead to low pay.
- The education level for most high growth industries is out of reach for most SCSEP individuals. Currently, over fifty percent of Utah’s SCSEP participants have a high school diploma or less.
- Workforce Investment Act training funds have reduced over the last three years.
- Utah SCSEP individuals have trouble accessing Utah Workforce Investment Act services.

### **Threats**

- Basic skills needed for employment defined by the Utah Department of Workforce Services (mentioned above).
- Utah’s low employment rate causes a struggle with Utah’s younger workforce. Fifty percent of Utah’s workforce is thirty-five years or younger. This allows employers to discriminate toward younger workers.
- Utah SCSEP individuals have trouble accessing Utah Workforce Investment Act services.

With the information received under the Strengths, Weaknesses, and Threats, the Utah SCSEP Program has decided the following Opportunities will be used over the next four years to help improve our supporting employment opportunities for participants.

### **Opportunities**

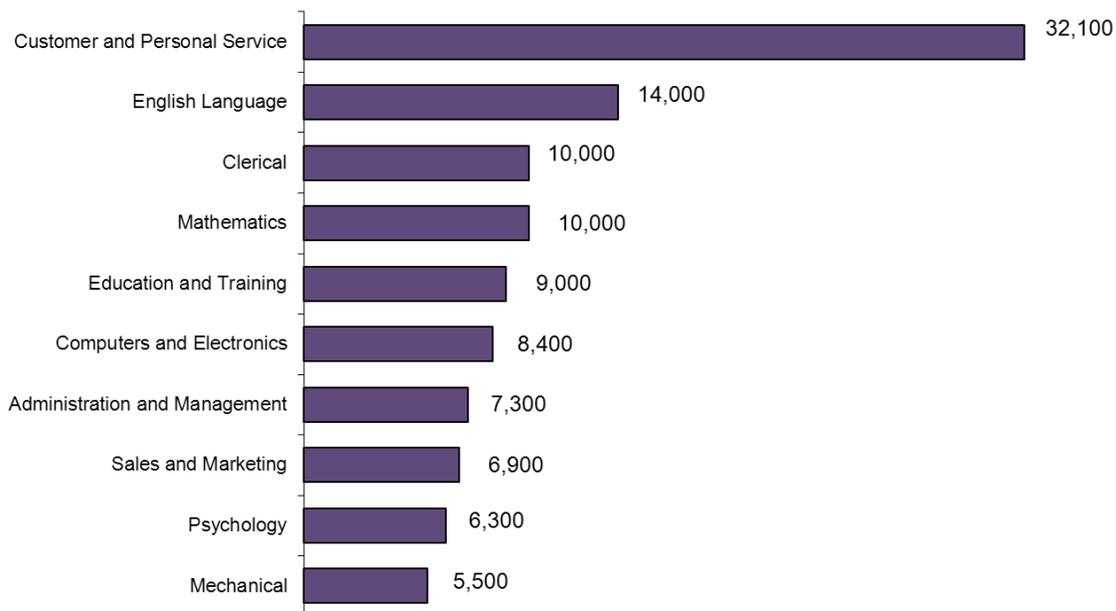
- The Utah SCSEP program sub-grantees (Salt Lake County Aging Services, Davis County Bureau of Health Promotion and Senior Services, and Weber Area Agency on Aging) will become members of the Local Workforce Investment Act board.
- The Utah SCSEP program with its partners, will look for a cost-effective, useful assessment tool. A proper assessment tool helps the Utah SCSEP program more effectively serve the SCSEP participants. With an improved assessment process, training needs and learning abilities and styles will be better identified. With this, better training opportunities

and placements will be recognized and based on better placements, there should be an increased unsubsidized placement rate.

- The Utah SCSEP program will work with the Local Workforce Investment Act Boards to find ways for SCSEP individuals to access WIA services.
- Easter Seals – Goodwill Northern Rocky Mountain SCSEP will better utilize their Business Advisory Council (BAC) to assist in making assessments on participants’ resumes, interviewing skills, and additional skills needed to better prepare them for employment. Easter Seals is evaluating assessment tools to determine which one will be the best fit for the program, to provide better assessment of a participant’s skills when entering SCSEP and assess how they have improved upon exiting SCSEP.
- Current and projected employment opportunities in the state (such as by providing information available under W-P Section 15 (29 USC 491-2) by occupation) and the types of skills possessed by eligible individuals. (20 CFR 641.325(c))

“Basic” skills dominate the top-ten “in-demand” skills for Utah. In other words, the most important skills in the labor market - regardless of education or occupation - are basic skills. These foundational skills are so important because they prepare workers to acquire other skills and will allow Utah’s workers to adapt quickly to shifting more detailed short-term skill and knowledge requirements. In particular, reading comprehension, active listening, critical thinking, and active learning top the list. Coordination and instructing are high-demand skills in the “social

### 2018 Projected Employment for Top In-Demand Knowledge Areas



\*Employment in occupations where the knowledge area is at least moderately important to job performance, and the occupation requires at least a moderate level of knowledge competence.

Source: Utah Department of Workforce Services 2008-2018 Occupational Employment Projections.

skill” category. Time management ranks as the only high-demand “resource management” skill.

In Utah, the high-demand skills list for occupations requiring post-secondary training and the list for jobs requiring on-the-job training are very similar. Even as jobs require more education, basic skills show the highest levels of employment demand. Basic skills attainment is critical for Utah’s workforce in the long-term. A basic-skills deficiency may preclude obtaining highly-coveted technical skills in the short-term.

A strong underpinning in basic skills provides workers with the resources to learn new technical skills and quickly switch occupations as labor force demand changes. These technical skills are important for Utah’s workforce.

Utah’s current occupational projections show healthcare-related occupations will continue to provide some of the most rapid employment expansion. Along with the increased demand for healthcare occupations, trends show higher-than-average growth rates for computer-related occupations—designing, coding (software), repairing, etc. As technology improves and computers take over an ever-increasing number of tasks, jobs will be required to prepare and repair them for assigned computing tasks. In addition, projections more subtly reflect the need for technical, computer-related skills in many occupational categories. The automobile mechanic of the past is now an automobile technician because the level of technical, computer-related skills required for this occupation have increased dramatically.

Another trend entrenched in the projections data is the increasing education/skill levels required by jobs in general. Each year, the share of jobs, which require some type of college degree increases. While jobs, which require short-term on-the-job training, may dominate the current labor market, their share of that market continues to shrink.

If adequately prepared with the in-demand basic skills, Utah workers will be able to obtain knowledge in high-demand areas. These top knowledge areas provide guidance for training emphasis. Customer and personal service far outranks any other knowledge requirement area.

Knowledge of the English language also ranks high on the list. English knowledge may be an area particularly at risk for a generation, which has grown up doing more “texting” than academic writing. Within the in-demand knowledge areas, the need for technical training is also apparent. Other important knowledge areas? Clerical (a high portion of Utah’s jobs require clerical skills), mathematics, education/training, and computers.



## Skills Employers Want

Source: National Association of Colleges and Employers Survey.

National employer surveys also indicate the need for workers to have basic and “soft” skills now and in the future. For almost a decade, the National Association of Colleges and Employers has surveyed employers about their “most-wanted” skills. Transferable “soft skills” are those, which are important to employers—regardless of the job’s pay or rank. These employer-needed skills dovetail nicely with the skills and knowledge areas the projections data indicate will be in the utmost demand.

**The remaining sections of the Utah SCSEP Four Year Strategic Plan 2012-2016 do not have an update, modifications, or changes to the original report. The Utah SCSEP program, Easter Seals Rocky Mountain, and Salt Lake County Aging Services will continue to follow the Utah SCSEP Four Year Strategic Plan recommendations.**

## **Section 2. Involving Organizations and Individuals.**

The Utah SCSEP program requests involvement, advice, and recommendations of representatives from the following entities on a yearly basis to help with the improvement of the Utah SCSEP program:

- State Units on Aging and Area Agencies on Aging
- State and Local Boards under the Workforce Investment Act (WIA) (The Salt Lake County AAA SCSEP Program Manager attends the board meeting when possible)
- Public and private nonprofit agencies and organizations providing employment services
- Social service organizations providing services to older individuals
- Grantees under Title III of the OAA
- Affected communities (i.e., grantee service areas)
- Unemployed older individuals
- Community-based organizations serving older individuals
- Business organizations
- Labor organizations

The Utah SCSEP program holds a bi-yearly Older Workers Coordinating Council, which invites the following agencies to discuss current topics, Workforce Services changes, and other topics, which affect Title V participants. Agencies include the Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor’s Office of Economic Development, Department of Human Services, Easter Seals Northern Rocky Mountain, Utah State Office of Education, and Utah System of Higher Education.

**Planned actions to coordinate SCSEP with other labor market and job training initiatives. (20 CFR 641.302(j).)**

**Easter Seals** - Goodwill Northern Rocky Mountain (National Grantee) Each employment counselor has information on in-demand industries and careers through workforce bulletins from the local Department of Workforce Services (DWS) and the monthly Workforce Development Conference Calls presented by National Easter Seals. The SCSEP provides additional training opportunities through partnerships with workforce development agencies. All SCSEP sites are

housed within the Department of Workforce Services (DWS) Buildings. This allows for a pathway of referrals through DWS for those participants age fifty-five and older. Each DWS site offers an array of classes including: Budgeting, Skills Identification, Resume Writing, Interviewing Skills, Job Searching with Technology, Networking Strategies, Personal Branding, and Employment Success Strategies. Each participant is required to attend one or more classes based on their learning needs documented on their needs assessment and IEPs. IEP goals for participants who have been on the program over a year may indicate it would be beneficial for them to repeat one or more classes. Easter Seals-Goodwill SCSEP is also partnering with LDS Employment Services, CAT computer classes provided in the recreation centers, Habitat for Humanity, Community Action Program, and other community resources to provide services to seniors. All seniors receiving SNAP assistance are referred to DWS's job exchange. In Salt Lake, Weber, Utah, and Tooele Counties, the SCSEP partners with the Department of Workforce Services to refer participants to the Job Exchange. This is a new program, which takes participants who pass a criteria for job readiness and matches them up with one of the over 400 jobs the Department receives daily.

**Salt Lake County Aging Services (State Sub-Grantee)**-We refer SCSEP participants to classes offered by DWS: Budgeting, Skills Identification, Resume Writing, Interviewing Skills, Job Searching with Technology, Networking Strategies, Personal Branding, and Employment Success Strategies. The County's SCSEP staff will also regularly attend meetings and solidify partnerships with Utah Department of Workforce Services, Retired and Senior Volunteer Program, Wasatch Employers Network, LDS Employment Resource Services, Veterans Civic Council, University of Utah, Foster Grandparents Program, Women's Business Center, Literacy Action Center, Service Corps of Retired Executives, Senior Companion Program, Utah Nonprofits Association, Inner City Project, Goodwill/Easter Seals, and area Chambers of Commerce in order to aggressively market the SCSEP program and increase the visibility of the program throughout the community.

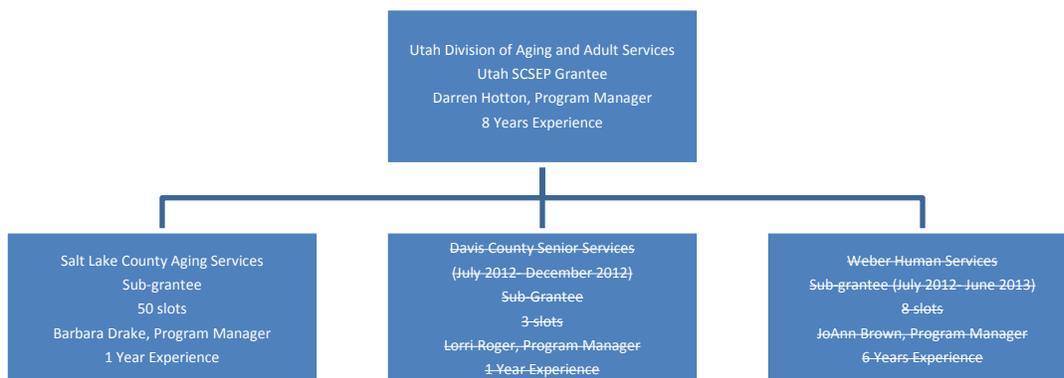
### **Section 3. Soliciting and Collecting Public Comments.**

The Utah SCSEP program will post the updated State Plan on the Department of Human Services website for thirty days. We will review all submitted comments and adjust the State Modifications as necessary. All comments will also be sent to the Utah Department of Workforce Services since the Utah SCSEP plan is part of the DWS plan.

## A. Senior Community Service Employment Program (SCSEP)

### Updated

The State Division of Aging and Adult Services (DAAS) will contract with three Area Agencies on Aging who have expressed an interest and demonstrated the ability to place older individuals into meaningful community service assignments. In addition, these agencies have been successful in achieving the required fifty percent placement for unsubsidized employment. We are always striving to increase our placement rates. At DAAS, the key grant staff is Darren Hotton. He will spend forty percent of his time assigned to this grant. DAAS will contract with Salt Lake County Area Agency on Aging for fifty (50) slots, Weber/Morgan Area Agency on Aging for eight (8) slots and Davis County Area Agency on Aging for three (3) slots, for a total of sixty one (61) slots. Each AAA has in place a designated Title V program manager who oversees the program in their respective counties. The key staffs at these AAAs are Barbara Drake, Salt Lake Aging Services, Lorri Rogers, Davis County Senior Services, and JoAnn Brown, Weber Human Services. They are responsible for training staff, recruiting enrollees, recruiting host sites, and locating employers. The AAAs also assist in core and intensive training activities to enable enrollees to become job ready. They partner with the One Stops and clients are co-enrolled. Unfortunately, based on current Department of Labor SCSEP Equal Distribution requirements, the Weber County SCSEP program (June 2013) and Davis County SCSEP program (December 2012) will phase out this year. The Utah SCSEP is saddened by the closure of these programs, as they have provided invaluable services to the low income seniors of these counties.



States that include SCSEP in the Integrated Workforce Plan must include:

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

## **Updated**

### **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 to 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.

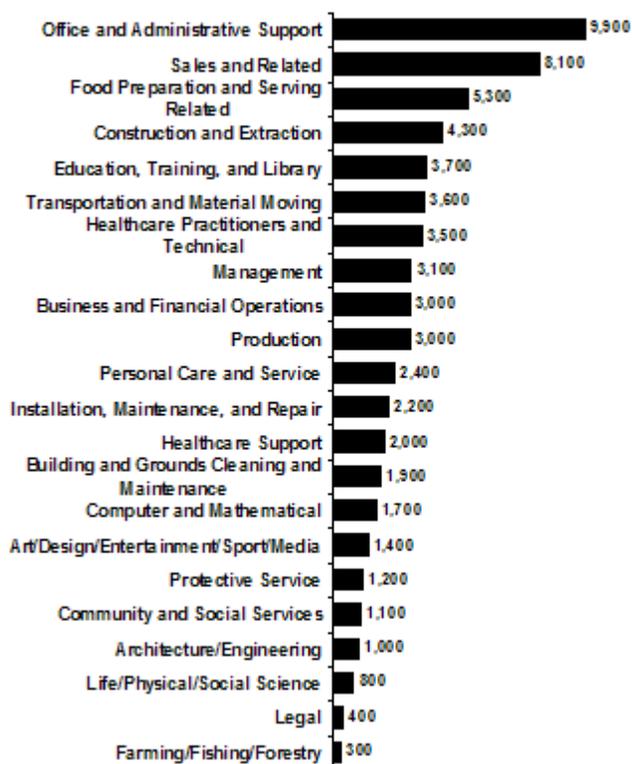
### **Long Term Projection**

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.

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



Source: Utah Department of Workforce Services.

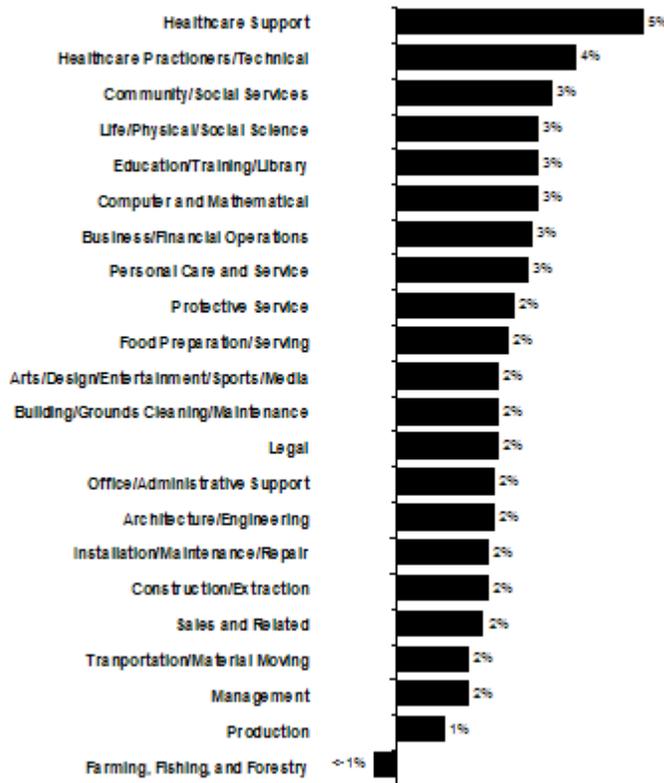
#### Short-Term Occupational Growth

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.

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



Source: Utah Department of Workforce Services.

### Long-Term Occupational Growth

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 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 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.

Source Utah Department of Workforce Services 2011, <http://jobs.utah.gov/wia/py11finalplan.pdf>

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

The Utah SCSEP program is concerned for the participants in the SCSEP program. According to the Utah Department of Workforce Services, 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.* These industries are not the common job skill training for SCSEP participants. The Utah SCSEP participants' lack the education and experience to apply for these positions. However, the SCSEP participants can be trained for the "supportive services" to these industries. Attached is the "High Growth Industries for Ages 65-99", these industries follow more closely the training provided to SCSEP participants.

**High Growth Industries**  
**Top 10 industries ranked on the greatest employment**  
**State=Utah, Statewide, Sex=Male and Female, Age=65-99**  
**Private Firms Only**

Rank	Industry	Average Quarterly Employment (2010Q2,2010Q3, 2010Q4,2011Q1)	Growth in Employment (%) (2010Q1,2011Q1)	Hiring Growth (2010Q1,2011Q1)	Hiring Growth (%) (2010Q1,2011Q1)	Hiring (2011Q1)	Hiring (2010Q1)	New Hire Earnings (\$) (2010Q2,2010Q3, 2010Q4,2011Q1)
	<b>All NAICS subsectors</b>	<b>30,006</b>	<b>1.8 %</b>	<b>68</b>	<b>6.5 %</b>	<b>1,065</b>	<b>997</b>	<b>\$1,912</b>
1	561 Administrative and Support Services	2,237	1.6 %	20	15.1 %	142	122	\$1,502
2	722 Food Services and Drinking Places	2,167	1.3 %	-31	-23.3 %	117	148	\$979
3	541 Professional, Scientific, and Technical Services	2,014	7.4 %	10	13.1 %	81	71	\$3,144
4	621 Ambulatory Health Care Services	1,273	9.3 %	5	16.3 %	33	28	\$3,669
5	238 Specialty Trade Contractors	1,191	-3.4 %	-2	-3.4 %	57	59	\$2,489
6	452 General Merchandise Stores	1,153	-3.5 %	3	9.5 %	33	30	\$1,123
7	611 Educational Services	1,122	6.7 %	-4	-11.4 %	33	37	\$1,799
8	721 Accommodation	889	-0.1 %	4	8.8 %	47	43	\$1,223
9	423 Merchant Wholesalers, Durable Goods	880	0.6 %	4	26.6 %	17	13	\$2,290
10	484 Truck Transportation	765	10.7 %	3	13.3 %	24	21	\$2,084

*Source: U.S. Census Bureau, Local Employment Dynamics*

The following is an analysis of Utah's SCSEP Strengths, Weaknesses, Threats, and Opportunities in employment opportunities for participants.

**Strengths**

- Most of the Host Agencies in the Utah SCSEP program train the individual in skills needed to be employed in the Healthcare industry (Administration, Supportive Services and Intake).
- Most of the Host Agencies in the Utah SCSEP program train the individuals in skills needed to be employed in the Educational Infrastructure (Administration, Support Services and Intake).
- Most of the Host Agencies in the Utah SCSEP program train the individuals in skills needed to be employed in the Social Assistance (Administration and Support Services).
- All Utah SCSEP program individuals have access to training in adjunct services for all growth industries (Janitors, Drivers, Kitchen help, etc.).
- All Utah SCSEP programs have partnered with community colleges and technology colleges for skill specific training.

- **Easter Seals** – Goodwill Northern Rocky Mountain SCSEP uses monitoring and rotation of host agencies to ensure the participants are continually learning and acquiring skills that will aid them in finding and retaining employment when the community service training has completed. The monitoring visits are to educate the host agency supervisors about the goals of SCSEP. The monitoring offers the host agency and the participant to share feedback about how the training is readying the participant for employment and what additional training the participant may need to become employable.

### **Weaknesses**

- Most Administrative and Support Services jobs lead to low pay.
- The education level for most high growth industries is out of reach for most SCSEP individuals. Currently over fifty percent of Utah’s SCSEP participants have a high school diploma or less.
- Workforce Investment Act training funds have reduced over the last three years.
- Utah SCSEP individuals have trouble accessing Utah Workforce Investment Act services.

### **Threats**

- Basic skills needed for employment defined by the Utah Department of Workforce Services (mentioned above).
- Utah’s low employment rate causes a struggle with Utah’s younger workforce. Fifty percent of Utah’s workforce is 35 years or younger. This allows employers to discriminate toward younger workers.
- Utah SCSEP individuals have trouble accessing Utah Workforce Investment Act services.

With the information received under the Strengths, Weaknesses, and Threats, the Utah SCSEP Program has decided to that following Opportunities will be used over the next four years to help improve our supporting employment opportunities for participants.

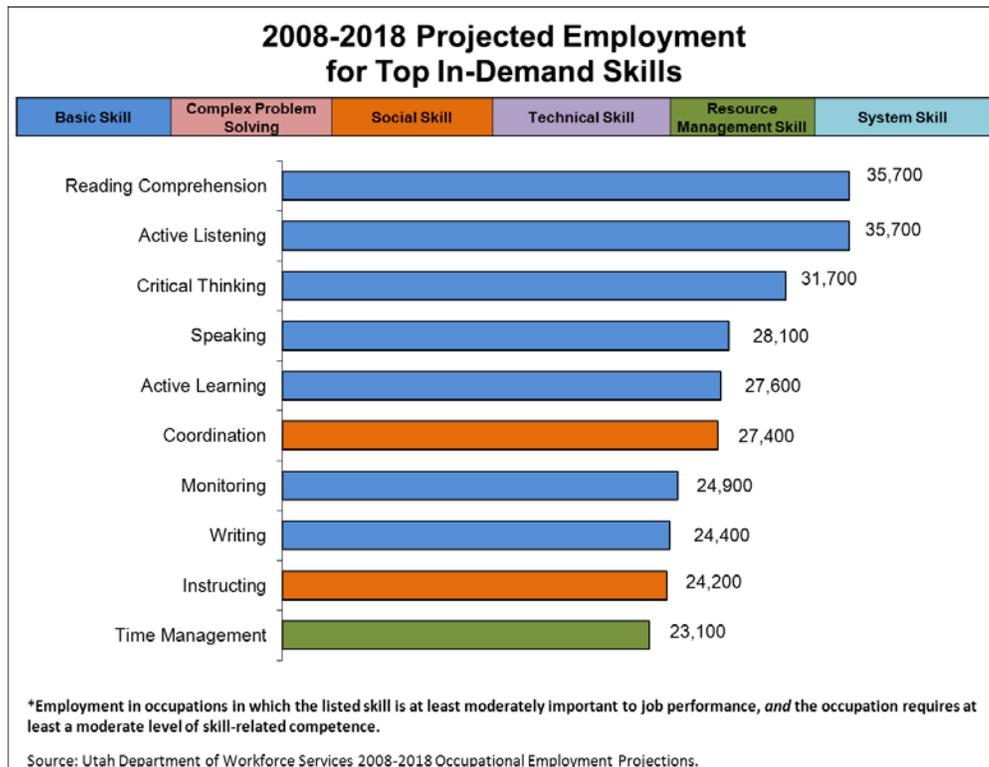
### **Opportunities**

- The Utah SCSEP program sub-grantees (Salt Lake County Aging Services, Davis County Bureau of Health Promotion and Senior Services, and Weber Area Agency on Aging) will become members of the Local Workforce Investment Act board.
- The Utah SCSEP program with its partners will look for a cost-effective, useful assessment tool. A proper assessment tool helps the Utah SCSEP program more effectively serve the SCSEP participants. With an improved assessment process, training needs and learning abilities and styles will be better identified. With this, better training opportunities and placements will be recognized, and based on better placements; there should be an increased unsubsidized placement rate.
- The Utah SCSEP program will work with the Local Workforce Investment Act boards to find ways for SCSEP individuals to access WIA services.
- **Easter Seals** – Goodwill Northern Rocky Mountain SCSEP will better utilize their Business Advisory Council (BAC) to assist in making assessments on participants’ resumes, interviewing skills, and additional skills needed to better prepare them for employment. Easter Seals is evaluating assessment tools to determine which one will be the best fit for the program, to provide better assessment of a participant’s skills when entering SCSEP and assess how they have improved upon exiting SCSEP.

- Current and projected employment opportunities in the state (such as by providing information available under W-P Section 15 (29 USC 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c))

“Basic” skills dominate the top ten “in-demand” skills for Utah. In other words, the most important skills in the labor market – regardless of education or occupation – are basic skills. These foundational skills are so important because they prepare workers to acquire other skills and will allow Utah’s workers to adapt quickly to shifting more detailed short-term skill and knowledge requirements. In particular, reading comprehension, active listening, critical thinking, and active learning top the list. Coordination and instructing are high-demand skills in the “social skill” category. Time management ranks as the only high-demand “resource management” skill.

In Utah, the high-demand skills list for occupations requiring post-secondary training and the list for jobs requiring on-the-job training are very, very similar. Even as jobs require more education, basic skills show the highest levels of employment demand. Basic skills attainment is critical for Utah’s workforce in the long term. A basic skills deficiency may preclude obtaining highly coveted technical skills in the short term.



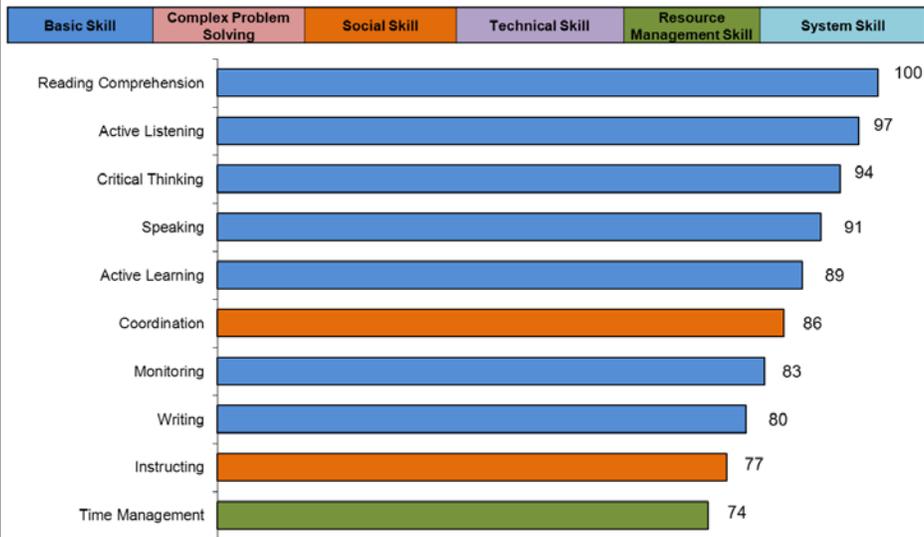
A strong underpinning in basic skills provides workers with the resources to learn new technical skills and quickly switch occupations as labor force demand changes. These technical skills are important for Utah's workforce. Utah's current occupational projections show that computer occupations and healthcare-related occupations are expected to show some of the most rapid employment expansion. Healthcare was the only industry in Utah to pass through the most recent recession while continuing to add employment. This downturn-resistant industry should continue to provide many occupational opportunities. In addition, in this occupational group, we're also seeing some of the most rapid changes as the healthcare industries separates duties to become more cost efficient.

Along with the increased demand for healthcare occupations, trends show higher than average growth rates for computer-related occupations—designing, coding (software), repairing, etc. As technology improves and computers take over an ever-increasing number of tasks, jobs will be required to prepare them and repair them for their assigned computing tasks. In addition, projections more subtly reflect the need for technical, computer-related skills in many, many occupational categories. The automobile mechanic of the past is now an automobile technician because the level of technical, computer-related skills required for this occupation have increased dramatically.

Another trend entrenched in the projections data is the increasing education/skill levels required by jobs in general. Each year, the share of jobs that require some type of college degree increases. While jobs that require short-term on-the-job training may dominate the current labor market, their share of that market continues to shrink.

The skills gap index provides a method to compare current levels of employment-related skills to the skills of the anticipated occupational levels of 2018. The closer a skills index is to 100, the higher the possibility of a "skills gap." Those skills with high gap indices could be considered critical for the future. Skills with the highest projected demand are exactly the same skills which are most likely to experience a critical skills gap. Again, basic skills dominate the top ten skills with the highest skills gap index.

## Skills Gap Index 2008 to 2018

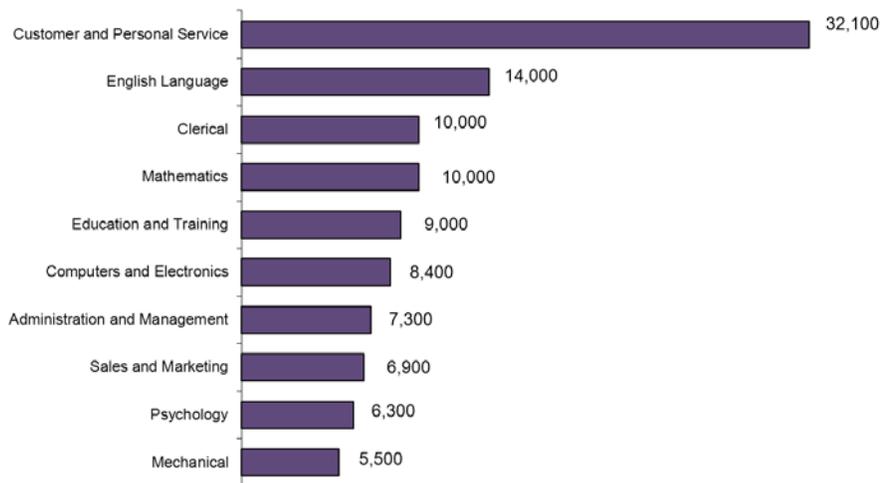


Based on the "gap" between current employment and projected employment demand. The higher the index, the higher the anticipated training need.

Source: Utah Department of Workforce Services 2008-2018 Occupational Employment Projections.

If adequately prepared with the in-demand basic skills, Utah workers will be able to obtain knowledge in high-demand areas. These top knowledge areas provide guidance for training emphasis. Customer and personal service far outranks any other knowledge requirement area.

## 2018 Projected Employment for Top In-Demand Knowledge Areas



\*Employment in occupations where the knowledge area is at least moderately important to job performance, and the occupation requires at least a moderate level of knowledge competence.

Source: Utah Department of Workforce Services 2008-2018 Occupational Employment Projections.

Knowledge of the English language also ranks high on the list. English knowledge may be an area particularly at risk for a generation that has grown up doing more “texting” than academic writing. Within the in-demand knowledge areas, the need for technical training is also apparent. Other important knowledge areas? Clerical (a high portion of Utah’s jobs require clerical skills), mathematics, education/training, and computers.

National employer surveys also indicate the need for workers to have basic and “soft” skills now and in the future. For almost a decade, the National Association of Colleges and Employers has surveyed employers about their “most-wanted” skills. Transferable “soft skills” are those that are important to employers— regardless of the job’s pay or rank. These employer-needed skills dovetail nicely with the skills and knowledge areas the projections data indicate will be in the utmost demand.



## Skills Employers Want

Source: National Association of Colleges and Employers Survey.

**The following strategic plan is still being executed except for the deletion of the Weber Human Services and Davis County responses. These contracts were terminated shortly after the submittal of this plan. The Department of Labor removed participants from these areas and gave them to Salt Lake County or Easter Seals rocky Mountain due to changes in slot distribution.**

- **A description of the localities and populations for which projects of the type authorized by Title V are most needed (20 CFR 641.325(d).)**
  - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** In the current economy all areas allocated to Easter Seals-Goodwill to conduct the SCSEP are needed. In the downtown areas of Salt Lake City and Ogden there is a high number of homeless individuals and individuals affected by the Justice System. Although January 2012 unemployment figures were at 5.8 percent and 7.3 percent respectively, the population primarily served by the SCSEP is the most difficult to place in employment positions. These populations need a high level of supportive services before they are

employment ready.

The SCSEP reaches out to the large refugee resettlement agencies for referrals. Through this strategy Easter Seals-Goodwill SCSEP is serving a large number of refugees from diverse cultures. Rural areas in Southeast and Southwest Utah are facing unemployment rates from 8.3 percent in Washington County, 17.2 percent in Garfield, 12.9 percent in San Juan and 16.4 percent in Grand County. The SCSEP is vital to these communities to provide training in new employment fields and also to provide education to employers about hiring mature workers.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County Aging Services' SCSEP program recruits and places Title V participants who reside in the county. The staff specifically targets the Kearns, Glendale, Rose Park, West Valley, Taylorsville, Midvale and South Salt Lake areas of the county. These areas are home to a high percentage of low-income older individuals, minority seniors, and immigrant and refugee seniors. We recruit heavily in these areas through word of mouth, posters and meeting with community organizations serving these areas, and make efforts to place the participants in their communities when possible.
  - ~~**Weber Human Services (State Sub-Grantee)**~~ Weber/Morgan Title V recruits heavily from the Homeless Veterans shelter here in Ogden. The majority of positions are filled from the Ogden area as the most in need are in this area. Very few minorities have applied for this year.
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Those over the age of 55 in Davis County are located in every city of the county. There is a need for title V Services County wide. Those with the most need are those living in poverty or meeting the priority enrollment criteria for Title V.
- **A description of actions to coordinate SCSEP with other programs. This may alternatively be discussed in the state strategies section of the strategic plan, but regardless of placement in document, must include:**
    - **Planned actions to coordinate activities of SCSEP grantees with WIA Title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older. (20 CFR 641.302(g), 641.325(e).)**
      - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** The location of all the SCSEP offices inside the DWS offices makes a natural referral pathway for clients of DWS who are over fifty-five and who have not found employment using DWS services. Easter Seals-Goodwill also has a strong partnership with Vocational Rehabilitation and the Veterans Administration. The Director of Easter Seals-Goodwill Utah Services and the

Easter Seals-Goodwill Program Manager attend monthly Workability meetings as well as affiliate meetings of the National Rehabilitation Association; the Utah Non-Profit Association; Office of Child Care Advisory Board; United Way of Utah County; and the State Department of Aging Senior Committee. Easter Seals employment counselors also attend the Governor’s Council State Refugee Provider meetings.

- **Salt Lake County Aging Services (State Sub-Grantee)** All SLCO participants will be enrolled on jobs.utah.gov and will receive training on how to access and use the website. Participants will receive assistance with development of their resume. SLCO will discuss issues and possible plans with the Workforce Services liaison to the Older Workers Council. Staff will meet with representatives of DWS in all locations in the county so they know about our program and we know who to talk to when referring participants for services. Staff will track effectiveness of training that participants take that is offered by DWS and inform DWS.
- ~~**Weber Human Services (State Sub-Grantee)**~~ All participants in ~~Weber/Morgan Counties Title V~~ are required to sign up with the Department of Workforce Services. Training is given on how to use their website and how to follow through with the job contacts they receive from that website. Also, they are helped with any other services that are needed through DWS. ~~Weber/Morgan Title V has attended the State Workforce Investment Board (State Council) Meetings to keep up to date on current issues. I will continue to attend until June 30<sup>th</sup>, 2013.~~
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ SCSEP in Davis County works with the Department of Workforce Services (DWS) to coordinate services. SCSEP participants are registered with DWS and use their web site to search for jobs. They may also work with LDS Employment Services. Davis County SCSEP Participants register with DWS and can attend workshops and classes related to job searching. DWS is aware of the Davis County SCSEP program and makes referrals of appropriate individuals to Davis County SCSEP.

○ **Planned actions to coordinate activities of SCSEP grantees with the activities being carried out in the state under the other titles of the Older Americans Act (OAA). (20 CFR 641.302(h).)**

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Easter Seals –Goodwill uses its knowledge of community resources in the State carried out under the other titles of the Older Americans Act. This includes:

taking an active role in the Caregivers Coordinating Council; working closely with nutritional services; partnering with housing to ensure participants are aware of housing opportunities; partnering with agencies focused on assisting non-English speakers in gaining language proficiency; partnering with the community mental health centers in referring participants for drug and alcohol counseling; and coordinating with the Division of People with Disabilities to ensure assistive technology and services are obtained for participants. In several cases poor vision has presented a barrier to employment. Funding is available to purchase eyeglasses for participants when good eyesight is required to reach their employment goals. SCSEP is investigating programs through the Health Department that assist in providing eyeglasses. When a participant is co-served by Vocational Rehabilitation they will either pay the full amount or half the cost.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake county will make sure participants know about programs through SLCO Aging Services such as Senior Centers, Information and Referral Assistance, Caregiver Support, Health Insurance Counseling and the Transportation program. We will also provide information on community resources for housing assistance, home repair and modification, nutrition, personal care, adult day care, elder abuse prevention, respite care, legal assistance, and financial services. We refer most of our participants to Salt Lake County's Information and Referral staff; it is in our building and the staff is incredibly knowledgeable.
- ~~**Weber Human Services (State Sub-Grantee)**~~ Weber/ Morgan Title V is connected to Low Income Housing, H E A T program, DWS for Food Stamps, and Weber Human Services in case of need of mental health programs. Participants in need of items such as eyeglasses or hearing aids have been helped through the Weber Human Services Foundation.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Davis County also coordinates with other services offered under the OAA as part of the Davis County Department of Health/Division of Family Health and Senior Services we have resources for; immunizations, health screenings, nutrition services, Medicaid/Medicare Part D education and assistance, Senior Service Case Management assistance, and Weatherization. We make referrals to Department of Workforce Services, Utah State Department of Rehabilitation, Utah Services for the Blind, Food Banks, Davis County Applied Technology Center, Davis County Mental Health, and Davis County Housing Authority.

- **Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities. (20 CFR 641.302(i).)**
  - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Easter Seals-Goodwill partners with several community agencies that provide services for people in need. Easter Seals-Goodwill has formed several partnership agreements to support participants in their search for employment: Participants are referred to the Community Action Program for assistance with HEAT and housing as well as in tax preparation; in Utah County Easter Seals-Goodwill has a strong partnership with HealthConnect, an agency that provides low-cost health solutions. Also in Utah County there is a strong partnership with the Centro Hispano, an agency that provides services to Spanish-speaking residents. In Washington County, a partnership with the LDS employment services has expanded employment opportunities for participants; The Utah Transit Authority provides half-price bus passes for those participants at risk of homelessness; Deseret Industries provides vouchers for clothing and household items; Junior League and Catholic Thrift also provide vouchers for clothing; The Family Health Centers in St. George and Cedar City offer physicals at a low rate; and Granite Peaks Lifelong Learning Centers charges a reduced rate for ESL classes.
  - **Salt Lake County Aging Services (State Sub-Grantee)** Staff will work with LDS Employment Services so participants can be registered on their site and take advantage of their job search website. LDS Employment Services will also be placing information about the County’s SCSEP program on its website with a link to our page. The Utah Food Bank assists participants with emergency food and St. Vincent de Paul helps with prescription costs. We receive vouchers for clothing from Deseret Industries and the Junior League Thrift Store. St Vincent also donated winter clothing for participants. DWS has paid for two certification classes at Salt Lake Community College. Staff has partnered with Division of Vocational Rehabilitation Services to get a hearing aid and clothing for one participant, gas vouchers for participants, payment for counseling and for SLCC classes. We also assisted two homeless clients to transition to senior subsidized housing.
  - ~~**Weber Human Services (State Sub-Grantee)**~~ Weber/Morgan Title V has connections with: ~~Weber Housing Authority (low income housing), Ogden Housing Authority (low income housing), Catholic Community Services (food,~~

medical), Midtown Clinic (medical), Weber Human Services (mental health), H E A T program (help with energy costs) LDS Employment Services (employment) OWATC (education), YCC (clothing, counseling), Weber Human Services Foundation (odds and ends needed to succeed)

▪ **~~Davis County Family Health and Senior Services Division (Sub-Grantee)~~**

~~Employment services is a large faith-based employment services that we work with. Utah Transit Authority (UTA) provides public transportation in the county with commuter rail and buses. Referrals are made to UTA's Para-transit system for those with disabilities. Vocational Rehabilitation helps those with disabilities with employment assistance.~~

○ **Planned actions to coordinate SCSEP with other labor market and job training initiatives. (20 CFR 641.302(j).)**

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Each employment counselor has information on in-demand industries and careers through workforce bulletins from the local Department of Workforce Services (DWS) and the monthly Workforce Development Conference Calls presented by National Easter Seals. The SCSEP provides additional training opportunities through partnerships with workforce development agencies. All SCSEP sites are housed within the Department of Workforce Services (DWS) Buildings. This allows for a pathway of referrals through DWS for those participants age fifty-five and older. Each DWS site offers an array of classes including: Budgeting, Skills Identification, Resume Writing, Interviewing Skills, Job Searching with Technology, Networking Strategies, Personal Branding, and Employment Success Strategies. Each participant is required to attend one or more classes based on their learning needs documented on their needs assessment and IEPs. IEP goals for participants that have been on the program over a year may indicate that it would be beneficial for them to repeat one or more classes. Easter Seals-Goodwill SCSEP is also partnering with LDS Employment Services, CAT computer classes provided in the recreation centers, Habitat for Humanity, Community Action Program, and other community resources to provide services to seniors. All seniors receiving SNAP assistance are referred to DWS's job exchange. In Salt Lake, Weber, Utah and Tooele Counties the SCSEP partners with the Department of Workforce Services to refer participants to the Job Exchange. This is a new program that takes participants who pass a criteria for job readiness and matches them up with one of the over 400 jobs that the Department receives daily.



continue to provide outreach information at the Metro site on a regular basis. There was a concern that the participant count in Davis County was low. To build a presence in this county, a SCSEP office was opened located on the floor above the One-Stop in the Division of Services for People with Disabilities. Plans are underway to hold a monthly outreach and information table in the DWS building to remind DWS employees of the SCSEP program opportunities for senior workers. This strategy will be replicated in DWS offices throughout the state that do not house SCSEP employees. The budget did allow for a new office to be opened in the One-Stop in Logan to strengthen the partnership in Cache County.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County attends meetings with DWS staff so we are knowledgeable about their programs and services. After we help participants set up their profile and show them how to navigate the jobs.com site, we print the information and give it to the participant so they will have the reference and can easily log back in. We will retain contacts with the new Work Ready Counselor. It would greatly improve coordination of efforts if DWS would assign staff to the County's SCSEP office five to ten hours a week.
  - ~~**Weber Human Services (State Sub-Grantee)** Weber/Morgan Title V will be spending extra hours from now until June 30, 2013 (or until all participants have found employment) on Employer contact. It has been a time-consuming problem up until now. But now that this will be the last year for Title V in Weber County, I will be devoting much more time in pursuing prospective employers. Working closely with DWS will help with this.~~
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)** SCSEP participants use the One-stop delivery system to take interview and resume classes and classes to learn how to access the database of current job openings. They can attend job fairs and large hiring events at the one-stop location.~~
- **The state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment. (20 CFR 641.302(e).) (May alternatively be discussed in the state strategies section of the strategic plan.)**
    - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** In response to this population needing focused case management all the employment counselors serve as job developers. This means that participants do not have to transition to several counselors during their time in the program. Employment counselors reach

out to employers that match the participant's skills and interest by informing them of tax incentives and other benefits of hiring mature workers. On-The-Job Employment is used successfully as an incentive for employers to hire SCSEP participants. ESGW is a member of the Salt Lake City, Davis, and Weber Chamber of Commerce. This has proved extremely effective in both opening up employment opportunities as well as securing new host agency sites. In other counties employment counselors meet regularly with community groups to ensure community organizations are aware of the SCSEP.

- **Salt Lake County Aging Services (State Sub-Grantee)** PY2012 – Meet with Chambers of Commerce in three areas of the Salt Lake Valley to explain SCSEP and encourage members to recruit participants. PY2013 - Meet with three new Chambers of Commerce; increase the number of host sites because many of our participants are hired by the site when the participant does a good job. PY2014 – Evaluate the effectiveness of meeting with Chambers of Commerce and continue or discontinue; offer a round table meeting for businesses to get more information on SCSEP – invite current host sites and employers to discuss benefits. PY2015 – Evaluate effectiveness of round table for businesses and decide to continue or not offer again.
  - ~~**Weber Human Services (State Sub-Grantee)** Weber/Morgan Title V will be consulting with present Host Agencies to see if they are in a position to hire the participant currently training with them.~~
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)** Davis County encourages the host agencies to hire SCSEP participants. The benefits of hiring older workers are discussed with host agencies. There is no long-term plan in place in Davis County as the SCSEP will no longer be available through the county as of 12/31/2012.~~
- **The state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:**
    - **Moves positions from over-served to under-served locations within the state in compliance with 20 CFR 641.365.**
      - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** It will not be necessary to move positions from over-served to under-served. Natural attrition due to durational limits and participants finding unsubsidized employment in the over-served areas will allow counselors to focus attention and outreach efforts on those under-served areas.
      - **Salt Lake County Aging Services (State Sub-Grantee)** As participants exit the program, staff will recruit from the under-served areas.

- ~~**Weber Human Services (State Sub-Grantee)**~~ Weber/Morgan Title V feels that they are an under-served area in the state and as such, they should be represented. The need here is great.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ SCSEP positions are distributed across Davis County although the county is under-served with only three SCSEP participants through the Davis County program.

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

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Utah also has a large area of the state that is designated rural. Six employment counselors in the rural counties and two in urban counties reflect the participants they serve having secured jobs with SCSEP after training in the program as participants. Specifically:

- The ESGW SCSEP currently has eight locations in strategic areas throughout the state. Logan in the north serves the Bear River area including Cache, Rich and Box Elder counties. The full time employment counselor in the Ogden office conducts all documentation and data entry for participants in the northern rural counties with assistance from a participant that was hired to provide supportive services to participants and host agencies. The Ogden office currently serves 29 participants and eight Host Agencies in Weber County. Davis County, to the north of Salt Lake, currently serves 16 participants with four Host Agencies with one part-time employment counselor.

Salt Lake County, the most populous urban area in the state, currently serves 75 participants. One full-time and two part-time employment counselors provide employment services to the participants. The Program Manager also carries a small caseload. The host agencies in Salt Lake are numerous and offer a variety of training opportunities within easy access of public transportation. All host agency assignments are made with the participant's location and ability to travel in mind. The Salt Lake Metro office also serves participants in Tooele, Summit, Daggett, Duchesne and Uintah counties. The participants are placed in local Host Agencies and employment

counselors travel regularly to complete IEP/PNAs and re-certifications. Recruitment is currently taking place in these counties and local Host Agencies assist with referrals.

Utah County is home to Utah's second most populous urban area, Provo. There are currently 28 participants in Provo, with eight Host Agencies. Utah County is home to Habitat for Humanity, with several participants training there. Other Hosts include Provo City Schools, Utah State Hospital, Department of Workforce Services, and People for the Preservation of Peet N Neet.

The Price office serves several Central and Southeastern counties: Carbon, Emery, Grand, Piute, Wayne, San Pete, Sevier and San Juan County. There are two part-time employment counselors in this office who travel to meet participants at their local host agency sites. This month the Price office added San Juan County to its jurisdiction. This is the closest location to the participants training in remote areas on the Navajo Reservation in San Juan County.

The office in Cedar City serves participants in Iron, Beaver, Millard and Garfield counties. Most of these counties are in rural areas. Host Agencies are limited. The Forest Service has been a valuable partner in these rural areas providing employment training for the rural participants. The local governments in these tourist areas have also extended training opportunities to participants with participants training as tour guides in various rural museums and parks. The employment counselor in Cedar City also travels to serve participants. In Washington County many participants live in and around the St. George area. Host agencies are accessible by public transportation if necessary. The Washington County office also serves rural Kane County.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County is an urban area.
  - ~~**Weber Human Services (State Sub-Grantee)**~~ Weber/Morgan Title V serves all major towns and outlying areas in Weber and Morgan Counties. The most in-need and under-served area is around Ogden City.
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Davis County has no rural areas.
- **Serves individuals afforded priority for service under 20 CFR 641.520. (20 CFR 641.302(a), 641.365, 641.520.)**

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** To assist employment counselors in prioritizing participants with significant barriers to employment, a preliminary intake form was developed. The form lists the barriers recognized by the Department of Labor. Participants are asked to check those that apply to them. This stimulates conversation and enables the employment counselor to find out more about the participant's circumstances. Employment counselors also attend conferences and job fairs that attract the most-in-need. For example, this month employment counselors attended a conference for Veterans. We are also fortunate in that the Program Manager speaks Spanish. We hope that this will increase the number of Spanish speaking participants.

In the years between 2007 and 2010, and in the fourth quarter of 2011, the Utah SCSEP program consistently exceeded the goal for service level. This supports the ability of the program to serve the greatest number of eligible participants. This ability is due to the high visibility of the SCSEP program within the DWS One-Stop offices throughout the state. Utah also has a large presence of veterans with a Veterans Hospital and Air Force, Army and National Guard bases. The SCSEP has a strong partnership with the Veterans Administration through host agency agreements and sharing employment activities. Although there are still some rural counties that are not fully served according to the equitable distribution chart, plans to expand Easter Seals-Goodwill presence in these areas are underway. As stated above, an office in Davis County has been opened as well as an office in Logan. Plans are underway to conduct monthly outreach activities in Grand County by the counselor situated in Southeastern Utah. The caseload for San Juan County has been allocated to this Counselor. Work has already begun, with positive results, to increase the number of Native American participants from this area.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County has developed strong partnerships with organizations that help us recruit. They are with the Veterans Administration, DWS (over 65, failed to find employment through WIA), St. Vincent de Paul (homeless), Vocation Rehabilitation Services (disability), the Asian Association (limited English proficiency) Catholic Community Services (limited English). Salt Lake County Aging Services is developing an Aging and Disability Resource Center that will refer possible participants to us when it is fully functional. We will also publicize the SCSEP program in the 55Plus resource book and the Spanish Yellow Pages.

- ~~Weber Human Services (State Sub-Grantee)~~ Weber/Morgan Title V serves homeless veterans (I have had a high ratio of homeless veterans), the disabled, veterans, and the challenged.
  - ~~Davis County Family Health and Senior Services Division (Sub-Grantee)~~ The individuals with priority enrollment are served first or placed at the top of the waiting list.
- **The ratio of eligible individuals in each service area to the total eligible population in the state. (20 CFR 641.325(a).)**
  - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** Nine percent of the population of Utah is 65 and older, Census 2010 American Community Survey. 6 percent of persons 65 and older are below poverty.
  - **Salt Lake County Aging Services (State Sub-Grantee)** According to a study conducted by the University of Utah in 2006, Salt Lake County's minority population percentage is 19 which is higher than the state minority percentage which is 14.7 for the state as a whole and 11.8 for the state minus Salt Lake County. Salt Lake County has 38 percent of the state's population over 60; 42 percent of the state's over-55 disability population resides in the county and eight percent of the County's residents live below the poverty level. The state reports 355 homeless individuals over 55 with 261 (74 percent) in Salt Lake County.
  - ~~Weber Human Services (State Sub-Grantee)~~ Weber County (per 2010 census) has 231,236 people, 10.1 percent who are over 65 years old; 13.5 percent are veterans; 23.5 percent are minorities and 11.5 percent are below poverty level.
  - ~~Davis County Family Health and Senior Services Division (Sub-Grantee)~~ Less than ten percent of the population of Davis County meets the age requirement for SCSEP.
- **The relative distribution of eligible individuals who:**
  - **Reside in urban and rural areas within the state**
    - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Every effort is being made to increase visibility of the SCSEP program by locating Easter Seals-Goodwill employment counselors within One-Stop programs in strategic areas of the state to ensure equitable distribution.
    - **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County is entirely urban.

- ~~**Weber Human Services (State Sub-Grantee)**~~ Weber County has the bulk of the participants. As we will no longer be adding to the rolls, we are set as is.
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Davis County is 100 percent urban.
- **Have the greatest economic need** *Greatest economic need* means the need resulting from an income level at or below the poverty guidelines established by the Department of Health and Human Services and approved by the Office of Management and Budget (OMB). (42 U.S.C. 3002(23).)
  - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** For those participants facing the greatest economic need, Easter Seals-Goodwill SCSEP’s partnership with local homeless shelters, food banks and other community agencies serving economically depressed mature individuals has led to the SCSEP program being able to serve the majority of participants who are at or below 100 percent of the Federal Poverty Level at the time of enrollment. Greatest social need and individuals described in “priority of service”.  
The SCSEP reaches out to local minority communities through churches, schools and community networking to provide services to and engagement of disparate groups in all local service areas in an effort to increase the performance on the most-in-need measure. Training and tools have been given to employment counselors to assist them in identifying those who fall under “priority of service”.
  - **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County recruits in the following communities due to the high poverty rates: Kearns, Glendale, Rose Park, West Valley, Taylorsville, Midvale and South Salt Lake
  - ~~**Weber Human Services (State Sub-Grantee)**~~ The greatest economic need is in Weber County around the Ogden area as this is where the majority of older individuals live. All the participants on the program at this time are from this area of greatest economic need.
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Sunset and Layton cities within Davis County have the greatest economic need.
- **Are minorities**
  - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** In Salt Lake City the Easter Seals-Goodwill SCSEP employees reflect the minority

communities having a cultural understanding of minority perspectives, concerns, and needs. A large number of refugees who have limited English proficiency are served.

- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County recruits in the following communities due to the high refugee and minority populations: Kearns, Glendale, Rose Park, West Valley, Taylorsville, Midvale and South Salt Lake
- ~~**Weber Human Services (State Sub-Grantee)**~~ The Ogden city area has the greatest amount of minorities.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Sunset and Clearfield cities have the greatest minority populations in the county.

○ **Are limited English proficient**

- **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** The office in Salt Lake City is fortunate to have a multilingual employment counselor from the Horn of Africa. His ability to speak the language of many of the refugees located in Salt Lake City has proved extremely valuable in earning the trust of the new refugee agencies that now refer their members for services. This counselor also serves on the refugee provider committee where he continually reminds other agencies of the Easter Seals-Goodwill SCSEP program. The program manager speaks Spanish and a Spanish-speaking bilingual employment counselor has been hired in Davis County.
- **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County recruits in the following communities due to the high refugee and minority populations: Kearns, Glendale, Rose Park, West Valley, Taylorsville, Midvale and South Salt Lake
- ~~**Weber Human Services (State Sub-Grantee)**~~ The Ogden area, West Ogden area
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Clearfield and Layton cities have the greatest number of individuals with limited English proficiency.

- **Have the greatest social need (20 CFR 641.325(b).)** *Greatest social need* means the need caused by non-economic factors, which include: Physical and mental disabilities; language barriers; and cultural, social, or geographical isolation, including isolation

caused by racial or ethnic status, which restricts the ability of an individual to perform normal daily tasks or threatens the capacity of the individual to live independently. (42 U.S.C. 3002(24) ).

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** The four large urban areas, Salt Lake City, Ogden, Provo and St. George, provide a refuge for the state’s homeless population. The shelters located in these towns already serve as host agencies for participants to train in a variety of social service and hospitality skills. They are also a valuable referral source referring homeless participants who want to escape the cycle of poverty and find work. The Food Banks also assist in recruiting participants to the SCSEP. Employment counselors in all areas of the state reach out to churches and schools and engage in community networking to ensure that all potentially eligible participants have the opportunity to apply for the program.
  - **Salt Lake County Aging Services (State Sub-Grantee)** Salt Lake County recruits in the following communities due to the high number of residents with the greatest social needs: Kearns, Glendale, Rose Park, West Valley, Taylorsville, Midvale and South Salt Lake. We also receive referrals from the Utah Food Bank, St. Vincent de Paul, and the Road Home.
  - ~~**Weber Human Services (State Sub-Grantee)** The greatest social need is in the Ogden area—currently all participants are from this area.~~
  - ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)** Those with greatest social need are generally isolated, in poverty or at risk of becoming or are homeless. The rate of homelessness is quite low in Davis County.~~
- **A description of the steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new Census or other reliable data become available; or when there is over-enrollment for any other reason. (20 CFR 641.325(i), 641.302(b).)**
    - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** As stated above, areas that are over-served will not bring new participants onto the program when participants leave for durational limits, employment or other reasons. Focus on outreach activities will be high on those areas that are under-served.
    - **Salt Lake County Aging Services (State Sub-Grantee)** When redistribution occurs, Salt Lake County will meet with all participants to be transferred to explain the situation and provide them with contact information for the new agency. Hopefully the new agency can send staff to the meeting to meet the participants. We will also send a

letter explaining the situation and include the new contact information – all of which will be in the most understandable language for the participant. If Salt Lake County is receiving the new participants, we would send staff to any meeting offered by the current agency to meet new participants and provide them with written information. We would then assign them an Employment Specialist who would meet individually to complete any paperwork, review their IEP's and work history, and decide on a new placement if needed. If the participant is staying in the same host agency, we would meet with their supervisor and provide them with contact information.

- ~~**Weber Human Services (State Sub-Grantee)**~~ Hopefully, I will have helped all participants enrolled in Weber/Morgan Title V to find employment by June 30, 2013. If not, it will be set up ahead of time for the remaining participants to make a smooth transition to the organization which will be allotted Weber County's participants.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ The SCSEP in Davis County will end on 12/31/2012 due to changes by the DOL. The following steps will be taken to cause the least disruption to participants at that time. Davis County will notify each participant in person of the changes months prior to the transfer. In November 2012 Davis County will take a worker from the national grantee to meet each participant to introduce them and explain that they will now be working with them for SCSEP. Each participant will receive a letter with all new contact information.
- **The state's long-term strategy for serving minority older individuals under SCSEP. (20 CFR 641.302(c).)**

**Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** The Easter Seals-Goodwill SCSEP will continue to provide waivers for people 75 and older who don't have social security. The SCSEP will continue to hire minorities that can relate to the population serve both by making sure that the SCSEP employees reflect the cultures of the population served. Partnerships with local agencies serving minorities will continue by ensuring a strong representation on state committees that focus on working with minority and older individuals as well as partnering with all the grass roots and non-profit organizations in the community.

- **Salt Lake County Aging Services (State Sub-Grantee)** PY 2012 – Establish community partners who can assist with informing minority communities of SCSEP, that can serve as host sites, or that can provide services to participants. Produce a list of service providers and give to minority participants. Our current partners are: African American Faith Initiative,. And Justice for All Community Legal Center, Asian Association Refugee Center, Catholic Community Services, Centro de la Familia de Utah, Columbus Community Center, Community Action Programs, Crossroads Urban Center, Crossroads Thrift Store, Granite Peaks – ESL, Guadalupe School, Horizonte

School, Multicultural Legal Center, Salvation Army Family Services, Salvation Army Thrift Store, St. Vincent de Paul/Weigand Resource Center, The Road Home, Utah Cultural Celebration Center. PY 2013 – Work with partners to make sure we reach diverse minority groups and that we know where to send participants for needed services. PY 2014 – Work with partners to schedule 2 trainings that would be beneficial to minority participants. Evaluate training effectiveness. PY 2015 – Revisit list of community partners and update service list to add new partners; offer additional trainings if 2014's were effective.

- ~~Weber Human Services (State Sub-Grantee)~~ Not applicable to Weber County as there will be no new additions.
- ~~Davis County Family Health and Senior Services Division (Sub-Grantee)~~ Not applicable to Davis County as no new additions will be added to the program due to scheduled end on 12/31/2012.

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

- **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** In Salt Lake and Weber County services are needed to support the homeless populations. The housing authority is constantly engaging with entities to expand opportunities for transitional and subsidized housing. This population is also at risk for mental health conditions. More funding for supporting the mental health and substance abuse issues of this population would make a huge impact on the ability of this population to find employment. The other area of need in the urban areas is for those involved in the justice system. Partnerships are currently being developed or will be developed with programs targeting those individuals recently placed on probation or parole. Partnerships with these agencies will provide the participants with the added support they need to overcome the barriers that the stigma of incarceration leaves.
- **Salt Lake County Aging Services (State Sub-Grantee)** Services: subsidized housing, transitional housing, mental health services, assistance with getting food stamps, literacy, learning English, learning technology, medical care. Places where services are needed: Kearns, Glendale, West Valley, Taylorsville, Rose Park and South Salt Lake. Salt Lake County refers participants to: the Road Home (housing and information for homeless individuals), Literacy Action Center (tutoring for adults), Utah Food Bank (emergency and ongoing food assistance), ESL (Horizonte School, Aging Services ESL classes, Granite Peaks), My Case (health insurance and food stamps), Salt Lake City

and County Housing Authorities (subsidized housing), Community Access to Technology Labs and Aging Services Employment Program (technology assistance) and Veterans Affairs (health benefits, information and referral).

- ~~**Weber Human Services (State Sub-Grantee)**~~ Better access to medical help for low-income individuals, dental help, help in getting medicine when the participant can't raise the money for things like antibiotics, etc.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Needed community services in Davis County are: housing, Meals on Wheels, transportation, food stamps, services for the disabled. The services are needed across the county. The agencies providing services are: Davis County Housing, Davis County nutrition services, UTA, DWS for food stamps, and Vocational Rehabilitation. Demand for services in the county often exceeds availability of services.

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

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** A long-term change to the SCSEP would be to include people who are justice-involved as a most-in-need factor based on the significant barriers that are presented to this population. Another improvement and support for the older worker would be to increase funding in order to serve more individuals and keep aside a small percentage of the total slots specifically for individuals who may not be able to find employment. In order to improve the relationships with businesses, it would be beneficial to require every grantee to have a business advisory council. In order to prevent duplication of effort, a written MOU with the State Office of Rehabilitation could be required. Easter Seals-Goodwill also encourages the Department of Labor to continue to have service provision provided through both National and State agencies.
- **Salt Lake County Aging Services (State Sub-Grantee)** We plan to develop a more participant-centered approach to the intake process. By taking more time to learn about the participant at the onset we can locate the best host site. We plan to improve the types of host site to include more variety in the types of training participants can receive. We plan to develop training for participants that will involve human resource professionals from non-profit organizations and businesses that will include how to apply for a position at that specific organization, the types of jobs for which they hire and the skills needed to get those jobs, and what they look for in an interview. We also plan to ask current host sites to assist with job placement by talking to organizations similar to theirs, that are hiring, about hiring a SCSEP

participant. We will provide a Discharge Plan and an Exit Packet as immediate supportive services, which include offering access to SCSEP computers, fax and copy machines; also referrals to other agencies when appropriate. Such referrals may include, but are not limited to, housing, transportation, counseling, money management, clothing, food pantries, eyeglasses, tax assistance, H E A T, telephone, social security, and legal assistance. These services are obtained at little to no cost to the program.

- ~~**Weber Human Services (State Sub-Grantee)**~~ Eliminating Weber/Morgan Title V from the state plan is a disservice to the individuals who live here that need this program, and is not an improvement to the plan.
- ~~**Davis County Family Health and Senior Services Division (Sub-Grantee)**~~ Davis County does not have a long term strategy due to elimination of the program on 12/31/2012. Elimination of this portion of the program does not improve SCSEP services.
- **The state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii). (20 CFR 641.302(f).)**
- **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** Currently the program exceeds targets in Community Service, Service levels and Services to Most-in-Need. The program is .7 percent below the target for Common Measures of Entered Employment and .2 percent below the target for Common Measures of Retention. Common Measures of Earnings are also below the target. This is an area that Easter Seals-Goodwill will focus on as an area of improvement. In an effort to constantly improve performance, training will be given to all employment counselors using the National Easter Seals training modules on: case notes, needs assessments and IEP. Host Agency, Job Development and follow up modules will be available in the next program year. The program will also require each counselor to attend the State-Funded Job Development training that is required by the State Office of Rehabilitation.
- **Salt Lake County Aging Services (State Sub-Grantee)** During intake the staff will discover the familial support, living arrangements, and emotional stability of the participant. This will help us in placement and give us a really good idea of what resources are most needed. We will develop host sites where participants can learn the skills needed to get higher paying jobs. We will develop a training for participants during which volunteers from Human Resource backgrounds conduct mock interviews with the participants and give them feedback on the interview and their resume. Present to three Chambers of Commerce about SCSEP; bring people who have hired participants to speak about the quality of work performed by participants. We will

partner with the Wasatch Employers Network so SCSEP participants can attend job fairs they host and so we receive the job postings distributed to members. (These are usually higher paying jobs.) Host a round table discussion for potential employers so they can learn about the SCSEP program and ask staff questions. Work closely with DWS to find additional ways to improve unsubsidized employment and to suggest training topics DWS could offer that would be more relevant and helpful to our participants.

- ~~Weber Human Services (State Sub-Grantee)~~ Every effort will be made to find permanent employment for the participants. As these participants will not be replaced in this next year, that is the only goal I have.
- ~~Davis County Family Health and Senior Services Division (Sub-Grantee)~~ Davis County will work to assist participants in attaining unsubsidized employment through 2012. Those who remain on the SCSEP program will transition to the national grantee.

**MEMORANDUM OF UNDERSTANDING**  
**STATE OF UTAH**  
**ONE-STOP PARTNERS**  
**July 1, 2012 to June 30, 2017**

**I. Introduction**

A highly educated, skilled, and talented population will enable Utah to compete in the global economy. By working together, partners can identify current and future workforce skills, promote post-secondary education, develop lifelong learning strategies, and foster the entrepreneurship spirit for Utah citizens. The purpose of this Memorandum of Understanding (MOU) is to formalize cooperation and collaboration among partners. This MOU between Utah's State Workforce Investment Board (SWIB) and the One-Stop Partners is a requirement of the Workforce Investment Act of 1998. This MOU will establish guidelines for the One-Stop Operator and One-Stop Partners in creating and maintaining cooperative working relationships. The Department of Workforce Services is the designated One-Stop Operator.

**II. Strategic Vision and Goals**

It is the vision of Utah's One-Stop Operator and the One-Stop Partners to render comprehensive services that will assist customers in obtaining postsecondary education and industry-recognized credentials and in securing employment in demand-driven occupations and industries. These services are designed to connect unemployed, under-employed and dislocated workers to good jobs commensurate with their demonstrated level of education and/or skill achievement. An important element is services to youth. The One-Stop Operator and One-Stop Partners will collaborate with employers and civic leaders to develop a workforce system that serves the neediest youth, such as youth aging out of foster care, those involved with the juvenile justice system, children of incarcerated parents, migrant youth, Native American youth, and youth with disabilities.

The goals of the One-Stop Operator and the One-Stop Partners are to:

- Identify and meet the needs of employers,
- Assist individuals to obtain or improve employment,
- Eliminate duplication of services,
- Reduce administrative costs,
- Enhance participation and performances of customers served through the system, and
- Improve customer satisfaction.

Achievement of these goals will allow Utah to continue building a workforce development system that prepares individuals for high demand, high growth employment in industry sectors and occupations that are vital for continued economic growth and that are essential for Utah and the Nation to compete in global markets.

### III. Authority

"The agreement is made pursuant to the authority granted under Utah Code Ann. 35A-4-312(5)(h) and Utah Admin. Code R986-100-109 and R986-100-110 (4)(g). All agencies, contractors, or third parties not specifically authorized to receive client information under the above referenced statutes and rules must obtain a signed release of information from the customer in accordance with R986-100-109 (3)."

### IV. Utah's One-Stop Partners Programs and Activities

**Department of Workforce Services:** (*One-Stop Operator*): Wagner-Peyser Act (29 U.S.C. 49 et seq.) Unemployment Insurance, Trade Act (19 U.S.C. 2271 et seq.), Workforce Investment Act, Veterans Services, Migrant and Seasonal Farm Workers, Child Care Resource and Referral, Child Care Development Fund, Refugee Programs, Temporary Assistance for Needy Families, and Food Stamp Employment and Training, Medicaid Eligibility, Social Security Act, (Title 42 Public Health & Welfare Chapter 7 Social Security), Work Opportunity Tax Credit Program (WOTC) under the Tax Relief and Health Care Act of 2006 (P.L. 109-432), Utah Cluster Acceleration Partnership, Low Income Home Energy Assistance Program, Community Services Block Grant, and Coordination with Housing Authorities in Utah

**Department of Community and Culture:** Indian Affairs and Multicultural Affairs for coordination purposes

**Governor's Office of Economic Development:** Utah Cluster Acceleration Partnership

**Utah State Office of Education:** Carl Perkins and Vocational and Technical Education Act (20 U.S.C. 2301 et seq.), Title II Adult Education and Family Literacy Act

**Utah State Office of Rehabilitation:** Programs under Title I of the Vocational Rehabilitation Act (29 U.S.C. 720 et seq.), Vocational Rehabilitation, and Client Assistance Program

**Utah System of Higher Education:** Higher Education Act, Utah Cluster Acceleration Partnership

**Utah Department of Human Services:** Older Americans Act (42 U.S.C. 3056 et seq.)

**Senior Community Service Employment Program (SCSEP)** (42 U.S.C. 3056 et seq.)

**Easter Seals Northern Rocky Mountain:** Older Americans Act (42 U.S.C. 3056 et seq.)

**Utah Division of Indian Affairs:** Workforce Investment Act

**Job Corps:** Workforce Investment Act

**Futures through Training:** Migrant Farm Workers, Workforce Investment Act, Title 1V

### Memorandum of Understanding Provisions

#### **Services to be provided through the One-Stop Delivery System**

The Utah Department of Workforce Services, hereafter referred to as DWS, has been designated by the Governor to be the One-Stop Operator and the primary provider of services in the One-Stop Employment Centers. Currently, there are 33 One-Stop Employment Centers strategically located in the State of Utah. Each service area has at least one comprehensive employment center where customers can access the applicable core, intensive, and training services provided by the required One-Stop Partners. In addition to the One-Stop Employment Centers, job seekers and employers can access required core services on-line at [jobs.utah.gov](http://jobs.utah.gov) twenty-four hours a day,

seven days a week. Customers can also access information about One-Stop Partners' services by using the links to each One Stop Partner's web page that are available on [www.jobs.utah.gov](http://www.jobs.utah.gov). DWS and One-Stop Partners, through contractual agreement, will cross-train staff and co-locate staff as appropriate. Also, a network of affiliated sites will provide one or more of the programs, services, and activities of the One-Stop Partners, or these sites will at least provide information on the availability of core services in the local area and information regarding specialized centers that address specific needs.

DWS developed the UWORKS case management system to track core, intensive, and training services provided to customers and gather common measures data. DWS agrees to enter into individual MOU's with One-Stop Partners for limited information access to the UWORKS system. One-Stop Partners can gain access to the UWORKS system by completing a Third Party Request Form (Attachment C) and by being approved by the appropriate DWS authority. DWS agrees to provide access information and training on the appropriate UWORKS functions. All One-Stop Partners' staff, supervisors, and administrators will adhere to all Federal and State confidentiality rules. One-Stop Partners choosing to connect to the data system will be responsible for costs relating to purchasing and maintaining equipment and collecting data. Any costs incurred due to One-Stop Partners requesting additional development of the Client Tracking System will be borne by the requesting One Stop Partner. A feasibility study will be conducted to determine whether or not the cost incurred by additional development of the system is cost effective.

One-Stop Partners will be primarily responsible for providing those core services which they are authorized to deliver and for which they are provided funding. The applicable core services for each partner are identified in section 134(d)(2) of the WIA. DWS, as stipulated in the Wagner-Peyser Act, will provide Labor Exchange Services. Wagner-Peyser funds will be used to deliver core services. Temporary Assistance for Needy Families (TANF), Food Stamp Employment and Training, State, and WIA funds will be used by DWS to provide core, intensive, and training services. It is expected that the appropriate One-Stop Operator and One-Stop Partner staffs will be knowledgeable about all services provided at the One-Stop Employment Center and at affiliated sites. This will include cross-training of staff as appropriate. One-Stop Partners will be responsible for providing technical assistance and training to local One-Stop Employment Center staff as well to other One-Stop Partner staff not located in the Centers on referral processes and services related specifically to the respective One-Stop Partner. Customer pathways for obtaining core services from the One-Stop Partners will be developed locally.

One-Stop Partners will retain eligibility determination for their respective services whether co-located or connected through another method. Costs for core, intensive, and training services for customers who are determined to be best served by and eligible for a Partner's services or programs will be borne by the One-Stop Partner that is authorized and funded to deliver the service. If eligible, customers may receive non-duplicated services from multiple partners.

Additionally, pamphlets and other informational materials about One-Stop Partners' programs will be available to customers in every comprehensive One-Stop Center and affiliated sites. One-Stop Partners will be responsible for providing up-to-date materials about their programs and services.



SERVICES	AGENCIES	REVENUE SOURCE
<ul style="list-style-type: none"> <li>• <b>EMPLOYMENT STATISTICS</b></li> <li>• <b>INFORMATION ON PERFORMANCE MEASURES</b></li> <li>• <b>SUPPORTIVE SERVICE INFORMATION</b></li> </ul>	<p>Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services</p> <p>Department of Workforce Services</p> <p>Department of Workforce Services</p>	<p>Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA</p>
<ul style="list-style-type: none"> <li>• <b>FOLLOW-UP SERVICES</b></li> <li>• <b>JOB SEARCH AND PLACEMENT ASSISTANCE AND CAREER COUNSELING</b></li> <li>• <b>UNEMPLOYMENT INSURANCE INFORMATION</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor's Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education</p> <p>Department of Workforce Services</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, WOTC, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, WOTC, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>UI</p>

SERVICES	AGENCIES	REVENUE SOURCE
<p><b>INTENSIVE</b></p> <ul style="list-style-type: none"> <li>• <b>COMPREHENSIVE AND SPECIALIZED ASSESSMENT</b></li> <li>• <b>DEVELOPMENT OF INDIVIDUAL EMPLOYMENT PLANS</b></li> <li>• <b>GROUP COUNSELING</b></li> <li>• <b>INDIVIDUAL COUNSELING AND CAREER PLANNING</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, WOTC, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, Medicaid Eligibility, NAFTA/TAA, WOTC, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p>

<p><b>INTENSIVE (Continued)</b></p> <ul style="list-style-type: none"> <li>• <b>INDIVIDUAL COUNSELING AND CAREER PLANNING</b></li>   <li>• <b>CASE MANAGEMENT</b></li>   <li>• <b>SHORT-TERM PRE-VOCATIONAL SERVICES</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p> <p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, Medicaid Eligibility, NAFTA/TAA, WOTC, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p> <p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Medicaid Eligibility, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p>
<p><b>TRAINING</b></p>		

<ul style="list-style-type: none"> <li>• <b>OCCUPATIONAL SKILLS TRAINING</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor’s Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP, Easter Seals Northern Rcky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American’s Act, Carl Perkins Applied Technology Education, Pell Grants</p>
<p><b>TRAINING</b> <i>(Continued)</i></p> <ul style="list-style-type: none"> <li>• <b>WORKPLACE TRAINING WITH RELATED INSTRUCTION</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor’s Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rcky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, WOTC, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American’s Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p>
<ul style="list-style-type: none"> <li>• <b>SKILL UPGRADING AND RETRAINING</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor’s Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rcky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American’s Act, Carl Perkins Applied Technology Education, Pell Grants</p>

<ul style="list-style-type: none"> <li>• <b>ENTREPRENEURIAL TRAINING</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor's Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education, Utah System of Higher Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, Pell Grants</p>
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<p><b>TRAINING (Continued)</b></p> <ul style="list-style-type: none"> <li><b>ADULT EDUCATION AND LITERACY</b></li> </ul>	<p>Department of Workforce Services, Utah State Office of Rehabilitation, Department of Community and Culture, Governor's Office of Economic Development, Department of Human Services, Senior Community Service Employment Program (SCSEP), Easter Seals Northern Rocky Mountain, Utah State Office of Education</p>	<p>TANF, Wagner-Peyser, WIA, Child Care Development Fund, Food Stamps, UI, Refugee &amp; Veterans, NAFTA/TAA, Rehabilitation Act, CSBG, HUD, Ethnic Offices, Low Income Home Energy Assistance. Title V, Older American's Act, Carl Perkins Applied Technology Education, WIA Title II Adult Education, Pell Grants</p>
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## **VI. Equal and Effective Access**

The One-Stop Operator and One-Stop Partners agree to operate under the requirements of the Americans with Disabilities Act (ADA); Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified persons with disabilities. Additionally, all parties agree to comply with Section 188 of the Workforce Investment Act and Title VI of the Civil Rights Act as well as guidance regarding services and access for persons with limited English proficiency, to the extent they apply for coordinated services from all parties. Specific guidance is provided at Part IV, Department of Labor, Federal Register/Volume 68, No. 103, issued Thursday, May 29, 2003, and the Department of Health and Human Services Federal Register/Volume 65, No. 169, August 30, 2000. This agreement shall not be construed as an express or implied waiver of any immunity the State of Utah or One-Stop Operator and One-Stop Partners enjoys from lawsuits brought under the provisions of the ADA.

## **VII. Referral Process**

Initial assessments will be completed with customers by DWS or a One-Stop Partner's staff. Appropriate staff, in consultation with the customer, determine which one of the required Partners will provide the core, intensive, and training services that best meet the needs of the customer. If it is determined that a customer's need can be better served by another required One-Stop Partner, a referral will be made to the appropriate Partner. Customers will be able to learn about core services provided by One-Stop Partners by accessing either DWS' or the One-Stop Partners' websites.

A variety of written and electronic methods will be utilized to ensure efficient and effective referrals between One-Stop Partners. Local relationships and pathways are in place to meet the needs of local service areas. Customers will sign a Release of Information when their

information is to be shared between Partners. All parties will adhere to current Federal, State, and Department confidentiality rules and regulations.

### **VIII. One-Stop System Performance Criteria**

It is agreed that the One-Stop Service Delivery partners will strive to achieve the following standard of quality service for their customers, employees, and partners.

All customers will receive:

1. Prompt and courteous customer service, and
2. Appropriate services, education, and training that will help them to reach their employment goals.

All partners will:

1. Deliver high quality services through the One-Stop system, and
2. Obtain customer feedback to determine whether or not the services rendered meet their needs and to determine the level of customer satisfaction.

### **IX. Cost Allocation**

DWS will follow its cost allocation plan as approved by the Department of Health and Human Services. The cost allocation plan has also been approved by the Federal Departments of: Labor, Education, and Agriculture for core, intensive, and training services specifically provided by DWS. Costs of unique services provided by a One-Stop Partner that are not generally available to all customers in the One-Stop Employment Centers will be borne by that respective partner. In general, costs relating to this MOU will be allocated in compliance with the Office of Management and Budget Circular A-87, Education Department General Administrative Regulations (EDGAR) and Department of Health and Human Service (DHHS), Department of Labor (DOL) and Department of Education (DOE) interpretation letters and in accordance with the approved DWS cost allocation plans. Multiple funding streams will fund programs and services that are delivered by One-Stop Partners that are part of DWS. These consist of TANF, Food Stamp Employment and Training, WIA, and State funds. When appropriate, these funds will provide core, intensive, and training services. Wagner-Peyser funds will be used to fund core services. The costs incurred by DWS in delivering DWS services will be allocated back to individual funding sources using the Random Moment Time Sampling (RMTS) cost allocation method.

One-Stop Partners will collaborate but will retain their own identity and control their own resources and remain autonomous while working with other Partner agencies to provide core services through the One-Stop system in accordance with 20 C.F.R. part 662. Each Partner will perform the functions and provide the services as mandated by state and federal statute. These

Partners will continue to maintain their own individual program delivery, personnel, accounting, and other management systems. Each One-Stop Partner will pay for its own fixed and variable costs as direct charges.

#### **X. Conflict Resolution and Grievance Procedures**

The One-Stop Operator and/or the One-Stop Partner's management team will handle conflicts and grievances. All partners must have a current grievance procedure in accordance with 20 CFR Part 667 § 600 and 29 CFR Part 37.

#### **XI. Duration and Modification of Plan**

At any time, any One-Stop Partner may request amendments to the MOU in writing. However, the One-Stop Partners must agree upon the amendments before presenting them to the State Workforce Investment Board. All requests will be presented to the State Workforce Investment Board for final approval. The Memorandum of Understanding will be in effect July 1, 2012, and it will remain in effect until June 30, 2017, except as amended through the revision process. If a One-Stop Partner does not sign the MOU, the Chair of the State Workforce Investment Board will notify the Governor. If the impasse cannot be resolved between the Partners through negotiation or mediation, the Governor will notify the Secretary of Labor and the national office of the Partner who has not signed the MOU. The Governor can remove required One-Stop Partners who do not sign the MOU from the Board. Oversight of this MOU will be the responsibility of the SWIB.

#### **XII. Special Provisions**

Should Youth Opportunity grants be awarded in Utah, a separate MOU will be written, and the five-year State Plan will be modified.

The Utah State Office of Rehabilitation (USOR) and DWS have developed and funded a joint Partnership (Choose to Work) to contact employers for the purpose of developing jobs for individuals with disabilities. In addition, a State cooperative agreement, as required under WIA Title IV, has been developed. This agreement provides specific guidelines for the coordination of services between the two agencies.

DWS will comply with Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 701 et. seq., which prohibits discrimination on the basis of handicap; and the Americans with Disabilities Act, 42 U.S.C. 12101 et. seq., and 29 CFR 1630, which provides that no qualified individual with a disability, by reason of such disability, be denied employment, be excluded from participation in, or be denied the benefits of services, programs, or activities. This agreement shall not be construed as an expressed or implied waiver of any immunity the State of Utah or One-Stop Operator and One-Stop Partners enjoys from lawsuits brought under the provisions of the ADA.

Utah has no formula Welfare to Work (WtW) grant at this time. However, should the state apply and be awarded a formula Welfare to Work grant, DWS will be the recipient

DWS has established a service delivery pathway that provides customers access to training services based on customer need, eligibility, and funding availability. Before customers can access training, DWS must provide core services, which include job search, initial assessment, eligibility, and supportive services. However, if the customer is unable to obtain employment through core services and he or she meets the eligibility requirements, then he or she can receive intensive services, such as comprehensive and specialized assessment, individualized employment planning, individual or group counseling and career planning, or case management services. If the customer remains unemployed after receiving intensive services, then the customer may be eligible to receive training funds to increase his/her skills so that he/she can obtain appropriate employment. DWS will assist customers who are underemployed to find employment that is consistent with the customers' demonstrated level of education and/or skill attainment. Local pathways must be integrated, efficient, and streamlined so that the customers can access the variety of services provided by all required partners and other resources in the community that will support and enhance the customers' attachment to appropriate employment. It is essential for Utah's economic growth and for remaining competitive in the global economy that the One-Stop Operator and One-Stop Partners collaborate to develop a talent bank of workers who have post-secondary credentials and high tech skills.

The philosophy of DWS regarding training in a work first environment is to develop a workforce investment system that encourages entrepreneurship, motivates customers to obtain postsecondary education credentials, promotes lifelong learning, attracts high technology businesses and creates economic security for workers and families. DWS's goal in providing training services to customers is to enable them to connect to the high growth; high demand occupations that will afford them the opportunity to increase employment, increase earnings, and increase job retention. In addition to WIA training funds, DWS has allocated TANF funds for customers who are determined eligible for and in need of training services. Training dollars are also available for eligible Dislocated.

DWS and the State Workforce Investment Board (SWIB) concluded that an "umbrella" Memorandum of Understanding (MOU), being more general in nature, would work best to set direction with enough flexibility so each Economic Service Area (ESA) Director could develop a Local Partnership Agreement (LPA) with each required partner set by the Workforce Investment Act. It is expected that each DWS ESA Director and partners will address the unique needs of their diverse populations.. Using the directions in the State MOU, ESA Directors and Partners will develop the unique aspects of the service pathways and referral processes for all customers. Shared costs for specific service delivery are to be negotiated at the local level and approved by DWS advisory groups and Applied Technology Center and Service Region Governing Boards.

**SIGNATURE PAGE**

\_\_\_\_\_  
Kristen Cox, Executive Director  
Department of Workforce Services

Date: \_\_\_\_\_

\_\_\_\_\_  
Richard Thorn, Chair  
State Workforce Investment Board

Date: \_\_\_\_\_

\_\_\_\_\_  
Spencer Eccles, Executive Director  
Governor's Office of Economic Development

Date: \_\_\_\_\_

\_\_\_\_\_  
William Sederburg, Commissioner  
Utah System of Higher Education

Date: \_\_\_\_\_

\_\_\_\_\_  
Robert O. Brems, President  
Utah College of Applied Technology

Date: \_\_\_\_\_

\_\_\_\_\_  
Larry Shumway, State Superintendent  
Utah Office of Education

Date: \_\_\_\_\_

\_\_\_\_\_  
Don Uchida, Executive Director  
Utah State Office of Rehabilitation

Date: \_\_\_\_\_

\_\_\_\_\_  
Julie Fisher, Executive Director  
Department of Community and Culture

Date: \_\_\_\_\_

\_\_\_\_\_  
Palmer DePaulis, Executive Director  
Department of Human Services

Date: \_\_\_\_\_

**SIGNATURE PAGE (cont.)**

\_\_\_\_\_ Date: \_\_\_\_\_  
Janet Wade, Project Director  
Easter Seals Northern Rcky Mountain

\_\_\_\_\_ Date: \_\_\_\_\_  
Darren Hotton, Program Director  
Senior Community Service Employment Program (SCSEP)

\_\_\_\_\_ Date: \_\_\_\_\_  
Matt Nielsen, Center Director  
Weber Basin Job Corps

\_\_\_\_\_ Date: \_\_\_\_\_  
Jessica Joiner, Center Director  
Clearfield Job Corps

\_\_\_\_\_ Date: \_\_\_\_\_  
Jerry Jefferies, Director  
Futures Through Training, Inc.