

# DEPARTMENT OF WORKFORCE SERVICES

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ANNUAL REPORT

2014



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# EXECUTIVE DIRECTOR LETTER

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September 30, 2014



I am pleased to share with you the Department of Workforce Services FY2014 Annual Report, which chronicles the many great successes of the different divisions at DWS. Most importantly, the report offers well-deserved recognition of the hard work of more than 1,800 state employees serving the public.

We have gathered the necessary data demonstrating the work that has taken place over the last year. The documents to follow are specific to the different divisions and programs within DWS, and include division highlights, operational updates, at a glance monthly data, program briefs and commission reports for the year. In addition, the financial and budget data is provided allowing you to see the amounts, sources of funding, expenses and allocations of full-time employees and operations.

My goal as the executive director of DWS is to run the best-managed state agency. This is being accomplished through our four cornerstones:

- Operational Excellence
- Exceptional Customer Service
- Community Connection
- Employee Success

By focusing on these four cornerstones, we are better equipped to fortify and enhance Utah's workforce, supporting the economy as a whole. We will continue finding innovative ways to accomplish this mission. If you have any questions, please contact my office at (801) 526-9207. My assistant will get you in contact with me or one of my deputy directors as soon as possible.

Thank you for your continued service for the state of Utah.

Best,

A handwritten signature in black ink that reads "Jon Piepant". The signature is written in a cursive, flowing style. Below the signature, the name "Jon" is printed in a simple, sans-serif font.

Jon

# FY2014 DWS ANNUAL REPORT

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## **DIVISION HIGHLIGHTS**

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## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### ELIGIBILITY SERVICES DIVISION



*We help our customers improve their economic situation*



Medical Assistance Programs



Supplemental Nutritional Assistance Program (SNAP)



Child Care Programs



Emergency Assistance Programs



Financial Assistance Programs

Changing systems, enhancing customer service and improving quality top the list for highlights in the Eligibility Services Division. Three key accomplishments stand out over the past fiscal year:

#### 1. SUCCESSFULLY IMPLEMENTING AFFORDABLE CARE ACT CHANGES

The Affordable Care Act brought a host of mandatory changes to Utah's Medicaid program. While many states struggled to update their existing eligibility systems to comply, ESD partnered with the Department of Technology Services to build an in-house solution that completed the changes on time and under budget. Staff successfully implemented the new MAGI rules and are managing the increased workload associated with ACA.

#### 2. ENHANCING CUSTOMER CALL-IN EXPERIENCE

Customers who call DWS for help on their case will enjoy a more streamlined experience thanks to a new phone system in the call center. The new system improves security, authenticates the caller's identity and opens the case automatically before routing to the worker. ESD is developing a self-service menu to allow customers to get information about their case over the phone 24 hours a day. It is also developing a way for the system to call customers back

when it is their turn in the queue—rather than keeping them on hold—reducing long-distance charges.

#### 3. MAINTAINING WORKLOAD AND IMPROVING QUALITY

- 30,000 new applications per month
- Ongoing eligibility review of 20,000 cases per month
- 190,000 calls per month

Despite the expanded workload, ESD's quality metrics continue to improve. The CHIP accuracy has gone up to 90% from 70% since 2009. The Single State Audit found no questioned costs for Medicaid or TANF programs, and in fact showed 93% accuracy for Child Care. SNAP quality control has improved to 98% accuracy. Telephone wait times have dropped to an average of ten minutes. This should continue to decrease with the implementation of self-service and call backs.

**Support services are temporary assistance to individuals and families in unemployed, underemployed or special needs circumstances.**

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### EMPLOYER INITIATIVES



*Business solutions, incentives and tax credits to assist with business development.*

Continuing to help Utah businesses find the talent and resources they need throughout fiscal year 2014, the Employer Initiatives celebrated a number of achievements.

#### ALIGNING WORKFORCE TALENT WITH EMPLOYER NEEDS

The Utah Cluster Acceleration Partnership awarded 15 grants in fiscal year 2014 totaling more than \$2 million in funding to educational institutions. As a collaborative effort between DWS, the Governor's Office of Economic Development and the Utah System of Higher Education, this project helps education outcomes match market needs. DWS partnered with the STEM Action Center and the Utah State

Office of Education to provide grants to K-12 education and their partners with a special focus on STEM curriculum. The grant is still in its early stages.

#### HELPING SMALL BUSINESSES

The Small Business Bridge Program—which helps employers defray the costs of a new hire—awarded funding to 204 small businesses which are slated to create 1,139 new jobs. DWS formed a partnership with the Utah Department of Environmental Quality and the Utah Clean Air Initiative (UCAIR) to funding to small businesses through the Air Assist Grant. This targets small businesses that need help upgrading equipment to reduce emissions and comply with regulations.



**Our goal is to meet the workforce needs of Utah employers by providing access to the state's largest online employment system, [jobs.utah.gov](http://jobs.utah.gov), and by providing services such as online solutions for posting jobs, reporting new hires, and filing unemployment reports in addition to many other services.**

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### HOUSING AND COMMUNITY DEVELOPMENT DIVISION



*We are a catalyst for creating, improving and preserving housing, community infrastructure, facilities, services and economic development that will enhance the quality of life for the people of Utah.*

#### Partnerships:

-  Over 50 state and federal programs
-  Other state agencies
-  Nonprofits
-  Local government
-  Private sector

Utah's Housing and Community Development Division continues to earn recognition from journalists and policy makers across the nation and even throughout the world for innovative methods that make a real impact in people's lives.

- Community Development Block Grant (CDBG) funded 35 projects at \$4,359,588.
- Uintah Basin and Navajo Revitalization fund boards funded 86 projects at \$13,910,574.

#### HELP FOR VULNERABLE POPULATIONS

- The Olene Walker Housing Loan Fund (OWHLF) approved \$13.15 million for the construction of 971 affordable housing units.
- The Home Energy Assistance Target program paid \$13,873,234 to 35,775 Utah households to help with their utility bills. The average benefit paid was \$388.
- For the 15th straight year, the Utah Weatherization Assistance Program successfully completed the Group WorkCamps Housing Rehab project on the Utah portion of the Navajo Reservation. Work was completed by 197 youth volunteers from across the United States on 32 resident homes in the Monument Valley area.

#### LEADERSHIP AT THE STATE AND NATIONAL LEVELS

- Housing and Community Development Division currently employs the Utah Society of Certified Public Managers President.
- HCD has an employee who served as the President of the Council of State Community Development Agencies (COSCDCA) and has an employee currently on the board.
- The Division hosted the national COSCDCA Conference last fall.

#### INFRASTRUCTURE FOR RURAL UTAH

- The Permanent Community Impact Board (CIB) funded 75 rural projects at \$135,583,468.

#### Vision:

**We will be recognized as the best model for efficiently channeling resources to Utah's growing communities.**



*We provide accessible, affordable, and quality child care for Utah children.*



**Resources:**

- Activities for kids
- Child development
- Child health & safety
- Community support
  - Food & nutrition
  - School readiness
- Upcoming training
- Child activity guides
  - Head start
- Utah afterschool network

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### OFFICE OF CHILD CARE

The Office of Child Care continued to provide quality resources to parents and fostered growth for providers throughout fiscal year 2014.

#### GRANTS

Quality Environment grants assist providers in improving quality in their centers:

- 102 total grants were provided (17 family providers and 85 center providers) and \$578,000 spent
- Approximately 6,200 children were served in total between all of the grant recipients

#### CHILD CARE SUBSIDY

We served an average of 12,681 children per month with \$46.8 million issued for subsidy assistance.

- 51% licensed center care
- 21% licensed family care
- 2% residential certificate
- 1% license exempt care
- 25% FFN/ license exempt
- A minimum of 23,926 children were served at least one time during the year

#### PROFESSIONAL DEVELOPMENT FOR PROVIDERS

- 1,116 providers have received annual professional devel-

opment awards for a total of \$1,609,435

- 37 providers have received scholarships for CDA certificates for a total of \$9,975
- 49 school age providers have received credentials for a total of \$20,300
- Sixty-eight provider programs completed our professional coaching course which further enhanced their quality improvements

#### AFTER SCHOOL GRANTS

- Aspire served 9,600 elementary-aged children and utilized \$2,445,851
- Kindergarten match partnerships served 1,200 children and utilized \$300,000
- Safe passages 2012/2013- served 9,200 middle and high school children and utilized \$1,663,001
- This was the first year of the high school youth support grant, which

**CCDF match partnerships served  
2,600 elementary-aged children  
and utilized \$1,044,127**





## DIVISION HIGHLIGHTS • FISCAL YEAR 2014 OFFICE OF CHILD CARE • PAGE 2

served 13 sites, 300 youth and utilized \$503,392

### CARE ABOUT CHILD CARE (CAC) DATA

The CAC criteria includes six quality areas:

- 113 centers earned 2,757 criteria
- 256 Family earned 5,435 criteria

### CAC GRANTS AWARDED FOR ACHIEVING THE CRITERIA LISTED ABOVE

- Center: 80 grants: \$112,300
- Family: 198 grants: \$72,400

### PROVIDER ASSISTANCE LINE (PAL) FEB–JUNE 2014

- 1,300 phone call for status or case assistance
- 800 email correspondence between OCC and child care providers
- Five community events for public awareness

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### REFUGEE SERVICES OFFICE (RSO)



*The refugee office strives to improve the lives of Utah refugees by maximizing integration, coordinating refugee services and managing federal funding.*



**50,000**

refugees in Utah

#### Service Coordination:

- Training and education
- Youth and family programs
  - Food resources
- Community resources
- Before and after school programs
  - Medical resources
- Refugee community organizations

The Refugee Services Office enhanced its ability to serve Utah's refugees through some new initiatives and community partnerships.

#### HIGHLIGHTS

- Added new staffers, including a women's program coordinator and community resource specialists to support refugee community organizations.
- Continued to provide staff support to the Utah Refugee Board, which has made tremendous progress in planning and implementing the new Utah Refugee Center — the first of its kind that will coordinate programs and services for refugees with community partners on a statewide level.
- Started the East African Refugee Goat Project of Utah — a collaborative partnership to raise a herd of goats (now 80 in number) to provide weed control and meat for refugee communities.
- World Refugee Day festival—which drew thousands of attendees and celebrated our many refugee cultures.
- Thirty refugee leaders graduated from this year's capacity building and leadership course, a partnership between DWS and Salt Lake Community College.
- The Humanitarian Center Project successfully continued. For this project, DWS, the LDS Church and several other community partners joined together to offer a paid English language and job readiness course for refugees. Job placement results after the year of instruction are very high — approximately 70%.
- RSO continues to provide substantial housing stipends to 100 refugee families receiving aid through the Family Employment Program.
- RSO held its annual Refugee Youth Conference that fostered learning and inspiration for refugee youth.

**Each year the federal government resettles over 1,000 new refugees in Utah from countries all over the world. Many arrive directly from refugee camps where there are no modern conveniences while some arrive from “westernized” war-torn societies where they held respected positions in their communities. The lives they left behind are varied, and they all have unique assets and needs when they arrive.**

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### UNEMPLOYMENT INSURANCE DIVISION



*We pay eligible unemployed workers Temporary Weekly Benefits*



#### Employer Online Services:

- connect to job seekers
- file taxes and reports
- pay contributions

**70,441**

employers served in 2013



#### Claimant Online Services:

- file a claim or an appeal
- re-employment services
- connect to employers

**79,606**

claimants served in 2013

The Unemployment Insurance Division (UI) captured a swath of national rankings thanks to various performance achievements, making for a successful 2014 fiscal year.

#### PERFORMANCE OUTCOMES

- 94% timeliness of benefit determinations (#3 nationally).
- 92% overall quality score of benefit determinations (#1 nationally).
- 95% of new employers registered within 90 days of becoming subject (#3 nationally).
- In October 2013 the U.S. Department of Labor (USDOL) recognized Utah as the best overall UI Benefits, Tax, and Appeals operation in the nation for the 25 medium-sized states for the third year running.

#### EFFICIENCY AND EFFECTIVENESS

UI's accomplishments include better detection of improper UI payments, improved ability to catch UI recipients who were incarcerated, and reducing the average resolution time from 2.8 weeks to 1.4 weeks. The division also automated the Benefit Payment Control case management system that creates notices—now allowing employers to respond to all wage information requests electronically.

Utah's improper payment rate (net of

recoveries) declined significantly in CY 2013 to 3.6%, the fourth lowest in the nation.

Thanks to a strong UI Trust Fund—far above the minimum required by law—as well as focused program management and a robust economy, employers will save \$35 million on UI taxes in 2014.

#### OTHER HIGHLIGHTS

- Claimants only receive UI benefits on average for 13.4 weeks, and less than 34% exhaust all their benefits; both of these are among the top ten in the nation.
- In support of Governor Herbert's goal of 25% efficiency improvement in state government, the UI division increased efficiency by 12.2% by improving and streamlining processes.

UI will continue to operate its nationally recognized programs throughout fiscal year 2014, seeking new and innovative ways to more effectively serve the people of Utah.

### UI is temporary income assistance for qualified workers

who are unemployed through no fault of their own and are either looking for full-time work, in approved training or awaiting recall to employment.

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014 WORKFORCE DEVELOPMENT DIVISION (WDD)



*We help develop a  
World Class Workforce*



### Employer Services:

- labor exchange
- labor market information
- hiring incentives
- partnerships
- recruitment support



### Job Seeker Services:

- assessment
- career counseling
- skills development and workshops
- supportive services

**218,000**

job placements in 2013



### Veteran Services:

- priority of service
- cross-walk military service to scholastic credentials
- customized workshops and job fairs

**N**avigating many challenges during the past fiscal year, WDD reshaped its approach to delivering services and celebrated numerous accomplishments.

### HIGHLIGHTS

1. First of three phases of the new Next Generation Labor Exchange job matching system implemented.
2. Consistent service delivery approach created throughout the state to maximize impact of local leadership. Nearly 45% of all current Supervisors, Managers, and Directors were newly hired or in a significantly new role (scope of oversight or location).
3. Implementation of a consistent and real-time targeted assistance approach to support front line operational staff with service delivery.
4. More than 30 new or enhanced reporting tools to help manage workload

### JULY 2013 TO MARCH 2014 OUTCOMES:

- 146,373 total job placements through the Labor Exchange
- 11,634 job placements for veterans
- 196,388 job orders (93% online)
- Improved internal case accuracy
  - ♦ July — September 2013: 44.47%

- ♦ March — May 2014: 66.98% (50% + improvement)

### INITIATIVES

5. Implementation of an aggressive staff compensation model recognizing high performance and compression factors through multiple ASI issuance phases.
6. Launched the Next Generation Kids pilot in collaboration with University of Utah Social Research Institute, United Way, and the IGP Advisory Committee. The first group of approximately 50 families will be enrolled September 2014 in the Ogden area.
7. TANF Request for Grant was developed to expand services to needy families. The grant opened in June 2014, and bidder/community meetings were held to give additional information. Grants will be awarded and in place by November 2014.
8. WIA Training Redesign was implemented in October 2013. Staff

**DWS is coordinating IGP services and case management strategies with the Department of Health.**



*We help develop a  
World Class Workforce*

**DIVISION HIGHLIGHTS • FISCAL YEAR 2014  
WORKFORCE DEVELOPMENT DIVISION (WDD) • PAGE 2**

are currently providing refresher training to all employment counselors across the state.

9. Staff improved throughput strategies—with some automation—and processed backlog of nearly 18 months of Work Opportunity Tax Credit applications to bring us within months of real-time processing. We are currently processing WOTC applications from March 2014.
10. Work Success continued its tradition of high positive employment outcomes by finishing the fourth quarter of 2013 with 77.58% state-wide placement.
11. On June 12, 2014, DWS hosted a SOAR conference for state agencies and community partners. National experts provided training to the 130 attendee from around the state and indicated they were impressed with the collaboration and DWS leadership.

## DIVISION HIGHLIGHTS • FISCAL YEAR 2014

### WORKFORCE RESEARCH AND ANALYSIS (WRA)



*We provide economic and demographic data to help employers and job seekers*



#### Online Tools:

- Occupational Explorer
- County and Statewide Information
- Wages and Occupational Openings Data
- Labor Force Data Viewer
  - FirmFind
- Industry Employment and Wages
- Info Group Employer Database
  - Population Data Viewer

**W**RA continued to provide expert economic analysis for Utah, as well as data and report resources for DWS throughout fiscal year 2014.

#### RESEARCH AND REPORTS

The MIS team found ways to save \$45,000 through a new process of reporting federal measures, helped redesign the FEP reporting process and refugee data integration and automated various UI reports and the WDD Performance report.

Staff completed vital research projects including: report to the legislature on Wage Comparison Adjusted for Cost-of-Living, Program and Service Usage and Employment for Refugees, and the annual Intergenerational Poverty (IGP) Study.

Tracy Gruber joined the team as a dedicated researcher on IGP issues, and will help coordinate DWS activities around IGP. She will also work with other agencies involved to conduct research, share data and collaborate on policy/procedural changes needed to fulfill the requirements of the Intergenerational Poverty Mitigation Act.

National and local organizations requested or used DWS Economist expertise including gathering data and analysis for the STEM Occupation list, presenting at the Washington County Summit and using analysis for the U.S. Chamber of Commerce. Data updates

and information have continued to be enhanced to provide current and relevant information.

#### OPTIMIZING SYSTEMS

The National LMI Systems team maintained enhancements for six national systems/websites contracted through the Department of Labor's Employment and Training Administration and Bureau of Labor Statistics, the Workforce Information Council and the State of Illinois. The QCEW IQ new development project transitioned its development to Washington, while Utah continues maintenance and system enhancements on the current national system.

The BLS team met all requirements to complete data collection, cleanup and delivery to BLS for OES survey panels, the QCEW and CES programs; and coordinated with the Data Warehouse to begin the move of all QCEW EQUI data. During the federal government shut down, BLS reassigned workloads to maintain staff and avoid furloughs.

**National and local organizations requested DWS economist expertise including hosting a national webinar for the U.S. Census Bureau.**

## **OPERATIONAL UPDATES**

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Department of Workforce Services • Eligibility Services Division  
**Operational Update** 08/07/13

**Utah Citizens Served**

HOUSEHOLDS	171,098
INDIVIDUALS	372,679
CHILDREN	215,651

**Quality (Accuracy of Program Determinations)**

JUL 2013	91.0%	APR 2013	91.5%
JUN 2013	91.8%	MAR 2013	92.2%
MAY 2013	90.8%	FEB 2013	94.2%

**Phone Volume vs. Average Wait Times**

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
JUL 2013	164,012	8:22
JUN 2013	153,746	8:20
MAY 2013	175,717	6:21
APR 2013	165,277	4:29
MAR 2013	146,911	3:33
FEB 2013	138,316	4:06

**Online Chat Volume**

Month	Chat Sessions
JUL 2013	11,600
JUN 2013	10,959
MAY 2013	13,474
APR 2013	12,801
MAR 2013	10,253
FEB 2013	9,931

**New Applications**

Month	New Apps
JUL 2013	21,558
JUN 2013	18,770
MAY 2013	26,733
APR 2013	29,343
MAR 2013	21,139
FEB 2013	21,342

**Determinations**

Month	Determinations
JUN 2013	109,300
MAY 2013	125,116
APR 2013	130,525
MAR 2013	116,929
FEB 2013	114,651
JAN 2013	121,024

**Cost Per Determination**

Month	Cost
JUN 2013	\$35.40
MAY 2013	\$32.53
APR 2013	\$31.51
MAR 2013	\$35.09
FEB 2013	\$35.48
JAN 2013	\$35.02

**Days-to-Determination—Applications (July 2013)**

- 5.4 Days on Expedited Food Stamps (law allows for 7 days)
- 17.2 Days on Regular Food Stamps (law allows for 30 days)
- 14.4 Days on Financial Program (law allows for 30 days)
- 22.0 Days on Child Care (law allows for 30 days)
- 21.5 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 18.6 Days on All Programs

**Seeded and Out-stationed Positions**

42 Seeded Positions  
 20 Non-Seeded Positions



**MyCase Statistics**

**Self-Directed Eligibility Customers**

Total myCase Accounts:	270,856
New myCase Accounts since Aug. 1, 2012:	83,359
Active myCase paperless (eNotice) Customers:	62,706
Total myCase eNotices Sent 10/10—07/13:	3,270,719
myCase Reviews Completed	
Online 08/12—07/13:	54,663
Imaged Reviews 08/12—07/13:	110,687

- 4,330 providers / authorized representatives established a 3rd party account
- 11,944 customer and 3rd party links established

**Month in Review**

- The most current Active Food Stamp Quality Control Figures has Utah at 98.02% accuracy.
- Marge Rejski (ESO), Elizabeth Thorpe (ESO), Barbara Anderson (CUP), Lillie Coleman (LTC and Nancy Sanders (P&T) all retired from state employment on July 16.

**Upcoming Events**

- ESD is preparing to begin training for mandatory Medicaid changes as a result of the Affordable Care Act.



Department of Workforce Services • Eligibility Services Division  
**Operational Update** 09/12/13

**Utah Citizens Served**

HOUSEHOLDS	171,243
INDIVIDUALS	372,841
CHILDREN	215,581

**Quality** (Accuracy of Program Determinations)

AUG 2013	91.6%	MAY 2013	90.8%
JUL 2013	91.0%	APR 2013	91.5%
JUN 2013	91.8%	MAR 2013	92.2%

**Phone Volume vs. Average Wait Times**

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
AUG 2013	160,262	9:01
JUL 2013	164,012	8:22
JUN 2013	153,746	8:20
MAY 2013	175,717	6:21
APR 2013	165,277	4:29
MAR 2013	146,911	3:33

**Online Chat Volume**

Month	Chat Sessions
AUG 2013	12,084
JUL 2013	11,600
JUN 2013	10,959
MAY 2013	13,474
APR 2013	12,801
MAR 2013	10,253

**New Applications**

Month	New Apps
AUG 2013	23,177
JUL 2013	21,558
JUN 2013	18,770
MAY 2013	26,733
APR 2013	29,343
MAR 2013	21,139

**Determinations**

Month	Determinations
JUL 2013	115,024
JUN 2013	111,971
MAY 2013	125,116
APR 2013	130,525
MAR 2013	116,929
FEB 2013	114,651

**Cost Per Determination**

Month	Cost
JUL 2013	\$37.15
JUN 2013	\$35.40
MAY 2013	\$32.53
APR 2013	\$31.51
MAR 2013	\$35.09
FEB 2013	\$35.48

**Days-to-Determination—Applications (August 2013)**

- 5.4 Days on Expedited Food Stamps (law allows for 7 days)
- 16.5 Days on Regular Food Stamps (law allows for 30 days)
- 14.1 Days on Financial Program (law allows for 30 days)
- 20.8 Days on Child Care (law allows for 30 days)
- 21.0 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 17.8 Days on All Programs

**Seeded and Out-stationed Positions**

40 Seeded Positions

20 Non-Seeded Positions



**MyCase Statistics**

**Self-Directed Eligibility Customers**

Total myCase Accounts:	276,857
New myCase Accounts since Sept. 1, 2012:	79,070
Active myCase paperless (eNotice) Customers:	63,097
Total myCase eNotices Sent 10/10—08/13:	3,452,167
myCase Reviews Completed	
Online 09/12—08/13:	54,530
Imaged Reviews 09/12—08/13:	109,161

- 4,476 providers / authorized representatives established a 3rd party account
- 14,399 customer and 3rd party links established

**Month in Review**

- The most current Active Food Stamp Quality Control figures has Utah at 97.89%, #14 in the nation.
- Sharon Lowe (ESO) retired on August 23rd with 15 years.
- Train-the-trainer sessions for the mandatory Medicaid changes as a result of the Affordable Care Act was completed.

**Upcoming Events**

- ESD Program and Training staff will deliver training on the mandatory Medicaid changes this month in preparation for open enrollment beginning October 1st.
- Launi Milligan (ESO) retires August 16th with 30 years.

Department of Workforce Services • Eligibility Services Division  
**Operational Update** 10/07/13

**Utah Citizens Served**

HOUSEHOLDS	171,365
INDIVIDUALS	373,139
CHILDREN	215,973

**Quality (Accuracy of Program Determinations)**

SEP 2013	91.6%	JUN 2013	91.8%
AUG 2013	91.6%	MAY 2013	90.8%
JUL 2013	91.0%	APR 2013	91.5%

**Phone Volume vs. Average Wait Times**

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
SEP 2013	155,180	8:53
AUG 2013	160,262	9:01
JUL 2013	164,012	8:22
JUN 2013	153,746	8:20
MAY 2013	175,717	6:21
APR 2013	165,277	4:29

**Online Chat Volume**

Month	Chat Sessions
SEP 2013	11,974
AUG 2013	12,084
JUL 2013	11,600
JUN 2013	10,959
MAY 2013	13,474
APR 2013	12,801

**New Applications**

Month	New Apps
SEP 2013	20,999
AUG 2013	23,177
JUL 2013	21,558
JUN 2013	18,770
MAY 2013	26,733
APR 2013	29,343

**Determinations**

Month	Determinations
AUG 2013	122,596
JUL 2013	115,024
JUN 2013	111,971
MAY 2013	125,116
APR 2013	130,525
MAR 2013	116,929

**Cost Per Determination**

Month	Cost
AUG 2013	\$35.55
JUL 2013	\$37.15
JUN 2013	\$35.40
MAY 2013	\$32.53
APR 2013	\$31.51
MAR 2013	\$35.09

**Days-to-Determination—Applications (Sept. 2013)**

- 6.4 Days on Expedited Food Stamps (law allows for 7 days)
- 18.3 Days on Regular Food Stamps (law allows for 30 days)
- 17.0 Days on Financial Program (law allows for 30 days)
- 23.5 Days on Child Care (law allows for 30 days)
- 21.7 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 17.4 Days on All Programs

**Seeded and Out-stationed Positions**

39 Seeded Positions

20 Non-Seeded Positions



**MyCase Statistics**

**Self-Directed Eligibility Customers**

Total myCase Accounts:	281,924
New myCase Accounts since Sept. 1, 2012:	75,892
Active myCase paperless (eNotice) Customers:	62,553
Total myCase eNotices Sent 10/10—09/13:	2,077,945
myCase Reviews Completed	
Online 10/12—09/13:	54,748
Imaged Reviews 10/12—09/13:	108,682

- 4,623 providers / authorized representatives established a 3rd party account
- 15,501 customer and 3rd party links established

**Month in Review**

- The most current Active Food Stamp Quality Control figures show Utah at 98.14%, approximately #12 in the nation.
- Launi Milligan (ESO) retired September 12 with 30 years.
- Eligibility Staff received training on the mandatory Medicaid Changes as a result of ACA.

**Upcoming Events**

- Open Enrollment for ACA went live October 1.

Department of Workforce Services • Eligibility Services Division  
**Operational Update** 11/11/13

**Utah Citizens Served**

HOUSEHOLDS	170,694
INDIVIDUALS	371,609
CHILDREN	215,670

**Quality (Accuracy of Program Determinations)**

OCT 2013	92.0%	JUL 2013	91.0%
SEP 2013	91.6%	JUN 2013	91.8%
AUG 2013	91.6%	MAY 2013	90.8%

**Phone Volume vs. Average Wait Times**

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
OCT 2013	156,350	7:30
SEP 2013	155,180	8:53
AUG 2013	160,262	9:01
JUL 2013	164,012	8:22
JUN 2013	153,746	8:20
MAY 2013	175,717	6:21

**Online Chat Volume**

Month	Chat Sessions
OCT 2013	12,103
SEP 2013	11,974
AUG 2013	12,084
JUL 2013	11,600
JUN 2013	10,959
MAY 2013	13,474

**New Applications**

Month	New Apps
OCT 2013	20,090
SEP 2013	20,999
AUG 2013	23,177
JUL 2013	21,558
JUN 2013	18,770
MAY 2013	26,733

**Determinations**

Month	Determinations
SEP 2013	115,056
AUG 2013	122,596
JUL 2013	115,024
JUN 2013	111,971
MAY 2013	125,116
APR 2013	130,525

**Cost Per Determination**

Month	Cost
SEP 2013	\$36.32
AUG 2013	\$35.55
JUL 2013	\$37.15
JUN 2013	\$35.40
MAY 2013	\$32.53
APR 2013	\$31.51

**Days-to-Determination—Applications (Sept. 2013)**

- 5.9 Days on Expedited Food Stamps (law allows for 7 days)
- 17.8 Days on Regular Food Stamps (law allows for 30 days)
- 15.5 Days on Financial Program (law allows for 30 days)
- 21.3 Days on Child Care (law allows for 30 days)
- 21.6 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 18.4 Days on All Programs

**Seeded and Out-stationed Positions**

39 Seeded Positions  
 20 Non-Seeded Positions



**MyCase Statistics**

**Self-Directed Eligibility Customers**

Total myCase Accounts:	287,073
New myCase Accounts since Oct. 1, 2012:	81,128
Active myCase paperless (eNotice) Customers:	63,320
Total myCase eNotices Sent 10/10—10/13:	3,821,817
myCase Reviews Completed	
Online 11/12—10/13:	54,704
Imaged Reviews 11/12—10/13:	107,388

- 4,771 providers / authorized representatives established a 3rd party account
- 17,455 customer and 3rd party links established

**Month in Review**

- The most current Active Food Stamp Quality Control figures has Utah at 98.1%, #14 in the nation.
- ESD Program and Training Staff have been training ESD staff on the mandatory Medicaid changes in preparation for open enrollment.
- ACA Open Enrollment began October 1, 2014.

**Upcoming Events**

- ESD staff will be trained on the new contact center phone system, scheduled to go live December 9, 2014.
- Mary Ann Keefer (ABD) will retire on November 15 with 25 years of service.

# Operational Update Date 12/9/13

## Utah Citizens Served

HOUSEHOLDS	168,730
INDIVIDUALS	367,055
CHILDREN	213,411

## Quality (Accuracy of Program Determinations)

NOV 2013	92.0%	AUG 2013	91.6%
OCT 2013	92.0%	JUL 2013	91.0%
SEP 2013	91.6%	JUN 2013	91.8%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
NOV 2013	144,355	6:23
OCT 2013	156,350	7:30
SEP 2013	155,180	8:53
AUG 2013	160,262	9:01
JUL 2013	164,012	8:22
JUN 2013	153,746	8:20

## Online Chat Volume

Month	Chat Sessions
NOV 2013	9,851
OCT 2013	12,103
SEP 2013	11,974
AUG 2013	12,084
JUL 2013	11,600
JUN 2013	10,959

## New Applications

Month	New Apps
NOV 2013	17,963
OCT 2013	20,090
SEP 2013	20,999
AUG 2013	23,177
JUL 2013	21,558
JUN 2013	18,770

## Determinations

Month	Determinations
OCT 2013	111,863
SEP 2013	115,056
AUG 2013	122,596
JUL 2013	115,024
JUN 2013	111,971
MAY 2013	125,116

## Cost Per Determination

Month	Cost
OCT 2013	\$36.71
SEP 2013	\$36.32
AUG 2013	\$35.55
JUL 2013	\$37.15
JUN 2013	\$35.40
MAY 2013	\$32.53

## Days-to-Determination—Applications October 2013

- 5.4 Days on Expedited Food Stamps (law allows for 7 days)
- 17.3 Days on Regular Food Stamps (law allows for 30 days)
- 14.9 Days on Financial Program (law allows for 30 days)
- 20.7 Days on Child Care (law allows for 30 days)
- 21.5 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 18.1 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions  
19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>287,073</u>
New myCase Accounts since <small>November 1, 2012</small> :	<u>65,245</u>
Active myCase paperless (eNotice) Customers:	<u>61,549</u>
Total myCase eNotices Sent <small>10/2010 – 10/2013</small> :	<u>3,821,817</u>
myCase Reviews Completed	
Online <small>11/2012 – 10/2013</small> :	<u>54,650</u>
Imaged Reviews <small>11/2012 – 10/2013</small> :	<u>107,470</u>

- 4,971 providers / authorized representatives established a 3rd party account
- 18,942 customer and 3rd party links established

### Month in Review

The most current Active Food Stamp Quality Control figures has Utah at 97.86%, #17 in the nation.

ESD's new contact center went live December 9, 2014.

Mary Ann Keefer (ABD) retired November 15th with 25 years of service.

### Upcoming Events

Policy and system changes to support the mandatory Medicaid changes as a result of ACA go live January 1st.  
 Kim Wilcox (ABD) retires December 13th with 25 years of service.  
 Kim Johnson (DMD) retires December 13th with 30 years of service.

# Operational Update Date 1/13/2014

## Utah Citizens Served

HOUSEHOLDS	167,851
INDIVIDUALS	364,496
CHILDREN	213,126

## Quality (Accuracy of Program Determinations)

DEC	91.5%	SEP	91.6%
NOV	92.0%	AUG	91.6%
OCT	92.0%	JUL	91.0%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
DEC 2013	142,741	7:25
NOV 2013	144,355	6:23
OCT 2013	156,350	7:30
SEP 2013	155,180	8:53
AUG 2013	160,262	9:01
JUL 2013	164,012	8:22

## Online Chat Volume

Month	Chat Sessions
DEC 2013	11,220
NOV 2013	9,851
OCT 2013	12,103
SEP 2013	11,974
AUG 2013	12,084
JUL 2013	11,600

## New Applications

Month	New Apps
DEC 2013	20,519
NOV 2013	17,963
OCT 2013	20,090
SEP 2013	20,999
AUG 2013	23,177
JUL 2013	21,558

## Determinations

Month	Determinations
DEC 2013	107,506
NOV 2013	115,056
OCT 2013	111,863
SEP 2013	115,056
AUG 2013	122,596
JUL 2013	115,024

## Cost Per Determination

Month	Cost
NOV 2013	\$40.75
OCT 2013	\$36.71
SEP 2013	\$36.32
AUG 2013	\$35.55
JUL 2013	\$37.15
JUN 2013	\$35.40

## Days-to-Determination—Applications November 2013

- 5.5 Days on Expedited Food Stamps (law allows for 7 days)
- 16.8 Days on Regular Food Stamps (law allows for 30 days)
- 14.3 Days on Financial Program (law allows for 30 days)
- 20.2 Days on Child Care (law allows for 30 days)
- 21.8 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 18.1 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>296,332</u>
New myCase Accounts since <small>December 1, 2012</small> :	<u>68,509</u>
Active myCase paperless (eNotice) Customers:	<u>60,821</u>
Total myCase eNotices Sent <small>10/2010 – 11/2013</small>	<u>3,983,169</u>
myCase Reviews Completed	
Online <small>12/2012 – 11/2013</small> :	<u>54,267</u>
Imaged Reviews <small>12/2012 – 11/2013</small> :	<u>105,896</u>

- 5,074 providers / authorized representatives established a 3rd party account
- 20,155 customer and 3rd party links established

### Month in Review

ESD implemented our new phone system December 9th.

The most current Active Food Stamp Quality Control figures has Utah at 97.82%, 17th in the nation.

Kim Wilcox (ABD - 25 years of service) and Kim Johnson (DMD - 30 years of service)retired.

### Upcoming Events

The mandatory policy and system Medicaid changes associated with ACA will go live January 1st.

ESD will begin to process Medicaid applications deemed potentially Medicaid eligible through the Federal Exchange.

Debra Shelley (DMD) retires January 2nd with 13 years of service.  
Kathryn Grover (CST) retires January 15th with 10 years of service.

# Operational Update Date 2/12/2014

## Utah Citizens Served

HOUSEHOLDS	168,602
INDIVIDUALS	366,143
CHILDREN	212,022

## Quality (Accuracy of Program Determinations)

JAN	85.4% *ACA	OCT	92.0%
DEC	91.5%	SEP	91.6%
NOV	92.0%	AUG	91.6%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
JAN 2014	161,998	17:20 *new phone system
DEC 2013	142,741	7:25
OCT 2013	144,355	6:23
OCT 2013	156,350	7:30
SEP 2013	155,180	8:53
AUG 2013	160,262	8:53

## Online Chat Volume

Month	Chat Sessions
JAN 2014	11,988
DEC 2013	11,220
NOV 2013	9,851
OCT 2013	12,103
SEP 2013	11,974
AUG 2013	12,084

## New Applications

Month	New Apps
JAN 2014	32,540
DEC 2013	20,519
NOV 2013	17,963
OCT 2013	20,090
SEP 2013	20,999
AUG 2013	23,177

## Determinations

Month	Determinations
DEC 2013	107,506
NOV 2013	115,056
OCT 2013	111,863
SEP 2013	115,056
AUG 2013	122,596
JUL 2013	115,024

## Cost Per Determination

Month	Cost
DEC 2013	\$38.39
NOV 2013	\$40.75
OCT 2013	\$36.71
SEP 2013	\$36.32
AUG 2013	\$35.55
JUL 2013	\$37.15

## Days-to-Determination—Applications November 2013

- 8.8 Days on Expedited Food Stamps (law allows for 7 days)
- 14.1 Days on Regular Food Stamps (law allows for 30 days)
- 12.6 Days on Financial Program (law allows for 30 days)
- 19.6 Days on Child Care (law allows for 30 days)
- 19.2 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 17.2 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

20 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>303,247</u>
New myCase Accounts since <u>January 1, 2013</u> :	<u>68,814</u>
Active myCase paperless (eNotice) Customers:	<u>61,434</u>
Total myCase eNotices Sent <u>10/2010 – 12/2013</u>	<u>4,167,846</u>
myCase Reviews Completed	
Online <u>1/2013 – 12/2013</u> :	<u>54,899</u>
Imaged Reviews <u>1/2013 – 12/2013</u> :	<u>106,372</u>

- 5,276 providers / authorized representatives established a 3rd party account
- 21,707 customer and 3rd party links established

### Month in Review

Mandatory Medicaid changes went live January 1st. ESD has been busy processing medical applications sent from the Federal Exchange.

The most current Active Food Stamp Quality Control figures has Utah at 97.96%, 16th in the nation.

Kathryn Grover (CSR - 10 years of service) retired January 15th.

### Upcoming Events

ESD will be automating medical applications coming from the Federal Exchange mid-February.

Carol Lowman (CSR) retires February 16th with 10 years of service.  
Lindsay Caffall-Davis (ESO) retires February 28th with 22 years of service.  
Glenda Swallow (ABD) retires February 28th with 30 years of service.

# Operational Update Date 3/10/2014

## Utah Citizens Served

HOUSEHOLDS	167,397
INDIVIDUALS	363,299
CHILDREN	210,015

## Quality (Accuracy of Program Determinations)

FEB	84.5%	OCT	92.0%
JAN	85.4%	OCT	92.0%
DEC	92.1%	SEP	91.6%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
FEB 2014	141,240	16:18
JAN 2014	161,998	17:20
DEC 2013	142,741	7:25
NOV 2013	144,355	6:23
OCT 2013	156,350	7:30
SEP 2013	155,180	8:53

## Online Chat Volume

Month	Chat Sessions
FEB 2014	13,263
JAN 2014	11,988
DEC 2013	9,851
NOV 2013	11,220
OCT 2013	12,103
SEP 2013	11,974

## New Applications

Month	New Apps
FEB 2014	26,348
JAN 2014	32,540
DEC 2013	20,519
NOV 2013	17,963
OCT 2013	20,090
SEP 2013	20,999

## Determinations

Month	Determinations
JAN 2014	137,733
DEC 2013	107,506
NOV 2013	115,056
OCT 2013	111,863
SEP 2013	115,056
AUG 2013	122,596

## Cost Per Determination

Month	Cost
JAN 2014	\$29.65
DEC 2013	\$38.39
NOV 2013	\$40.75
OCT 2013	\$36.71
SEP 2013	\$36.32
AUG 2013	\$35.55

## Days-to-Determination—Applications February 2014

- 7.8 Days on Expedited Food Stamps (law allows for 7 days)
- 19.1 Days on Regular Food Stamps (law allows for 30 days)
- 15.2 Days on Financial Program (law allows for 30 days)
- 21.5 Days on Child Care (law allows for 30 days)
- 13.6 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 14.0 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

20 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>303,247</u>
New myCase Accounts since <small>February 1, 2013</small> :	<u>67,638</u>
Active myCase paperless (eNotice) Customers:	<u>62,119</u>
Total myCase eNotices Sent <small>10/2010 – 1/2014</small>	<u>4,417,843</u>
myCase Reviews Completed	
Online <small>2/2013 – 1/2014</small> :	<u>52,283</u>
Imaged Reviews <small>2/2013 – 1/2014</small> :	<u>100,224</u>

- 5,459 providers / authorized representatives established a 3rd party account
- 22,931 customer and 3rd party links established

### Month in Review

ESD ended the FFY13 with a 97.96% accuracy rate in food stamp QC actives, 16th in the nation, and our best year-end accuracy ever! October 2013 (first year in the new FFY) is 97.41%, national rankings not yet released.

ESD continues to process medical applications being sent by the FFM.

Carol Lowman (CSR-10 years of service), Lindsay Caffall-Davis (ESO-22 years of service) and Glenda Swallow (ABD-30 years of service) retired in February.

### Upcoming Events

The automation of applications coming from the Federal Exchange and subsequently registered through myCase in eREP went live in the March 8th eREP build.

ESD is attempting to hire up to 41 new employees to start March 24th in St. George, Provo and Ogden.

# Operational Update Date 4/14/2014

## Utah Citizens Served

HOUSEHOLDS	168,656
INDIVIDUALS	368,354
CHILDREN	213,300

## Quality (Accuracy of Program Determinations)

MARCH 2014	85.4%	DEC 2013	92.1%
FEB 2014	84.5%	NOV 2013	93.6%
JAN 2014	85.4%	OCT 2013	92.0%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
MARCH 2014	148,124	10:25
FEB 2014	141,240	16:18
JAN 2014	161,998	17:20
DEC 2013	142,741	7:25
NOV 2013	144,355	6:23
OCT 2013	156,350	7:30

## Online Chat Volume

Month	Chat Sessions
MARCH 2014	13,915
FEB 2014	13,263
JAN 2014	11,988
DEC 2013	9,851
NOV 2013	11,220
OCT 2013	12,103

## New Applications

Month	New Apps
MARCH 2014	26,805
FEB 2014	26,348
JAN 2014	32,540
DEC 2013	20,519
NOV 2013	17,963
OCT 2013	20,090

## Determinations

Month	Determinations
FEB 2014	122,299
JAN 2014	137,733
DEC 2013	107,506
NOV 2013	115,056
OCT 2013	111,863
SEP 2013	115,056

## Cost Per Determination

Month	Cost
FEB 2014	\$33.23
JAN 2014	\$29.65
DEC 2013	\$38.39
NOV 2013	\$40.75
OCT 2013	\$36.71
SEP 2013	\$36.32

## Days-to-Determination—Applications March 2014

- 7.0 Days on Expedited Food Stamps (law allows for 7 days)
- 18.0 Days on Regular Food Stamps (law allows for 30 days)
- 15.3 Days on Financial Program (law allows for 30 days)
- 20.5 Days on Child Care (law allows for 30 days)
- 18.4 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 17.1 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>308,384</u>
New myCase Accounts since <u>March 1, 2013</u> :	<u>66,772</u>
Active myCase paperless (eNotice) Customers:	<u>65,195</u>
Total myCase eNotices Sent <u>10/2010 – 1/2014</u>	<u>4,637,444</u>
myCase Reviews Completed	
Online <u>3/2013 – 2/2014</u> :	<u>55,935</u>
Imaged Reviews <u>3/2013 – 2/2014</u> :	<u>105,729</u>

- 5,670 providers / authorized representatives established a 3rd party account
- 24,409 customer and 3rd party links established

### Month in Review

Food Stamp Quality Control active accuracy for FFY14 is 97.34% for October 2013 and 99.17% for November 2013 for a cumulative active accuracy of 98.16%. No national rankings are yet available.

ESD continues to process medical applications being sent during open enrollment by the FFM.

ESD hired 37 new staff who started the end of March: 9 in St. George, 9 in Ogden and 19 in Provo.

Customer Satisfaction phone surveys go live April 1st.

### Upcoming Events

ESD's annual Supervisor Planning conference is scheduled for May 14th.

A PCN Open Enrollment period is tentatively scheduled for early summer 2014.

Non-monthly Medicaid cards scheduled to go live effective July 1st.



# Operational Update Date 5/15/2014

## Utah Citizens Served

HOUSEHOLDS	169,081
INDIVIDUALS	370,193
CHILDREN	370,193

## Quality (Accuracy of Program Determinations)

APRIL 2014	90.6%	JAN 2014	85.4%
MARCH 2014	85.4%	DEC 2013	92.1%
FEB 2014	84.5%	NOV 2013	93.6%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
APRIL 2014	146,001	10:18
MARCH 2014	148,124	10:25
FEB 2014	141,240	16:18
JAN 2014	161,998	17:20
DEC 2013	142,741	7:25
NOV 2013	144,355	6:23

## Online Chat Volume

Month	Chat Sessions
APRIL 2014	12,183
MARCH 2014	13,915
FEB 2014	13,263
JAN 2014	11,988
DEC 2013	9,851
NOV 2013	11,220

## New Applications

Month	New Apps
APRIL 2014	22,823
MARCH 2014	26,805
FEB 2014	26,348
JAN 2014	32,540
DEC 2013	20,519
NOV 2013	17,963

## Determinations

Month	Determinations
MARCH 2014	124,398
FEB 2014	122,299
JAN 2014	137,733
DEC 2013	107,506
NOV 2013	115,056
OCT 2013	111,863

## Cost Per Determination

Month	Cost
MARCH 2014	\$26.82
FEB 2014	\$33.23
JAN 2014	\$29.65
DEC 2013	\$38.39
NOV 2013	\$40.75
OCT 2013	\$36.71

## Days-to-Determination—Applications April 2014

- 6.7 Days on Expedited Food Stamps (law allows for 7 days)
- 16.9 Days on Regular Food Stamps (law allows for 30 days)
- 14.5 Days on Financial Program (law allows for 30 days)
- 19.3 Days on Child Care (law allows for 30 days)
- 19.5 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 17.5 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>315,0175</u>
New myCase Accounts since <u>April 1, 2013</u> :	<u>67,509</u>
Active myCase paperless (eNotice) Customers:	<u>65,964</u>
Total myCase eNotices Sent <u>10/2010 – 3/2014</u>	<u>4,836,907</u>
myCase Reviews Completed	
Online <u>4/2013 – 3/2014</u> :	<u>56,330</u>
Imaged Reviews <u>4/2013 – 3/2014</u> :	<u>106,345</u>

- 5,800 providers / authorized representatives established a 3rd party account
- 25,660 customer and 3rd party links established

### Month in Review

Food Stamp Quality Control Accuracy for FFY14 was 97.63% for December 2013, for a cumulative accuracy of 97.91%. Utah is ranked #16 in the nation based upon the most current rankings.

ESD held our annual supervisor planning event May 16th with the theme of Employee Success.

Sandra Evans (ABD) retired May 1st with 29 years; Clo Towers retired May 15th with 37 years. Jodie Gallegos (ABD) will retire May 29th with 30 years.

### Upcoming Events

A PCN Open Enrollment period is scheduled to begin June 2nd with no prescribed end date.

Non-monthly Medicaid cards are scheduled to go live effective July 1st.

# Operational Update Date 6/13/2014

## Utah Citizens Served

HOUSEHOLDS	167,789
INDIVIDUALS	367,781
CHILDREN	214,567

## Quality (Accuracy of Program Determinations)

MAY 2014	91.7%	FEB 2014	84.5%
APRIL 2014	90.7%	JAN 2014	85.4%
MARCH 2014	85.4%	DEC 2013	92.1%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
MAY 2014	147,479	8:23
APRIL 2014	146,001	10:18
MARCH 2014	148,124	10:25
FEB 2014	141,240	16:18
JAN 2014	161,998	17:20
DEC 2013	142,741	7:25

## Online Chat Volume

Month	Chat Sessions
MAY 2014	12,201
APRIL 2014	12,183
MARCH 2014	13,915
FEB 2014	13,263
JAN 2014	11,988
DEC 2013	9,851

## New Applications

Month	New Apps
MAY 2014	20,487
APRIL 2014	22,823
MARCH 2014	26,805
FEB 2014	26,348
JAN 2014	32,540
DEC 2013	20,519

## Determinations

Month	Determinations
APRIL 2014	124,398
MARCH 2014	147,462
FEB 2014	122,299
JAN 2014	137,733
DEC 2013	107,506
NOV 2013	115,056

## Cost Per Determination

Month	Cost
APRIL 2014	\$33.50
MARCH 2014	\$26.82
FEB 2014	\$33.23
JAN 2014	\$29.65
DEC 2013	\$38.39
NOV 2013	\$40.75

## Days-to-Determination—Applications May 2014

- 5.9 Days on Expedited Food Stamps (law allows for 7 days)
- 16.7 Days on Regular Food Stamps (law allows for 30 days)
- 14.9 Days on Financial Program (law allows for 30 days)
- 20.3 Days on Child Care (law allows for 30 days)
- 19.5 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 18.7 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>321,132</u>
New myCase Accounts since <u>May 1, 2013</u> :	<u>67,214</u>
Active myCase paperless (eNotice) Customers:	<u>65,969</u>
Total myCase eNotices Sent <u>10/2010 – 4/2014</u>	<u>5,019,205</u>
myCase Reviews Completed	
Online <u>5/2013 – 4/2014</u> :	<u>56,249</u>
Imaged Reviews <u>5/2013 – 4/2014</u> :	<u>106,189</u>

- 5,934 providers / authorized representatives established a 3rd party account
- 27,005 customer and 3rd party links established

### Month in Review

Food Stamp Quality Control Accuracy for FFY14 was 98.43 for January 2014, for a cumulative accuracy of 98.08%. Based on this rate, Utah is projected to rank #16 in the nation.

PCN Open Enrollment began June 2nd.

The ESD Director and two of the Assistant Directors attended the 12th annual TOCICO conference in Washington D.C.

### Upcoming Events

Non-monthly Medicaid cards are scheduled to go live effective July 1st.

ESD is beginning a pilot July 1st to be able to use Quarterly Wage data as verified income for all programs.

# Operational Update Date 7/11/2014

## Utah Citizens Served

HOUSEHOLDS	167,034
INDIVIDUALS	364,598
CHILDREN	212,497

## Quality (Accuracy of Program Determinations)

JUNE 2014	91.6%	MARCH 2014	85.4%
MAY 2014	91.7%	FEB 2014	84.5%
APRIL 2014	90.7%	JAN 2014	85.4%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time— Minutes: Seconds
JUNE 2014	140,899	11:01
MAY 2014	147,479	8:23
APRIL 2014	146,001	10:18
MARCH 2014	148,124	10:25
FEB 2014	141,240	16:18
JAN 2014	161,998	17:20

## Online Chat Volume

Month	Chat Sessions
JUNE 2014	11,746
MAY 2014	12,201
APRIL 2014	12,183
MARCH 2014	13,915
FEB 2014	13,263
JAN 2014	11,988

## New Applications

Month	New Apps
JUNE 2014	25,080
MAY 2014	20,487
APRIL 2014	22,823
MARCH 2014	26,805
FEB 2014	26,348
JAN 2014	32,540

## Determinations

Month	Determinations
MAY 2014	108,354
APRIL 2014	124,398
MARCH 2014	147,462
FEB 2014	122,299
JAN 2014	137,733
DEC 2013	107,506

## Cost Per Determination

Month	Cost
MAY 2014	\$37.68
APRIL 2014	\$33.50
MARCH 2014	\$26.82
FEB 2014	\$33.23
JAN 2014	\$29.65
DEC 2013	\$38.39

## Days-to-Determination—Applications June 2014

- 5.1 Days on Expedited Food Stamps (law allows for 7 days)
- 15.8 Days on Regular Food Stamps (law allows for 30 days)
- 14.3 Days on Financial Program (law allows for 30 days)
- 20.0 Days on Child Care (law allows for 30 days)
- 19.1 Days on All Medical Programs (law allows for 30/90 days depending on the program)
- 16.9 Days on All Programs

## Seeded and Out-stationed Positions

40 Seeded Positions

19 Non-Seeded Positions

### MyCase Statistics

#### Self-Directed Eligibility Customers

Total myCase Accounts:	<u>327,165</u>
New myCase Accounts since <u>June 1, 2013</u> :	<u>67,256</u>
Active myCase paperless (eNotice) Customers:	<u>64,490</u>
Total myCase eNotices Sent <u>10/2010 - 5/2014</u> :	<u>5,191,903</u>
myCase Reviews Completed	
Online <u>6/2013 - 5/2014</u> :	<u>56,418</u>
Imaged Reviews <u>6/2013 - 5/2014</u> :	<u>106,319</u>

- 6,038 providers / authorized representatives established a 3rd party account
- 28,860 customer and 3rd party links established

### Month in Review

Federal Fiscal Year 2013 final Food Stamp Quality Control accuracy: Utah achieved a 97.89% payment accuracy rate, our highest final active accuracy rate in Utah history. This rate places Utah at #15 in the nation for active accuracy.

For Federal Fiscal Year 2014, our most current month active accuracy rate is 99.02%, with a cumulative FFY active accuracy rate of 98.21%, which will tentatively place Utah at #15 in the nation at this time.

Non-monthly Medicaid cards went live July 1, 2014.

ESD's Quarterly Wage Data pilot went live July 1, 2014. Preliminary results indicate ESD's ability to use electronic matching on 15-20% of our food stamp applications and reviews.

### Upcoming Events

Pat Palmieri (ABD) will retire July 31, 2014 with 33.5 years of service to the State of Utah.

# Housing & Community Development Division Operational Update

Date: October, 2013

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

## Month in Review:

- The division successfully hosted the National COSCDA Conference in Salt Lake City.
- Utah's State Community Services Office won the System Information Award from The National Association for State Community Services Programs.
- The State Community Services Block Grant plan was accepted by the Federal Office of CS.

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	756
Jobs created or maintained by projects	3,000	1st semester 1,434
	PER MONTH	
Build customer capacity: board data/briefings	12	23
Build customer capacity: trainings	30	49
Customer service: technical assistance	75	114
Customer service: immediate assistance	1,000	1,466

## Upcoming Events:

- October 2, HEAT Supervisors' Meeting
- October 3, CIB Board Meeting (Funding)
- October 8, Energy Advisory Council
- October 10, Annual Homeless Summit; hosted by HCD
- October 11-12, Utah Housing Coalition Conference
- October 17, UCPM
- October 22, HCDCM, Demonstration of New Planning Tools
- October 24, SE & Six County LIHEAP Training
- October 31, OWHLF Board Meeting

# Housing & Community Development Division

## Operational Update Date: December 3, 2013

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- CIB presented How to Apply Workshops
- The Federal shutdown delayed the start of the HEAT season, but SEAL was prepared for a fast start once the award letter was received (Nov. 5). As of 11/27, 6,992 households received benefits.
- WAP conducted annual monitoring.
- CIB met and awarded funds to 2 communities for emergency projects

### Upcoming Events:

December 4, CoC Meeting  
 December 9, Full Staff Meeting and Awards  
 December 10, Energy Advisory Council  
 December 11, Tour of Homeless Facilities for new Lt. Governor  
 December 13, AOG Directors' Meeting in St. George  
 December 16, HCD Collaboration and Training, WebGrants: Power-User Features  
 December 19, Homeless Candlelight Vigil

January-April: Pamela Atkinson Homeless Trust Fund Tax Campaign

January 16, U of U Hinckley Institute of Politics Forum on Homelessness and the PAHTF Tax Campaign

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	756
Jobs created or maintained by projects	3,000	1st semester 1,434
	PER MONTH	
Build customer capacity: board data/briefings	12	23
Build customer capacity: trainings	30	53
Customer service: technical assistance	75	101
Customer service: immediate assistance	1,000	1,760

# Housing & Community Development Division

## Operational Update Date: December, 2013

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- HCD conducted a tour of homeless facilities for Lt. Governor Cox
- CIB Board met; ten projects approved for near \$40 million; approval of project for rural planning services
- HCD employees were honored for extraordinary accomplishments at the semi-annual HCD Awards Meeting

### Upcoming Events:

January-April: Pamela Atkinson Homeless Trust Fund Tax Campaign

January 7, HEAT Supervisors' Meeting  
 January 9-10, CIB Board Meeting  
 January 15, Energy Advisory Council  
 January 15, State Homeless Coordinating Committee  
 January 16, U of U Hinckley Institute of Politics Forum on Homelessness and the PAHTF Tax Campaign  
 January 23, OWHLF Board Meeting  
 January 23, USCPM Board Training  
 January 27, Governance Presentation, Citizen Diplomacy  
 January 29, WAP Coordinators' Meeting  
 January 30, AOG Directors' Meeting

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503
	PER MONTH	
Build customer capacity: board data/briefings	12	21
Build customer capacity: trainings	30	37
Customer service: technical assistance	75	87
Customer service: immediate assistance	1,000	1,436

# Housing & Community Development Division

## Operational Update Date: February 5, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- CIB met and approved \$20 million in projects
- U of U Hinckley Institute of Politics Forum featured Homelessness and the PAHTF Tax Campaign
- State Homeless Coordinating Committee met on capitol hill to discuss issues like funding and PIT
- Point-in-Time Count was conducted

### Upcoming Events:

February-April: Pamela Atkinson Homeless Trust Fund Tax Campaign

- February 4, OWHLF Training for new board members
- February 6, CIB MASOB Funding Meeting
- February 6, PAHTF Kickoff
- February 7, Deadline for CDBG Applications
- February 11, USBGI VC Committee Meeting
- February 12, Energy Advisory Council
- February 19-20, HEAT Zero Tolerance Training, St. George (Five County AOG)
- February 27, OWHLF Board Meeting

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 2013
	PER MONTH	
Build customer capacity: board data/briefings	12	26
Build customer capacity: trainings	30	58
Customer service: technical assistance	75	52
Customer service: immediate assistance	1,000	1,629

# Housing & Community Development Division

## Operational Update Date: March 4, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- CIB met and funded 27 projects for a total of \$31,357,065.
- OWHLF welcomed and trained 5 new board members
- The OWHLF board approved gap financing of nearly \$8 million for affordable housing
- Weatherization is efficiently meeting new training requirements through a new online/hybrid system

### Upcoming Events:

February-April: Pamela Atkinson Homeless Trust Fund Tax Campaign

- March 4, HMIS Training
- March 5, HMIS Steering Committee Meeting
- March 6, CIB at MASOB
- March 6, Client Track Training
- March 11, USBGI VC Committee Meeting
- March 12, Energy Advisory Council
- March 13, NAHRO Board Meeting
- March 26, QEFAP Meeting
- March 27, Utah CPM Lecture

April 2, SHCC Meeting

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b> PER YEAR		
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 in 2013
PER MONTH		
Build customer capacity: board data/briefings	12	14
Build customer capacity: trainings	30	75
Customer service: technical assistance	75	140
Customer service: immediate assistance	1,000	1,689



# Housing & Community Development Division

## Operational Update Date: April 1, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

The OWHLF Board approved \$8,000,000 for 428 units of affordable housing, and \$5,000,000 for Transit Oriented Development (TOD).

- The weatherization team completed site writing for preserving 31 homes on the Navajo Indian Reservation this summer.
- The CIB Board funded 8 projects for a total of \$4,829,035.
- For the Rural Planning Group, Nick Baker is leading the coal planning study, and Mike Hansen has been hired as Head Planning Consultant, with his first project the Cache County Master Plan.

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b> PER YEAR		
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 in 2013
PER MONTH		
Build customer capacity: board data/briefings	16	17
Build customer capacity: trainings	34	43
Customer service: technical assistance	78	145
Customer service: immediate assistance	1202	1597

### Upcoming Events:

- April 8-9: Weatherization Coordinators Meeting
- April 9: Energy Advisory Council
- April 10-11: SHCC Allocation Committee Meeting
- April 15: HMIS End User Training
- April 15: SEAL Regional Training, Moab
- April 16: Weatherization State Plan Public Hearing
- April 17: Client Track Training
- April 17: CDBG Policy Board Meeting
- April 21: Allocation Committee Meeting
- April 23-25: NAHRO

May 14: SHCC Meeting, State Capitol Board Room

June 23-27: Preserve Native American Housing, Monument Valley

October 7-8 Homeless Summit

# Housing & Community Development Division

## Operational Update Date: May 1, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- CDBG celebrated its 40th year anniversary.
- The OWHLF board approved \$4 million for the construction and/or rehabilitation of 341 units of affordable housing.
- The Navajo Revitalization Fund board allocated \$85,000 to three Utah Chapters for housing projects.
- SCSO received 36 applications through the Unified Funding application.
- This year's HEAT season ended April 30. Two offices, Ogden and St. George, will remain open the rest of the year. Other offices will be available for crisis applications only.
- As of April 30, 37,615 had applied for HEAT benefits. Of these, 34,430 households were found to be qualified and received an average of \$391 in benefits. Total benefits paid to date is \$13,455, 656.

### Upcoming Events:

- May 6: Citizen Diplomacy (Governance)
- May 6: Data Analysis and Reports Training
- May 6-7: Poverty Conference
- May 12: Managers' Meeting
- May 14: Energy Advisory Council
- May 14: SHCC Meeting, State Capitol Board Room (Approval of funding through the Unified Funding application will be made at this meeting.)
- May 15: Heat Supervisors' Meeting
- May 20: HMIS End User Training
- May 21: HOPWA Steering Committee Meeting
- May 28-30: CIB Retreat and Training
- June 11-13: HUD Environmental Training
- June 23-27: Preserve Native American Housing, Monument Valley
- October 7-8 Homeless Summit

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 in 2013
	PER MONTH	
Build customer capacity: board data/briefings	16	26
Build customer capacity: trainings	34	56
Customer service: technical assistance	78	144
Customer service: immediate assistance	1202	1593

# Housing & Community Development Division

## Operational Update Date: June 1, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- The State Homeless Coordination Committee met at the State Capitol Board Room, and heard reports by Department Directors.
- HCD honored employees for extraordinary performance.
- Tamera Kohler keynoted at the Poverty Conference.
- US State Department-sponsored guests from Asia and Central Asia visited, learning about governance.
- The HEAT program finished the regular FY2014 season, made site visits across the state, and held a supervisors' training.
- CIB funded 16 projects for a total of \$9.9 million.
- HEAT held a Supervisors' Meeting, where policy was agreed upon for the FY2015 State Plan.
- Weatherization was able to secure approximately \$30,000 in USDA Rural Development funds to apply toward materials for preserving Native American Housing in Monument Valley.

### Upcoming Events:

- June 2-3: SCSO Strategic Planning Meetings
- June 11-13: HUD Environmental Training
- June 18-19: CAPLAW CSBG Conference
- June 23-27: Preserve Native American Housing, Monument Valley
- June 26-27: CDBG Policy Committee Retreat
- October 7-8 Homeless Summit

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 in 2013
	PER MONTH	
Build customer capacity: board data/briefings	16	29
Build customer capacity: trainings	34	57
Customer service: technical assistance	78	116
Customer service: immediate assistance	1202	1350

# Housing & Community Development Division

## Operational Update Date: July 1, 2014

*Value Proposition Statement: We elevate local community development by strengthening local economies, governments, nonprofits, businesses and leaders through planning, capacity building, leveraging, optimized management and synergizing of resources.*

### DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Month in Review:

- The State Community Services Office reviewed and approved 15 Emergency Food Network Contracts for \$274,900.
- The Weatherization Assistance Program staff rehabilitated 32 homes in Monument Valley on the Navajo Reservation with the help of 197 youth volunteers from across the country. 24 homes received new roofs, 22 homes received exterior paint and several homes had ADA shuffle ramps constructed.
- The Olene Walker Housing Loan staff worked with 13 cities and counties on their moderate income housing plans and reporting requirements.
- State Community Services Office staff performed a service project at St. Anne's Center in Ogden. Staff sorted donated clothes, served meals and helped the center staff.

### Upcoming Events:

- July 8: UHMIS End User Training
- July 8: USBGI VC Committee Meetings
- July 14-17: Department of Energy Monitoring
- July 15: Department of Treasury Visit

October 7-8 Homeless Summit

	Target	Current
<b>COST</b>		
Cost per \$1,000 managed	>3% (\$30)	\$24
<b>QUALITY</b>		
Audit findings resolved within 60 days	95%	100%
<b>THROUGHPUT</b>		
	PER YEAR	
Progress ending chronic homelessness	10%	9%
Affordable housing units created or preserved	700	988
Jobs created or maintained by projects	3,000	2,503 in 2013
	PER MONTH	
Build customer capacity: board data/briefings	16	17
Build customer capacity: trainings	34	55
Customer service: technical assistance	78	126
Customer service: immediate assistance	1202	1578

# Operational Update 08/05/2013



## Active UI Claimants 08/01/13

Regular State UI	16,789
Federal EUC	3,041
Trade Readjustment Act	44–

## Quality (Accuracy of Benefit Determinations)

JAN 2013	94.4%	APR 2013	93.8%
FEB 2013	94.4%	MAY 2013	93.2%
MAR 2013	91.8%	JUN 2013	94.5%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
FEB 2013	18,006	5:42
MAR 2013	18,048	3:13
APR 2013	19,917	6:46
MAY 2013	18,092	6:53
JUN 2013	15,005	5:46
JUL 2013	16,324	6:00

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
JAN 2013	\$23,961,977	\$28,311,443	\$504,674,166
FEB 2013	\$23,498,333	\$22,430,151	\$505,219,209
MAR 2013	\$23,429,207	\$974,383	\$480,980,083
APR 2013	\$17,981,845	\$61,704,425	\$527,703,870
MAY 2013	\$15,524,381	\$65,069,710	\$577,795,850
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-3	96.8%
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%

## Timeliness of First Payments

Year-Quarter	Percent
2012-3	93.2%
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- The IP claimant employer cross-match was recently implemented. This cross-match provides hits on claimants with the same IP address as their base period employer and on claimants and employers filing from the same IP address to help detect fraudulent UI payments.
- UI is entering the second month of P4P in the UI Claims Center. So far we have seen an increase in chats per FTE and in average calls per FTE.
- UI is entering the second month of P4P for the New Hire unit which helped Compliance meet their deadlines and increase the number of resolved delinquencies within 90 days.
- UI implemented a SIDES Separation module for Employers Edge. This system provides states and employers with convenient, accessible, and responsive service. It also gives large employers and third party administrators resources to improve timeliness and accuracy and reduces costs associated with separation decisions.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2012-3	51,927	77.3%
2012-4	53,633	78.7%
2013-1	55,372	78.6%
2013-2	54,178	79.1%
Initial UI Claims		
Quarter	Number	Percent
2012-3	11,685	69.3%
2012-4	15,353	65.9%
2013-1	15,647	69.2%
2013-2	11,984	66.4%
Continued UI Claims		
Quarter	Number	Percent
2012-3	163,724	85.8%
2012-4	211,490	98.9%
2013-1	276,367	99.0%
2013-2	194,480	99.0%

# Operational Update 09/06/2013



## Active UI Claimants 09/01/13

Regular State UI	15,124
Federal EUC	2,888
Trade Readjustment Act	46

## Quality (Accuracy of Benefit Determinations)

MAR 2013	91.8%	JUN 2013	90.9%
APR 2013	93.8%	JUL 2013	91.9%
MAY 2013	93.4%	AUG 2013	91.4%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
MAR 2013	18,048	3:13
APR 2013	19,917	6:46
MAY 2013	17,751	6:53
JUN 2013	15,005	5:46
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
FEB 2013	\$23,498,333	\$22,430,151	\$505,219,209
MAR 2013	\$23,429,207	\$974,383	\$480,980,083
APR 2013	\$17,981,845	\$61,704,425	\$527,703,870
MAY 2013	\$15,524,381	\$65,069,710	\$577,795,850
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-3	96.8%
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%

## Timeliness of First Payments

Year-Quarter	Percent
2012-3	93.2%
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- Claimants now have the ability to print their “Weekly Payment History” on the Internet. This eliminates the need for the monthly paper Form 683 that was regularly sent out, and will save on mailing costs.
- To ensure claimants who file for benefits are present and looking for work in the United States, a question was added to the claimants’ weekly filing to inquire as to whether the claimant had traveled outside the United States during the time period for which they are claiming benefits. A new denial code was also created to address this specific issue.
- PAO has done a good job collecting overpaid benefits in the last year. In the year ending June 30, 2013 PAO collected over \$3.1 million dollars—15% more than the previous year—and is an all-time high. PAO collected 33% of the total debts established this past year versus 28% in FY 2012.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2012-3	51,927	77.3%
2012-4	53,633	78.7%
2013-1	55,372	78.6%
2013-2	54,178	79.1%
Initial UI Claims		
Quarter	Number	Percent
2012-3	11,685	69.3%
2012-4	15,353	65.9%
2013-1	15,647	69.2%
2013-2	11,984	66.4%
Continued UI Claims		
Quarter	Number	Percent
2012-3	163,724	85.8%
2012-4	211,490	98.9%
2013-1	276,367	99.0%
2013-2	194,480	99.0%

# Operational Update 10/02/2013



## Active UI Claimants 10/02/13

Regular State UI	15,395
Federal EUC	2,869
Trade Readjustment Act	70

## Quality (Accuracy of Benefit Determinations)

APR 2013	93.8%	JUL 2013	91.9%
MAY 2013	93.4%	AUG 2013	92.6%
JUN 2013	90.9%	SEP 2013	93.5%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
APR 2013	19,917	9:51
MAY 2013	17,751	9:59
JUN 2013	15,005	8:34
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28
SEP 2013	13,901	5:32

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
MAR 2013	\$23,429,207	\$974,383	\$480,980,083
APR 2013	\$17,981,845	\$61,704,425	\$527,703,870
MAY 2013	\$15,524,381	\$65,069,710	\$577,795,850
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-3	96.8%
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%

## Timeliness of First Payments

Year-Quarter	Percent
2012-3	93.2%
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- DOL recently published the Unemployment Insurance Data Summary for the 2nd quarter of 2013. Utah's unemployed claimants had a 35.5% exhaustion rate, which is down 13% from the same period in the previous year, and is the 44th lowest exhaustion rate in the nation.
- Utah's unemployed claimants also had an average duration of 13.3 weeks, which is down 6.3% from the same period in the previous year, and is the 48th lowest average duration in the nation.
- The continuous improvement that is seen in the average duration and in the exhaustion rate demonstrate the collective success of the various UI reemployment initiatives.
- 15% of all fraud overpayment penalty recoveries will now be automatically deposited into the Unemployment Compensation Fund in accordance with legislation passed earlier this year putting us in compliance with the federal Social Security Act.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2012-3	51,927	77.3%
2012-4	53,633	78.7%
2013-1	55,372	78.6%
2013-2	54,178	79.1%
Initial UI Claims		
Quarter	Number	Percent
2012-3	11,685	69.3%
2012-4	15,353	65.9%
2013-1	15,647	69.2%
2013-2	11,984	66.4%
Continued UI Claims		
Quarter	Number	Percent
2012-3	163,724	85.8%
2012-4	211,490	98.9%
2013-1	276,367	99.0%
2013-2	194,480	99.0%

# Operational Update 11/01/2013



## Active UI Claimants 11/01/13

Regular State UI	20,108
Federal EUC	3,035
Trade Readjustment Act	75

## Quality (Accuracy of Benefit Determinations)

APR 2013	93.8%	JUL 2013	91.9%
MAY 2013	93.4%	AUG 2013	92.6%
JUN 2013	90.9%	SEP 2013	93.5%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
APR 2013	19,917	9:51
MAY 2013	17,751	9:59
JUN 2013	15,005	8:34
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28
SEP 2013	13,901	5:32

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
APR 2013	\$17,981,845	\$61,704,425	\$527,703,870
MAY 2013	\$15,524,381	\$65,069,710	\$577,795,850
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%

## Timeliness of First Payments

Year-Quarter	Percent
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- At the UI Directors Conference in October, Utah's UI Division was recognized by U.S. DOL for performance excellence in three areas, demonstrating the high caliber of quality in its Contributions, Benefits, and Appeals operations. No other state has achieved recognition in all three areas at the same time, except for Utah; we've accomplished this three years in a row.
- Initial claims surged due to the government shut down. Claim volumes rose over two and a half times from the previous year. Federal employees received retroactive pay for the weeks they were unemployed and received UI benefits resulting in a significant increase in receivable overpayments during October. This also significantly increased call volume in Contributions as they took credit card payments from those Federal employees.
- As part of customer service week, UI Contributions gave awards for submitting suggestions for process improvements. Eighteen responses were received and the majority of them will be implemented within six months.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2012-4	53,633	78.7%
2013-1	55,372	78.6%
2013-2	54,178	79.1%
2013-3	54,734	79.3%
Initial UI Claims		
Quarter	Number	Percent
2012-4	15,353	65.9%
2013-1	15,647	69.2%
2013-2	11,984	66.4%
2013-3	10,868	67.9%
Continued UI Claims		
Quarter	Number	Percent
2012-4	211,490	98.9%
2013-1	276,367	99.0%
2013-2	194,480	99.0%
2013-3	173,313	99.3%



# Operational Update 12/01/2013



## Active UI Claimants 11/01/13

Regular State UI	17,452
Federal EUC	2,948
Trade Readjustment Act	59

## Quality (Accuracy of Benefit Determinations)

MAY 2013	93.4%	AUG 2013	92.6%
JUN 2013	90.9%	SEP 2013	94.0%
JUL 2013	91.9%	OCT 2013	92.1%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
MAY 2013	17,751	9:59
JUN 2013	15,005	8:34
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28
SEP 2013	15,071	5:49
OCT 2013	20,916	14:39

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
MAY 2013	\$15,524,381	\$65,069,710	\$577,795,850
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%

## Timeliness of First Payments

Year-Quarter	Percent
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- In November, the Contributions Employer Electronic Correspondence System went into production. Now employers can opt to receive their Contributions and Benefits correspondence electronically, which includes integrity related notices, such as separation notices and work and earnings verifications. This speeds communication between employers and the UI division and will result in fewer improperly paid benefits. Electronic correspondence also saves money on postage, provides more secure information, and provides enhanced customer service from both Contributions and Benefits.
- Utah's UI Division hosted a regional DOL quality review in November, in which we presented UI best practices to multiple states.
- The federal shutdown resulted in many federal employees filing unemployment claims, receiving benefits, and then receiving back pay. This resulted in overpayments totaling \$1,186,904 and the total amount recovered is \$605,606.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2012-4	53,633	78.7%
2013-1	55,372	78.6%
2013-2	54,178	79.1%
2013-3	54,734	79.3%
Initial UI Claims		
Quarter	Number	Percent
2012-4	15,353	65.9%
2013-1	15,647	69.2%
2013-2	11,984	66.4%
2013-3	10,868	67.9%
Continued UI Claims		
Quarter	Number	Percent
2012-4	211,490	98.9%
2013-1	276,367	99.0%
2013-2	194,480	99.0%
2013-3	173,313	99.3%

# Operational Update 01/01/2014



## Active UI Claimants 01/01/14

Regular State UI	22,582
Federal EUC	2,918
Trade Readjustment Act	66

## Quality (Accuracy of Benefit Determinations)

JUN 2013	90.9%	SEP 2013	94.0%
JUL 2013	91.9%	OCT 2013	92.1%
AUG 2013	92.6%	NOV 2013	90.4%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
JUN 2013	15,005	8:34
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28
SEP 2013	15,071	5:49
OCT 2013	20,916	14:39
NOV 2013	20,625	16:38

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
JUN 2013	\$15,828,694	\$1,268,727	\$565,907,765
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458

## Timeliness of Employer Determinations

Year-Quarter	Percent
2012-4	96.8%
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%

## Timeliness of First Payments

Year-Quarter	Percent
2012-4	95.1%
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- Congress allowed the legislation authorizing Emergency Unemployment Compensation (EUC) to expire as of December 29, 2013. This will affect almost 3,000 Utah claimants. The EUC Reemployment and Eligibility Assessment (REA) also ended at the same time. As part of the EUC program all EUC claimants were required to participate in the REA program.
- In December we started a pilot with the State of Utah DHRM and the State Information Data Exchange System (SIDES) E-response which allows DHRM to submit separation information electronically using the SIDES database. So far this pilot has been successful and we plan on offering this option to all employers in 2014.
- Rate notices were recently sent out to all contributory employers. The calculation of this year's rate included a decrease in the reserve factor, which will lower the tax rate of many employers.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-1	55,372	78.6%
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
Initial UI Claims		
Quarter	Number	Percent
2013-1	15,647	69.2%
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
Continued UI Claims		
Quarter	Number	Percent
2013-1	276,367	99.0%
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%

# Operational Update 02/01/2014



## Active UI Claimants 02/01/14

Regular State UI	25,182
Federal EUC	0
Trade Readjustment Act	65

## Quality (Accuracy of Benefit Determinations)

JUL 2013	91.9%	OCT 2013	92.1%
AUG 2013	92.6%	NOV 2013	90.4%
SEP 2013	94.0%	DEC 2013	96.5%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
JUL 2013	16,324	8:43
AUG 2013	16,164	4:28
SEP 2013	15,071	5:49
OCT 2013	20,916	14:39
NOV 2013	16,483	16:38
DEC 2013	20,625	18:56

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
JUL 2013	\$15,085,994	\$60,306,058	\$613,112,068
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458
DEC 2013	\$21,692,613	\$892,371	\$654,549,706

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%
2013-4	96.8%

## Timeliness of First Payments

Year-Quarter	Percent
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%
2013-4	95.1%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- Through the TOS initiative, UI improved the resolution time on the New-Hire Crossmatch from 2.8 weeks to 1.6 weeks in the last year.
- UI recently implemented the common Internet Protocol (IP) address cross-match. This crossmatch will provide hits on claimants with the same base period employers who are filing from the same IP address on the same day.
- The APPRISS cross-match was recently automated. This cross-match looks at a database of most U.S. inmate incarceration records. UI is matching UI claimant records with this database to help detect and prevent potential UI overpayments. Initial results show overpayments detections up to 15 weeks earlier using these data matches.
- Business rules were recently completed to enhance our existing Fictitious Employer Program. After examining a variety of key variables and determining there is a potential problem, the UI Field Audit unit will investigate or audit the employer. This program is expected to be functional by April 2014.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-1	55,372	78.6%
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
Initial UI Claims		
Quarter	Number	Percent
2013-1	15,647	69.2%
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
Continued UI Claims		
Quarter	Number	Percent
2013-1	276,367	99.0%
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%

# Operational Update 03/01/2014



## Active UI Claimants 03/01/14

Regular State UI	23,418
Federal EUC	NA
Trade Readjustment Act	69

## Quality (Accuracy of Benefit Determinations)

AUG 2013	92.6%	NOV 2013	90.4%
SEP 2013	94.0%	DEC 2013	96.5%
OCT 2013	92.1%	JAN 2014	91.5%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
AUG 2013	16,164	4:28
SEP 2013	15,071	5:49
OCT 2013	20,916	14:39
NOV 2013	16,483	16:38
DEC 2013	20,625	18:56
JAN 2014	19,595	10:09

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
AUG 2013	\$13,296,780	\$39,987,474	\$639,954,512
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458
DEC 2013	\$21,692,613	\$892,371	\$654,549,706
JAN 2014	\$21,171,126	\$32,236,614	\$670,662,827

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%
2013-4	93.7%

## Timeliness of First Payments

Year-Quarter	Percent
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%
2013-4	95.5%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- Over the past six months, the Benefit Payment Control unit who verifies individuals have received UI benefits properly and creates overpayments for those who were improperly paid, has increased their accuracy by 12% and timeliness by 26%. This has been accomplished by organizational changes, additional training and increased performance expectations.
- Three new employers have signed up for SIDES. This program sends employers electronic requests for information which reduces mailing costs. It also allows the employer to provide the required information electronically which goes through an automated workflow process and requires no manual intervention.
- The average call wait time in February for the UI Claims Center was 4 minutes 43 seconds. This is the lowest it has been in the past six months.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-1	55,372	78.6%
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
Initial UI Claims		
Quarter	Number	Percent
2013-1	15,647	69.2%
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
Continued UI Claims		
Quarter	Number	Percent
2013-1	276,367	99.0%
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%

# Operational Update 04/01/2014



## Active UI Claimants 04/01/14

Regular State UI	19,300
Federal EUC	NA
Trade Readjustment Act	68

## Quality (Accuracy of Benefit Determinations)

SEP 2013	94.0%	DEC 2013	96.5%
OCT 2013	92.1%	JAN 2014	91.5%
NOV 2013	90.4%	FEB 2014	91.8%

## Phone Volume vs. Average Wait Times\*

Month	Total Calls	Avg. Wait Time—M inutes:Seconds
SEP 2013	15,071	5:49
OCT 2013	20,916	14:39
NOV 2013	16,483	16:38
DEC 2013	20,625	18:56
JAN 2014	19,595	10:09
FEB 2014	15,009	4:47

\*Average wait times were updated to reflect more accurate data that recently became available.

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
SEP 2013	\$14,653,884	\$1,166,241	\$629,532,615
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458
DEC 2013	\$21,692,613	\$892,371	\$654,549,706
JAN 2014	\$21,171,126	\$32,236,614	\$670,662,827
FEB 2014	\$20,344,632	\$21,176,263	\$671,584,898

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-1	96.0%
2013-2	96.2%
2013-3	94.8%
2013-4	93.7%

## Timeliness of First Payments

Year-Quarter	Percent
2013-1	94.7%
2013-2	93.6%
2013-3	93.1%
2013-4	95.5%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- During the 2013 calendar year, Utah's Initial Adjudication unit averaged 92.8% on the Federal Benefit Timeliness and Quality (BTQ) score. This high score keeps Utah in the number one position nationally with regard to timeliness and quality. To date, the Benefit Overpayment (BOP) team has collected \$3.3 million from the Treasury Offset Program (TOP) in 2014.
- This equals approximately 2/3 of what had been collected this same time last year, which is expected given the volume of older overpayments that were resolved last year.
- A new process for selecting employer accounts to check potential fictitious activity was implemented on March 26, 2014. The new scoring process will improve our ability to detect employers that are setting up accounts for the purpose of fraudulently claiming unemployment benefits. The first one generated 317 accounts for review. Of the nine accounts reviewed in the past week, six are determined to be valid companies and three are pending further follow up.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
2014-1	57,457	79.3%
Initial UI Claims		
Year-Quarter	Number	Percent
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
2014-1	13,384	69.1%
Continued UI Claims		
Year-Quarter	Number	Percent
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%
2014-1	247,204	99.6%

# Operational Update Date May 5 2014



## Active UI Claimants May 1 2014

Regular State UI	17,078
Federal EUC	N/A
Trade Readjustment Act	68

## Quality (Accuracy of Benefit Determinations)

OCT 2013	92.1%	JAN 2014	91.5%
NOV 2013	90.4%	FEB 2014	91.8%
DEC 2013	96.5%	MAR 2014	91.2%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time—M:minutes:S:seconds
OCT 2013	20,916	14:39
NOV 2013	16,483	16:38
DEC 2013	20,625	18:56
JAN 2014	19,595	10:09
FEB 2014	15,009	4:47
MAR 2014	13,815	5:53

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
OCT 2013	\$12,959,965	\$40,192,036	\$659,320,586
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458
DEC 2013	\$21,230,349	\$892,371	\$654,619,056
JAN 2014	\$21,171,126	\$32,236,614	\$670,662,827
FEB 2014	\$20,344,632	\$21,176,263	\$671,584,898
MAR 2014	\$19,942,641	\$1,175,790	\$655,301,539

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-2	96.2%
2013-3	94.8%
2013-4	93.7%
2014-1	N/A

## Timeliness of First Payments

Year-Quarter	Percent
2013-2	93.6%
2013-3	93.1%
2013-4	95.5%
2014-1	93.5%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

- Employers can now obtain their PIN number online to file reports and conduct business on the web without UI support staff. At the end of April, over 500 employers had visited the request page and support staff processed less than 30 requests in one week — the number processed in a single day previously. This resulted in savings of time and administrative costs and provides a great service to employers.
- The Benefit Accuracy Measurement (BAM) unit recently completed the case sample review for CY 2013. They have undergone many changes in the last year, including a new federally-defined performance year, a group process pilot, new staff and a new supervisor. They have successfully processed the majority of their case back-log and are now making timely reviews. This represents a victory for the team and moving forward, the focus remains on solid case management.
- The new TRA petition type F was implemented in April. This required the program to revert back to most of the 2002 TRA rules, including timely application. It also limits TRA benefits to manufacturing workers and eliminated the 130% reduction allowance for training.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
2014-1	57,457	79.3%
Initial UI Claims		
Quarter	Number	Percent
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
2014-1	13,384	69.1%
Continued UI Claims		
Quarter	Number	Percent
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%
2014-1	247,204	99.6%

# Operational Update Date June 2 2014



## Active UI Claimants Jun 1 2014

Regular State UI	14,538
Federal EUC	N/A
Trade Readjustment Act	57

## Quality (Accuracy of Benefit Determinations)

NOV 2013	90.4%	FEB 201	91.8%
DEC 2013	96.5%	MAR 2014	91.2%
JAN 2014	91.5%	APR 2014	92.9%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time—M:minutes:S:seconds
NOV 2013	16,483	16:38
DEC 2013	20,625	18:56
JAN 2014	19,595	10:09
FEB 2014	15,009	4:47
MAR 2014	13,815	5:53
APR 2014	15,096	4:20

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
NOV 2013	\$13,986,288	\$31,834,670	\$675,652,458
DEC 2013	\$21,230,349	\$892,371	\$654,619,056
JAN 2014	\$21,171,126	\$32,236,614	\$670,662,827
FEB 2014	\$20,344,632	\$21,176,263	\$671,584,898
MAR 2014	\$19,942,6	\$1,175,790	\$655,301,539
APR 2014	\$13,331,718	\$55,995,059	\$697,059,324

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-2	96.2%
2013-3	94.8%
2013-4	93.7%
2014-1	95.7%

## Timeliness of First Payments

Year-Quarter	Percent
2013-2	93.6%
2013-3	93.1%
2013-4	95.5%
2014-1	93.5%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

\* Release of new Benefit Payment Control system was an enormous success. This system includes many cross matches to check for all types of fraud against UI. In its first day we had: employers notified to enter wages through fax and e-mail, employers enter the wages online, and then rules determined fraud and the start of adjudication to collect on overpaid benefits. The Appriss Cross match system, which identifies those receiving UI benefits against those in prison, was completely automated and put into the new 'UI benefits .net system'.  
 \* Last quarter, we sent a survey to employers that are filing quarterly contribution reports via paper. We received over 600 responses and observed a preliminary increase of employers filing online for the quarter. We will follow-up with a postcard in lieu of the paper report this quarter and are committed to providing exceptional customer service to employers in adopting this faster, more secure method of filing.  
 \* 1st Quarter Fed BTQ results: Separation Decisions 96%, Non-sep decisions 96%. Utah continues to stay #1 in the country.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-2	54,178	79.1%
2013-3	54,734	79.3%
2013-4	55,369	79.5%
2014-1	57,457	79.3%
Initial UI Claims		
Quarter	Number	Percent
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
2014-1	13,384	69.1%
Continued UI Claims		
Quarter	Number	Percent
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%
2014-1	247,204	99.6%

# Operational Update Date July 3 2014



## Active UI Claimants July 1 2014

Regular State UI	14,467
Federal EUC	N/A
Trade Readjustment Act	47

## Quality (Accuracy of Benefit Determinations)

DEC 2013	96.5%	MAR 2014	91.2%
JAN 2014	91.5%	APR 2014	92.9%
FEB 2014	91.8%	MAY 2014	90.4%

## Phone Volume vs. Average Wait Times

Month	Total Calls	Avg. Wait Time—M:minutes:S:seconds
JAN 2014	19,595	10:09
FEB 2014	15,009	4:47
MAR 2014	13,815	5:53
APR 2014	15,096	4:20
MAY 2014	13,039	5:07
JUN 2014	12,865	4:44

## Benefits Paid vs. Contributions Paid

Month	Benefits	Contributions	TF Balance
DEC 2013	\$21,230,349	\$892,371	\$654,619,056
JAN 2014	\$21,171,126	\$32,236,614	\$670,662,827
FEB 2014	\$20,344,632	\$21,176,263	\$671,584,898
MAR 2014	\$19,942,641	\$1,175,790	\$655,301,539
APR 2014	\$13,331,718	\$55,995,059	\$697,059,324
MAY 2014	\$12,918,960	\$53,908,595	\$738,687,130

## Timeliness of Employer Determinations

Year-Quarter	Percent
2013-3	94.8%
2013-4	93.7%
2014-1	95.7%
2014-2	N/A

## Timeliness of First Payments

Year-Quarter	Percent
2013-3	93.1%
2013-4	95.5%
2014-1	93.5%
2014-2	93.5%

(Establishing employers within 90 days after subject to UI Contributions.)

## Program Performance:

\* Filing quarterly reports on-line is faster and more secure than using the USPS. In addition, once entered on-line, data is conveniently saved for the employer's next quarterly filing which saves them time and effort. Finally, the employer's contribution rate and excess wages are displayed for them online which reduces manual calculation errors. To encourage employers to try on-line filing, an instructional postcard was mailed to every employer that currently submits paper reports. Contributions staff is trained to walk employers through on-line filing or print their paper reports and send to them if they still prefer paper filing.

\* The cross match system(s) used by the Benefit Payment Control unit identified two new fictitious employer schemes. Immediate action was taken to evaluate the validity of the claims filed against these employers. UI payments were stopped and no further payments will be made as the investigation continues. UI is committed to protecting the integrity of the trust fund.

## Online Services

Employer Contribution Reports		
Year-Quarter	Number	Percent
2013-2	56,364	79.2%
2013-3	57,181	79.2%
2013-4	58,528	79.1%
2014-1	57,473	81.2%
Initial UI Claims		
Quarter	Number	Percent
2013-2	11,984	66.4%
2013-3	10,868	67.9%
2013-4	17,817	66.1%
2014-1	13,808	71.3%
Continued UI Claims		
Quarter	Number	Percent
2013-2	194,480	99.0%
2013-3	173,313	99.3%
2013-4	205,071	99.1%
2014-1	247,205	99.6%





# WDD Operational Update Date: August 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- July 1 –Employer onsite recruitments (Midvale) – Over 22 recruitments held with over 40 jobs offered.
- July 9 - Convergys Open House – Looking to hire 1200 full time positions over the next several months. A community partnership presentation was provided regarding hiring practices, etc.
- July 9 - UDOWD County Meeting – Over 20 community partners were in attendance to coordinate hiring information to support the ex-offender population.
- July 10 - ECAB Board meeting @ UPS – presentation provided by Corporate Solutions/SLCC to provide an overview of customer fit and short-term intensive training programs
- July 11 – Rapid Response Workshop (EG&G / DCD) – A presentation provided to approximately 200 impacted worker in each month (July/Aug) to help advise and promote DWS services
- July 15 – Voc Rehab New Employee Orientation presented to staff to help introduce DWS services
- July 16 - Statewide Qtrly WDS Meeting – Rolled out Tiger team initiatives related to employer connectivity
- July 17 – USU/DWS Quarterly Meeting – Contract Review
- July 17 - ECAB Seminar (Generational Challenges) – Over 100 employers were in attendance to receive information on generational differences.

### **Date:**                      **Upcoming Events/Details:**

- Aug 1 – Criminal Justice Service Training/presentation to 8 community partners to better improve and coordinate services delivered to this specialized population.
- Aug 2 – Sandy Chamber New Member Orientation - Presentation of DWS services to approximately 18 employers.
- Aug 7 - Women's Housing Committee meeting (a multi-departmental collaborative effort)
- Aug 11 – Granite Schools Academy Board Meeting
- Aug 11 – Community Partner Advisory Committee Meeting
- Aug 14 - U of U presentation on SRI on TANF.
- Aug 15 – Rapid Response Workshop (EG&G)
- Aug 22 – Ribbon Cutting – A new grand opening ceremony for a small business located in Sandy
- Aug 23 – Executive Advisory Committee Meeting
- Aug 28 – SLCC Ribbon Cutting, New Plastic and injection molding training lab at Meadowbrook
- Aug 29 – Ribbon Cutting – A new small business employer located in Sandy
- Aug 29 – Rapid Response Workshop (EG&G)



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- July 17 - Murray Chamber Business Enhancement Meeting – DWS overview was provided pertaining to the Bridge program
- July 18 – Salt Lake County AmeriCorps Bidders’ Conference – 8 community partners attended and presented bid requirements.
- July 18 – Partnerships for Accessing College Education (PACE) meeting at SLCC
- July 22 – Open house for WFS Administrative office relocation – Upwards of 36 employees attended this meet and greet
- July 25 – Rapid Response Workshop (EG&G / DCD)
- July 29 – Office of Rehabilitation New Employee Orientation for 10 employees providing an overview of DWS services
- July 29 – Rapid Response Workshop (L3 Communications) – Conducted two workshops for 80-90 employees.
- July 29 – Tooele Applied Technical College (TATC) Tour & Industrial Maintenance Monitoring Review – A tour was provided for this new facility the new welding program recently funded by DWS was reviewed.
- July 30-31 - Labor Exchange Employer Focus Group (South County) – Two session were provided to this group regarding feedback from the employer population surrounding improvements/suggestions for the new labor exchange system
- July 30 – Office visit from DWS Executive Director, Jon Pierpont and other executive management on team

**Date: Upcoming Events/Details:**

Blank area for upcoming events and details.



# WDD Operational Update Date: September 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Aug. 1 – Criminal Justice Service Training/presentation to 8 community partners to improve and coordinate services delivered to this specialized population.
- Aug. 2 – Sandy Chamber of Commerce New Business Orientation – an overview of DWS services was provided to over 25 employers
- Aug. 7 - Women's Housing Committee meeting (a multi-departmental collaborative effort)
- Aug. 14 – General Dynamics – present economic and workforce assessment and information to VP. Presented recommendations to utilize DWS options and also additional marketing and hiring strategies base on previous trends.
- Aug. 15&29 – Rapid Response Workshop – EG&G – presented pre-layoff assistance and resources to over 32 Tooele employees in regards to upcoming layoffs (Federal Contractor)
- Aug. 16 – General Dynamics – Ribbon Cutting and media announcement regarding company's move to the Sandy location.
- Aug. 17 - Ribbon Cutting (Tooele) - The Pit Stop
- Aug. 20 – Ribbon Cutting – (Jamba Juice) in the Sandy area
- Aug. 22 – Ribbon Cutting - (Doggie Castle) in the Sandy area

### **Date:**                      **Upcoming Events/Details:**

- Sept. 3-6 – DWS to host an extensive recruitment for Delta Airlines
- Sept. 4 – Ribbon Cutting – Smith's Drug & Marketplace – grand opening in Sandy area, Smith's president will be flying in for the presentation
- Sept. 4 – Ribbon Cutting - Graduation Alliance – grand opening for Sandy employer
- Sept. 4 - Employer Connection Advisory Board (Tooele County - presentation by Mary Beth Vogel)
- Sept. 5&19 – Rapid Response Workshop – EG&G (Tooele) - present pre-layoff assistance and resources to approximately 200 Tooele employees in regards to upcoming layoffs (Federal Contractor)
- Sept. 6 – Ribbon Cutting – Reliable Auto Mechanics – grand opening for a Sandy employer
- Sept. 6 – Rapid Response Workshop – L3 Communications – 250 employees will be let go on Sept. 5 and Sept. 6. First of three workshops scheduled at DWS facilities to assist individuals affected by the layoffs
- Sept. 6 – Sandy Chamber New Business Orientation – DWS to provide an overview of services to approximately 20-40 difference employers that are new to both the chamber and DWS



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Aug. 23 – Executive Advisory Committee Meeting - 3 Presentations: Intergenerational Poverty, Dept. of Veterans &amp; Military Affairs and Utah Cluster Acceleration Partnership Grants</li> <li>• Aug. 28 – SLCC Ribbon Cutting, New Plastic and injection molding training lab at Meadowbrook</li> <li>• Aug. 29 – Rapid Response Workshop – EG&amp;G - presented pre-layoff assistance and resources to Tooele employees in regards to upcoming layoffs (federal contractor). Promoted DWS services (workshops, training, etc.) for individuals affected with the layoffs.</li> <li>• Aug. 30 – edcUtah – Project Sound – A presentation of DWS resources was provide on the Bridge program, Custom FIT, and economic/demographic information regarding workforce for a wood manufacturing company considering moving into the Wasatch Front area that could potentially bring 30 new positions</li> </ul> <p>OTHER UPDATES:</p> <ul style="list-style-type: none"> <li>• Permanent Supportive Housing/Road Home: Bud Bailey, a new permanent supportive housing unit opened in August and will house many refugee families</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• Sept. 10 - UDOWD County meeting</li> <li>• Sept. 10 – Utah Small Business Summit at the Salt Palace, SLC (Affordable Care Act)</li> <li>• Sept. 11 – DWS will present to Stansbury High School on the WIA Youth (LYFE) program (3 breakout sessions)</li> <li>• Sept. 12 – Utah Manufacture’s Summit at the Grande America</li> <li>• 9/17 Family Dinner in the Park, National Eat Dinner with Family Day (DWS is a sponsor)</li> <li>• Sept. 17 &amp;18 - Crossroads Conference (DWS will host a booth on the 17th)</li> <li>• Sep. 18 - Digital Arts Contract Strategic Planning with Salt Lake Community College (SLCC)</li> <li>• Sept. 25 - SLCC Job Fair</li> <li>• Sept. 27 – Ribbon Cutting – Quarry Bend – Sandy employer grand opening</li> </ul>



# WDD Operational Update Date: September 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Sept. 3 – Murray Business meeting – Jim Matheson presented on Affordable Care Act For Small Businesses
- Sept. 3-6 – DWS to host an extensive recruitment for Delta Airlines
- Sept. 4 – Ribbon Cutting – Smith’s Drug & Marketplace grand opening in Sandy area
- Sept. 4 – Ribbon Cutting - Graduation Alliance grand opening for Sandy employer
- Sept. 4 - Employer Connection Advisory Board (Tooele County - presentation by Mary Beth Vogel)
- Sept. 5&19 – Rapid Response Workshop – EG&G (Tooele) - presented pre-layoff assistance and resources to approximately 200 Tooele employees in regards to upcoming layoffs (Federal Contractor) and another 200 RIF in October. Over 15 attended workshops.
- Sept. 6 – Ribbon Cutting – Reliable Auto Mechanics grand opening for a Sandy employer
- Sept. 6 & 9 – Rapid Response Workshop – L3 Communications – 250 employees were let go on Sept. 5 and Sept. 6. First of three workshops scheduled at DWS facilities to assist individuals affected by the layoffs
- Sept. 6 – Sandy Chamber New Business Orientation – DWS provided an overview of services to approximately 20-40 difference employers that are new to both the chamber and DWS

### **Date:**                      **Upcoming Events/Details:**

- Oct. 1 - Business to Business Expo Murray Chamber
- Oct. 2 - Meet and Greet Reception at the Tooele ATC to meet the local Education Leaders from Utah State University, Tooele ATC and Tooele County School District
- Oct. 2 - DWS presentation to Murray Chamber members
- Oct. 3 – Media One Job Fair – DWS assisting with marketing to job seekers about event – 20 plus companies will be present
- Oct. 4 – National Manufacturing Day – DWS will have a booth and WDS present at the TATC for the event
- Oct. 7 - USU Contract Monitoring
- Oct. 8 - Workability Job Fair in partnership with Voc. Rehab
- Oct. 10 - Homeless Summit
- Oct. 10 – Rapid Response Workshop (EG & G) – last rapid response workshop to be provided for company. Anticipate that after October RIF, less than 100 employees will be onsite until facility final closing in Spring 2014.
- Oct. 10 – Granite Schools Academy Board Meeting
- Oct. 11 – Governor’s Golden Key Awards
- Oct. 11 - Women in Motion Conference



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Sept. 10 - UDOWD County meeting</li> <li>• Sept. 10 – Utah Small Business Summit at the Salt Palace, SLC (Affordable Care Act) – DWS hosted a booth in which 350 individuals were in attendance</li> <li>• Sept. 11 – DWS presented to Stansbury High School on the WIA Youth (LYFE) program (3 breakout sessions)</li> <li>• Sept. 11 – DWS was one of 15 booths at the annual “Taste of Tooele” Business Expo.</li> <li>• Sept. 12 – Utah Manufacture’s Summit at the Grande America in which DWS hosted a table and over 250 attendees</li> <li>• Sept. 17 - Family Dinner in the Park, National Eat Dinner with Family Day (DWS was a sponsor)</li> <li>• Sept. 17 &amp;18 – over 500 Human Resource Managers attended the Crossroads Conference - DWS hosted a booth</li> <li>• Sept. 18 – Tooele ribbon-cutting at the Kirk Hotel</li> <li>• Sept. 18 - Digital Arts Contract Strategic Planning with Salt Lake Community College (SLCC). Strategies developed for remaining 9 months of the contract to include a marketing message to students, targeted workshops, job &amp; internship fairs.</li> <li>• Sept. 23 – DWS provided and orientation of services to Voc Rehab New Employees</li> <li>• Sept. 25 - SLCC Job Fair – 907 student, alumni and community attended. DWS hosted a booth to increase registrations</li> <li>• Sept. 27 – Ribbon Cutting – Quarry Bend – Sandy employer grand opening</li> <li>• Sept. 28 – Tooele ribbon-cutting at Nationwide Insurance/Eastman Financial</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• Oct. 17 – Community Partner Resource Fair – information &amp; resource sharing event , 300 attendees expected</li> <li>• Oct. 24 – Mayor Ben McAdams Diversity Dinner</li> <li>• Oct. 25 – Comunidades Unidas Pink Dress Fashion Show for Breast Cancer Awareness</li> <li>• Oct. 16 – Ribbon cutting – Treasured Stories</li> <li>• Oct. 24 - Rapid Response – EG&amp;G</li> <li>• Oct. 30 - Hiring Our Hero's Job Fair</li> <li>• Oct. 30 - UDOWD Summit - Red Lion Hotel</li> <li>• Oct. 30 - Hiring our Heros' Veterans Job Fair - South Town Expo</li> <li>• Nov. 1 - Homeless Veterans Stand Down</li> </ul>



# WDD Operational Update Date: November 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Oct. 1 – Murray Chamber Business to Business Expo – 20 small employers participated and DWS hosted a booth promoting DWS services and programs
- Oct. 2 - Meet and Greet Reception at the Tooele ATC to meet local education leaders from Utah State University, Tooele ATC and Tooele County School District; 60 attendees
- Oct. 3 – Murray Chamber – DWS provided a presentation to approximately 25 employers regarding services, etc.
- Oct. 3 – Media One Job Fair – DWS provided marketing of this event to a database of job seekers – 20 plus companies were in attendance
- Oct. 8 - Workability Job Fair – Partnered with Voc. Rehab to approximately 300 attendees to provide employment opportunities to this disabled population
- Oct. 8 – SL Chamber “Women in Downtown” – Women business owners and government entities met to discuss issues that affect women living and working downtown SLC to identify and help with resources (e.g. safety, childcare, transportation, access, etc.) Approximately 15 attendees
- Oct. 9 – edcUtah Presentation (Project Atlas) – Presentation was made to this Banking/finance company investigating the possibility of moving into Utah (Utah on short list with 3 other sites in Texas). Approximately 1000 new jobs would be created

### **Date:**                      **Upcoming Events/Details:**

- Nov. 1 - Homeless Veterans Stand Down – to provide services to homeless Veterans
- Nov. 4 – Veterans Women’s Celebration – “Fatigues to Fabulous” is an annual celebration and resource fair which honors the service of all women who served in the military. Event runs from 3-7:30 p.m. at Zion’s Bank Founder’s Room. Dinner (5:30-7:30 p.m.), Networking, and fashion show (Sharon Welsh will attend from DWS).
- Nov. 4 – Food Drive kick-off at each of the employment centers to support local food banks (concludes at the end of November)
- Nov. 6 – Better Your Business (BYB) Seminar (7:30-9 a.m.) – A STEM (Science, Technology, Engineering, Math) Employer Panel will present and answer questions at this “No-cost” seminar for businesses
- Nov. 6 - Veterans Services spotlight at the Metro EC – Color Guard will present colors and honor/spotlight veterans
- Nov. 11 – Veteran’s Day Ceremony 11 a.m. at Dow James Building (438 W. 400 N., Tooele)
- Nov. 12 – Rapid Response workshop to be held for American Express, New Accounts Dept. Jobs will be going to India
- Nov. 13 - Veterans Services spotlight at the S.Cnty EC -Color Guard will present colors and honor/spotlight veterans



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>from 2015-2018 if company selects Utah. Majority of jobs would be at 120% of Salt Lake County average wages.</p> <ul style="list-style-type: none"> <li>• Oct. 10 – Total Health &amp; Fitness (ribbon-cutting) – new business in Sandy area opening</li> <li>• Oct. 10 - Homeless Summit at the Sheraton – Conference provided information on Confronting Suburban Poverty in America along with workshops.</li> <li>• Oct. 10 – Rapid Response Workshop (EG &amp; G) – last rapid response workshop to be provided for company; 10 attendees</li> <li>• Oct. 11 – Governor’s Golden Key Awards</li> <li>• Oct. 11 - Women in Motion Conference – Purpose to provide employment and resource opportunities to women in the West Valley City and Surrounding areas. DWS provided a resource table/booth with approximately 200 attendees</li> <li>• Oct. 16 – Tooele ribbon cutting for Treasured Stories</li> <li>• Oct. 17 – Community Partner Resource Fair – information &amp; resource sharing event , Over 150 attendees</li> <li>• Oct. 17 – edcUtah presentation – (Project Jaipur) an IT company looking to relocate to Utah with over 500 jobs</li> <li>• Oct. 18 – Encore Careers – partnership between DWS and SLCC for individuals (job searching over the age of 55) to attend free workshops, mock interviews, and resume critique. Approximately 70-80 individuals attended.</li> <li>• Oct. 21 - Ribbon Cutting for Pie Five - new pizza restaurant in Sandy. New to Utah. Anticipate opening 8 total restaurants with a crew of approximately 40.</li> <li>• Oct. 21 – Rapid Response for Harman Inc. The company is moving their facility to Indiana.</li> <li>• Oct. 22 – edcUtah Presentation (Project Life) – American Cruise Lines considering opening a satellite company in SLC for approximately 50 staff members in regards to customer service/call center/reservations/sales type of position. If company selects Utah, approximately 30 individuals would be hired in January and another 20 by the end of 2014.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• Nov. 14 - Veterans Services spotlight at the Midvale EC – Color Guard will present colors and honor/spotlight veterans</li> <li>• Nov. 14 - Veterans Services spotlight at the Tooele EC – Color Guard will present colors and honor/spotlight veterans</li> <li>• Nov. 21 - Outreach Meeting in Wendover – Coordinating with Tooele Resource Center</li> <li>• Nov. 22 - Veterans Services spotlight at the W.Valley EC – Color Guard will present colors and honor/spotlight veterans</li> </ul>





**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- October 24 - Ribbon Cutting for Hawthorn, Suites by Wyndham, 6990 South Park Centre Drive, Sandy. This is not a new hotel, but recently remodeled. A large number of people who are waiting for a transplant stay here for months on end while they wait. Many of them are working with the VA.
- Oct. 25 – Comunidades Unidas Pink Dress Fashion Show for Breast Cancer Awareness
- Oct. 16 – Ribbon cutting – Treasured Stories
- Oct. 30 - UDOWD Summit - Red Lion Hotel
- Oct. 30 - Hiring our Hero's' Veterans Job Fair - South Town Expo – 131 Employers, 18 Service Providers, and over 365 Job Seekers attended

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: December 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Nov. 1 - Homeless Veterans “Stand –Down” at the VA Campus. Provided services to over 200 + homeless Veterans; 45 were provided support at the DWS booth to aid with employment search; Vets received free flu shots, eye screening, podiatry, hearing tests, medical, dental, haircuts, clothing and personal supplies as well as breakfast and lunch. Two veterans have found employment and one entered a training program and has completed it and has since been hired
- Nov. 4 – Veterans Women’s Celebration – “Fatigues to Fabulous” (an annual celebration and resource fair honoring the service of all women who served in the military) was held in which over 200 participants attended. Event was held at Zion’s Bank, Founder’s Room (dinner, networking, and fashion show were provided)
- Nov. 4 – DWS employment centers participated in a Food Drive to support local food banks; The Tooele Employment Center were the winners in the Wasatch Front South service area with the most food items donated per employee
- Nov. 6 – Better Your Business (BYB) Seminar – A STEM (Science, Technology, Engineering, Math) Employer Panel presented to over 40 education/ community partners including: Meredith Mannebach (GOED), Dr. Clifton Sanders (SLCC); Alison Sturgeon (Hill Air Force Base), Dr. Cheryl Hanewicz (UVU)

### **Date:**                      **Upcoming Events/Details:**

- Dec. 4 – Rapid Response – ATI (Tooele) – DWS will provide employment support and resources on various dates to those workers who are impacted
- Dec. 6 - Rapid Response – ATI (Tooele) – DWS will provide employment support and resources on various dates to those workers who are impacted
- Dec. 26 – Outreach Meeting in Wendover – Coordinating with Tooele Resource Center



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Nov. 6 - Veterans Services spotlight at the Metro EC – Color Guard presented colors and honored/spotlighted veterans at the general staff meeting for over 75 employees</li> <li>• Nov. 11 – Veteran’s Day Ceremony was held at the Dow James Building (438 W. 400 N., Tooele; over 10 staff participated in this event</li> <li>• Nov. 12 – Rapid Response workshop was held for American Express, New Accounts Dept. Company is relocating jobs to India; provided resource information to affected employees</li> <li>• Nov. 13 - Veterans Services spotlight at the S.Cnty EC - Color Guard presented colors and honored/spotlighted veterans at the general staff meeting for over 40 employees</li> <li>• Nov. 14 - Veterans Services spotlight at the Midvale EC – Color Guard presented colors and honored/spotlighted veterans at the general staff meeting for over 45 employees</li> <li>• Nov. 14 - Veterans Services spotlight at the Tooele EC – Color Guard presented colors and honored/spotlighted veterans at the general staff meeting for over 12 employees</li> <li>• Nov. 20 – Ribbon-cutting for Zion’s Bank Business Resource Center to re-establish a resource for businesses in start-up mode (last presence was in 2006)</li> <li>• Nov. 20 - edcUtah presentation to Retail/Call Center for possible relocation to Salt Lake/Draper area; Potential 300–500 Customer Service Rep positions with a Bachelors and 2 years previous experience</li> <li>• Nov. 21 - Outreach Meeting in Wendover – Coordinating with Tooele Resource Center</li> <li>• Nov. 22 - Veterans Services spotlight at the W.Valley EC – Color Guard presented colors and honored/spotlighted veterans at the general staff meeting for over 20 employees</li> <li>• Nov. 27 - Rapid Response Workshop for ATI (Tooele) – Provided employment resources and support to over 12 people in attendance</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: January 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Dec. 4 & 6 – Rapid Response – ATI (Tooele) – DWS provided employment support and resources to over 25 employees who were impacted.
- Dec. 11 – Rapid Response Trade Act Orientation for American Express employees (13 employees completed registration for tracking purposes)
- Dec. 11 – edcUtah Presentation to a potential company coming to Utah (Project Optimistic). Employer is similar to Corporate America and could bring 800 jobs in HR, Accounting and Financing
- Dec. 13 – USU partnership contract meeting with Representative Menlove

### **Date:**                      **Upcoming Events/Details:**

- Jan. 6 – GEN LEX meetings with employment center staff and employers across the WFS Service Area
- Jan. 8 – Employer Committee Advisory Board (ECAB) meeting
- Jan. 13 - Utah Manufacturers Association Legislative Process and Involvement Seminar
- Jan. 17 - Salt Lake Chamber, Utah Economic Review
- Jan. 21 – Community Outreach meeting in Wendover where community partners discuss /review services that will benefit their community
- Jan. 22 – “Better Your Business Breakfast” (BYBB) Employer Seminar will present an Economic Overview for 2014 from 7:30 – 9:00 a.m. at 1385 S. State St, SLC
- Jan. 22 – Murray Business Enhancement meeting where approximately 10 members meet to discuss economic development opportunities in the Murray City area



# WDD Operational Update Date: February 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Jan. 6 - GEN LEX meetings with employment center staff and employers across the WFS Service Area
- Jan. 8 - Employer Committee Advisory Board (ECAB) meeting. WFS Veteran Supervisor, Verlin Christensen, provided an overview regarding DWS's Call of Action initiatives. Additional discussions included: Affordable Care Act, FMLA and same sex marriage/domestic partner benefits.
- Jan. 10 – edcUtah, Project Nightingale Presentation – RFP information gathering regarding a global Technology and IT Enterprise with annual revenues of \$6.4 billion that is considering Salt Lake as a site to expand U.S. business. Selection will be made April, 2014 and to occupy by June. Plan is to create a Global Center of Excellence and a data center. Potential for 1500 employees initially.
- Jan. 10 – Rapid Response workshop for Luminis Inc. - State RR Coordinator provided workshop for 30 employees notified of layoffs occurring between January and June 2014.
- Jan. 10- West Jordan Chamber meeting received a presentation introducing DWS services to new employers in the West Jordan area.
- Jan. 13 - UMA Legislative Process & Involvement Seminar - Guest speakers Todd Bingham (UMA), David Bird & Michael Bailey (Parsons, Behle & Latimer), and Des Barker (Des Barker Associates) presented to over 40 companies.

### **Date:**                      **Upcoming Events/Details:**

- Feb. 1 - Tooele County Chamber of Commerce Installation Banquet
- Feb. 4 – The Art Institute of Utah, will hold an onsite Job Fair for students looking for part-time work while they are attending school
- Feb. 1,8,15,22 – Chamber West/East Valley, Legislative Roundup
- Feb. 7th – 2014 Power of Prevention Conference will be held at the Utah Cultural Celebration Center in W.Valley. Youth from the LYFE program will be invited to attend.
- Feb. 10- Business Summit with the Governor (UMA and GOED)
- Feb. 11th – Chamber West/East Valley Women in Business
- Feb. 12 – Employer Committee Advisory Board (ECAB) will host an employer panel at South County EC for staff in regards to what good looks like and the culture of hiring practices. Employers include: SOS (AKA Elwood Staffing), Klein's Cabinet Counterparts, and the Marriott.
- Feb. 13- West Jordan Chamber/New members education
- Feb. 18 - Outreach Meeting in Wendover – Coordinating with Tooele Resource Center
- Feb. 24-UMA Annual Meeting - UMA members review 2013 events/issues and catch a glimpse of expected activities and issues for 2014.
- Feb. 26-UDOWD summit in Lehi



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Jan. 14-WDS Statewide meeting was held to discuss electronic correspondence</li> <li>• Jan. 14-UDOWD committee –four sub-groups were formed to focus on 4 main goals to work on.</li> <li>• Jan. 15- Approximately 50 Tooele Chamber members received an introduction on UPP as well as opportunities for group networking.</li> <li>• Jan. 16-West Jordan Chamber Education/Network meeting. DWS services were promoted to over 10 new employers.</li> <li>• Jan. 17-SL Chamber Economic Event- Economic Overview was provided and joined Utah Economic Club.</li> <li>• Jan. 21 - Community Outreach meeting in Wendover where community partners discuss /review services that will benefit their community.</li> <li>• Jan. 22 -"Better Your Business Breakfast" (BYBB) Employer Seminar provided an Economic Overview to over 86 attendees. Chief Economist, Mark Knold covered the following topics: Labor force growth, Utah vs. National unemployment, State-by-State Recession Employment Rebound, Average wage growth, Industry profiles, Establishment Employment Size. DWS marketing booths were hosted by WFS and Veteran Reps for attendees.</li> <li>• Jan. 22 – Murray Business Enhancement meeting where approximately 10 members meet to discuss economic development opportunities in the Murray City area</li> <li>• Jan. 30 – Feb. 1 - Tooele County Outreach Homeless Count was a three-day operation to search for the homeless in the Tooele community. Two out of the 50 volunteers were from DWS that found 6 homeless individuals between 4-7 a.m. Survey questions were also given out at the Tooele EC to survey where those identified as homeless had slept on Jan. 29th.</li> <li>• Jan. 27 &amp;28 – WorkKeys Assessments were given to over 85 applicants interested in applying for a DWS employment counselor position. Also, 15 additional WorkKeys tests were provided to Thatcher Chemical applicants during the month of January.</li> <li>• Jan. 29 – UMA Traco Company in Orem provided a tour and networking for manufacturing businesses.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Feb. 4 – The Art Institute of Utah, held an onsite Job Fair for over 200 students looking for part-time work while they are attending school. DWS promoted/marketed resources and services as well.
- Feb. 1, 8, 15, 22 – Chamber West/East Valley, Legislative Roundup
- Feb. 6 – Chamber West Networking Luncheon – 25 employers received information on the 2014 tax changes and the effects of the ACA on small business.
- Feb. 7 – Sandy Chamber New Member Orientation – DWS provided an overview of services to new members.
- Feb 7 SLCC SAT Multicultural Diversity Committee – discussion topic Computer Training challenges of job seekers.
- Feb. 7th – 2014 Power of Prevention Conference was held at the Utah Cultural Celebration Center in W.Valley. Approximately 30 Youth from the LYFE program attended and received valuable information.
- Feb. 10- Business Summit with the Governor (UMA and GOED) - US-Mexico Chamber President/CEO, US Hispanic Chamber and Governor Herbert encouraged companies to grow their business in Mexico. Mexico holds significant opportunities for Utah's economic growth. Currently \$1.5 billion flows across the U.S. and Mexico on a daily basis. Other outcomes included:

### **Date:**                      **Upcoming Events/Details:**

- Mar. 3 – edcUtah Board meeting (1-2 p.m.) – Introduction and coordination meeting to coordinate and confirm industry assignments for marketing and promoting to perspective companies hoping to move or establish a business in Utah.
- Mar. 4 - Sandy Chamber Job Fair (10:00 a.m. – 3:00 p.m.) at the South Towne Expo Center. DWS will partner with Sandy Chamber and Media One.
- Mar. 5 – Women in Business Board meeting (3-5 p.m.) at the West Valley Crystal Inn Conference room. DWS is helping with the planning of the April Business Expo.
- Mar. 8 - Chamber West/East Valley, Legislative Roundup (7-8:30 a.m.) at the Pioneer Valley Hospital, 3460 S. Pioneer Pkwy – Will be meeting with Legislators on various bills and resolutions occurring during the 2014 session; open to the 400+ Chamber members.
- Mar. 11 - Granite Academy Advisory Board Meeting – Final planning Youth Internship Seminar
- Mar. 11 - Choose to Work Workshop (8:30 a.m. – 3:00 p.m.) at the Division of Services for the Blind and Visually Impaired. DWS partnership with Voc Rehab is help support, promote and educate employers on hiring individuals with disabilities.



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- 1) SLC being selected by Mexico Chamber of Commerce to host the Intermountain Chapter;
- 2) The US Hispanic Chamber of Commerce to host their annual conference in SLC (Fall 2014).
- Feb. 11th – Chamber West/East Valley Women in Business networking event was held for over 20 employers.
- Feb. 12 – Employer Committee Advisory Board (ECAB) hosted an employer panel at South County EC for over 20 employees and 8 Work Success customers to demonstrate what good looks like and the culture of hiring practices. Employers included: SOS (AKA Elwood Staffing), Klein’s Cabinet Counterparts, and the Marriott.
- Feb. 13 – GOED Board meeting reviewed last year’s legislative efforts to support the Governor’s Office by making the first state investment of \$8.5 Million dollars to support math readiness and \$1.5 Million into the establishment of the Utah STEM Action Center in support of science, technology, engineering and math. The Governor has allocated an additional \$3 Million to the STEM program expansion in his new budget for the coming year. Two other projects received financial incentives from the GOED board: 1) "Don Verdean the Movie," will get a post-performance tax credit of \$250,000 to \$312,500 which is estimated to bring in Utah revenues of approximately \$2 million in 25 days of shooting; 2) Another television series, "Abolitionists," will receive a tax credit of no less than \$195,000 for filming of its first season. Its producers expect to spend \$975,000 filming over 32 days.
- Feb. 18 Community Partner Advisory Committee met and adopted a new Cornerstone-focused charter. Goal-setting and presentation on IGP.
- Feb. 18 - Outreach Meeting in Wendover – DWS meets with 10-15 non-profit State and County agencies to partner and coordinate services in order to meet the needs of customers in Wendover, Utah and Wendover, Nevada.
- Feb. 24 – Utah Manufacturers Association (UMA) - Annual meeting was held for its’ members to review 2013 events/issues and catch a glimpse 2014 issues and events. A new UMA initiative was announced: Utah CAN (Capabilities Assessment Network) will enhance, promote and increase networking, collaboration and opportunities for

**Date: Upcoming Events/Details:**

- Mar. 12 – Employer Connection Advisory Board (ECAB) (8-10 a.m.) to be hosted at the LDS Hospital. Over 20 board members will meet to discuss employer issues and solutions.
- Mar. 13 – GOED Board meeting (10 a.m. – noon) will be held at 60 E. South Temple, 3rd floor. Public and private business partners will discuss the impact of incentives on the State.
- Mar. 18 – Wendover Outreach meeting – DWS coordinates with a group of 10-15 non-profit State and County agencies to partner and support the needs of customers in Wendover, Utah and Wendover Nevada.
- Mar. 19 – “Better your Business” breakfast seminar (7:30-9 a.m.) at 1385 S. State St, SLC – this event is hosted by DWS and sponsored by ECAB in an effort to provide helpful resources to the business community. Erika Atwood, HR Partner with The Presidio Group, will present information on FMLA - ADA & Workers Compensation Crossovers basics on employee leave.
- Mar. 19 - Executive Advisory Committee meeting (10 a.m. – noon) at 1385 S. State St, SLC. DWS’s annual goal-setting and purpose review will be taking place for this 14 member group.
- Mar. 25 - Hiring our Heroes (11 a.m. – 3 p.m.) at South Towne Expo Center. Job Fair for veterans, active Guard & Reserve and their spouses
- TBA Ribbon Cutting for Scholar Academy, a new charter school in Tooele, grades K-6; date to be announced





**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>growth among Utah manufacturing companies. Lt Gov Spencer Cox talked about the Utah Manufacturing industry and projected that there will be about 3,000 more jobs in manufacturing in 2014. By 2016, this industry will experience approx. 3.7% growth in Utah.</p> <ul style="list-style-type: none"> <li>• Feb. 26-UDOWD Summit was held in Lehi in which over 30 attendees from DOC, CAP, DWS and Voc Rehab, met to discuss collaboration and strategies in supporting this program.</li> <li>• Feb. 26 Utah Diversity Connections Board met to discuss Free Employer Training and Conference Planning.</li> <li>• Feb. 26 –DWS Construction Ad Hoc group met to discuss the future of their workforce and strategize ways to engage youth into these careers. Members of several construction companies and educational partners participated.</li> <li>• Feb. 26 – Women in Business Board Meeting, West Valley Crystal Inn Conference Room – met to plan for the April 29th, 2014 “Spring Into Success” Business Expo to be held at the Multi-Cultural Center.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

- Mar. 3 –Met with five edcUtah Board members to confirm industry assignments for marketing and promoting to perspective companies hoping to move or establish a business in Utah. Reviewed objectives for each of our organizations and to coordinate services where applicable. Information about new employers in the area will be shared with our agency.
- Mar. 4 – Participated at the Sandy Chamber Job Fair at the South Towne Expo Center. Over 35 employers and more than 2000 job seekers were in attendance.
- Mar. 5 – Twenty participants meet for the Women in Business Board meeting at the West Valley Crystal Inn Conference room. DWS is helping with the planning of the April Business Expo.
- Mar. 8 - Chamber West/East Valley, Legislative Roundup at the Pioneer Valley Hospital, 3460 S. Pioneer Pkwy took place to learn about the various bills and resolutions occurring during the 2014 session.
- Mar. 10 – Attended a meeting with edcUtah and an employer who is expanding business in the Draper area. Anticipate hiring an additional 200 people over next 2-3 years, mainly in call center positions.
- Mar. 11 - Granite Academy Advisory Board met to worked on the final planning of the upcoming Youth Internship Seminar scheduled for April 22nd.

### Date: Upcoming Events/Details:

- Apr. 1 – UCAP Program Grant Announcement – State Capitol, Hall of Governors (UCAP Governing Board - Jon Pierpont, Spencer Eccles, Commissioner Dave Buhler) to learn about the education and economic development Grant)
- Apr. 3 - Training Provider Fair – Admin South, 9:00 – 11:30 a.m. Thirty Schools are expected to participate and share information about their training programs for DWS staff to support their customers.
- Apr. 3 - People Helping People Single Mothers Seminar will be held at IHC from 5 –7 p.m. Over 300 single mothers will attend workshops and visit resource booths with information about community services, employment and career preparation. DWS will staff a resource booth.
- Apr. 9 – ECAB Employer Panel at Metro EC. Intermountain Healthcare, JCPenney, and CookieTree
- Apr. 16 – Salt Community Job Fair at Redwood Campus in Taylorsville – open to public. DWS will be in attendance hosting booth for job seekers.
- Apr. 3 - Ribbon Cutting for Sherry's Sweets at 12:00 pm, 297 Marvista Ln, Tooele.
- Apr. 8 - Workability Job Fair: 9:00 – 3:00, Sanderson Center of the Deaf and Hard of Hearing, Taylorsville. Job fair designed for individuals with disabilities.



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Mar. 11 - Choose to Work Workshop was held at the Division of Services for the Blind and Visually Impaired. DWS partnered with Voc Rehab in which over 40 employers who attended learned new laws and tax incentives for hiring this targeted population.
- Mar. 11 – Chamber West/East Valley Women in Business – Presentation to members on safety for identity, family and home was held at Siragusa’s Taste of Italy, 2472 East Ft Union.
- Mar. 10 –DWS participated in the edcUtah presentation to Project Monte Cristo, a potential 200 person customer call center seeking location in Draper area.
- Mar. 12 – Over 20 board members attended the Employer Connection Advisory Board (ECAB) meeting in which Chris Peterson, Director of the Sorenson Unity Center was the presenter. He requested support from the business community to assist in youth initiatives with targeted support focusing on education and increased career awareness. Local demographic area shows less than a 50% graduation rate. Currently, High School Students are bussed to a school located on the east side. Ideas of support are mentoring with internship opportunities and Industry awareness for targeted training needs.
- Mar. 13 –Provide a DWS services overview to over 15 employers at the West Jordan Chamber meeting.
- Mar. 13 –Attended GOED Board meeting to learn the impact of incentives on the State.
- Mar. 13 – Attended the Utah Technology Council (UTC) New Member Orientation for 17 new members to the council. Presented a brief overview of DWS business services and provided resource and contact information to the attendees.
- Mar. 13-Presented Rapid Response information to over 11 individuals impacted by a layoff at the Dugway, Jacobs Technologies.
- Mar. 18 – DWS coordinated with a group of 10-15 non-profit State and County agencies at a Wendover Outreach meeting. The purpose was to partner and support the needs of customers in Wendover, Utah and Wendover Nevada.
- Mar. 19 – Presented rapid response information to 11 employees of Jacobs Technologies (Dugway).

**Date: Upcoming Events/Details:**

- Apr. 10 - GOED Board Meeting (10 a.m. – noon) will be held at 60 E. South Temple, 3rd floor. Public and private business partners will discuss the impact of incentives on the State.
- Apr. 10 & 14 – (highly confidential) a manufacturing company rapid response will be held for 250+ employees. DWS will provide 4 sessions.
- Apr. 15 – Outreach Meeting in Wendover at the JAS Foundation from 10:00 am – 12:00 pm. Partnering and coordinating with approximately 10-15 non-profit, State and County Agencies to increase services and meet the needs of Wendover, Nevada and Wendover, Utah.
- Apr. 17 - SLCC Digital Arts Fair will be held from 8 a.m. – 12 p.m. Event is targeted for students to help find employment in the digital arts field.
- Apr. 22 - Granite School District Youth Internship Seminar at the Sheraton Hotel from 8:00 am – noon. Approximately 150 students enrolled in the Hospitality/Tourism and Finance Academies will attend and participate in workshops and mock interviews.
- Apr. 25 – Ribbon Cutting for Mountain America Credit Union time TBD – 6811 N Hwy 36, Stansbury.
- Apr. 26 - Youth Job Fair will be held from 10 a.m. – 2 p.m. at the Granger High School, 3690 South 3600 West, for youth ages 16-22.
- Apr. 29 - Women In Business Expo, Multi-Chamber Event will be held at the Utah Cultural Celebration Center, 1355 W. 3100 S., SLC
- April 30, 2014 – edcUtah/Education/DWS joint coordination meeting to collaborate on increased job seeker registration. edcUtah will host at their site 201 S. Main St., in the One Utah Center



**WDD Operational Update page 3**

Date:	Month in Review/Details:
	<ul style="list-style-type: none"> <li>• Mar. 19 – Over 50 employers attended the “Better your Business” breakfast seminar hosted by DWS and sponsored by ECAB to provide helpful resources to over 50 employers in the business community. Erika Atwood, HR Partner with the Presidio Group, presented information on FMLA/ADA &amp; Workers Compensation Crossovers basics on employee leave.</li> <li>• Mar. 19 - Executive Advisory Committee (14 members) meeting engaged in their annual goal-setting. Geoff Landward presented a summary of the 2014 Legislative Session, Rachael Stewart and Rebecca Banner presented on WIA Training Challenges &amp; Strategies and Jonathan Hardy presented on DWS primary customer targets and strategies to increase operational efficiencies</li> <li>• Mar. 20 – Over 50 booths (including a DWS booth/staff) participated in the Business Expo, “Taste of West Jordan”</li> <li>• Mar. 24 – TATC Industrial Maintenance Program – Site visit and final monitoring review completed. 15 students enrolled.</li> <li>• Mar. 26. – SLCC/SAT Multicultural Advisory Committee Meeting. Met to provide advice on how to promote closing of SLCC Highland facility, explore approaches to increase Hispanic/Latino enrollment, address the need for job-seeking computer skills and to enhance focus on stackable credentialing.</li> <li>• Mar. 25 – Over 350 veterans &amp; family members attended the Hiring our Heroes job fair at the South Towne Expo Center. WDS’s volunteered to help with registration and to present Utah Patriot Partner packets to the employers in attendance. 140 employers and 20 service providers.</li> <li>• Mar. 26 - Presented DWS overview and provided specific Information Technology industry data to 15 administration staff and career counselors at Stevens Henager College. Part of the WDS efforts to get IT students registered in jobs.utah.gov to better meet the needs of technology employees in the area.</li> <li>• March 27 – Construction Ad Hoc group met to discuss the future of the construction workforce. An event will be planned to educate school counselors and youth on viable careers in the industry.</li> </ul>

Date:	Upcoming Events/Details:



# WDD Operational Update Date: 05/01/14

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

- Apr. 1 – UCAP Program Grant Announcement – State Capital, Hall of Governors (UCAP Governing Board - Jon Pierpont, Spencer Eccles, Commission Dave Buhler to learn about the education and economic development Grant)  
The pre-proposal orientation event was attended by over 100 business and education representatives. The grant will allocate \$2 million to strengthen collaboration between education, business and economic development that supports industry growth. Applications are due by June 30th.
- Apr. 3 - Training Provider Fair was held where 20 schools attended in providing information about their training programs. Over 60 DWS staff were in attendance.
- Apr. 3 - People Helping People Single Mothers Seminar was well attended with over 100 attendees receiving resource and employment information as well as program and services information from the DWS booth.
- Apr. 3– Sandy Chamber of Commerce New Member Orientation received an overview of DWS services to new members.
- Apr. 3 - Ribbon Cutting for Sherry's Sweets (Tooele) took place with approximately 25 people in attendance.
- Apr. 8 – Workability Job Fair for people with disabilities. Over 300 people attended, and 50 employers.

### Date: Upcoming Events/Details:

- May 1 - Sandy Chamber ribbon cutting for Best Western in Sandy
- May 1 – Utah Digital Government Summit (IT conference) 8:00 – 5:00, SLC Downtown Marriott
- May 1 - Groundbreaking for a new K-12 school in Dugway at noon.
- May 2 - Ribbon cutting for Salon Capelli at 12:00 pm, 1 N Main St, Tooele.
- May 5 - Sandy Chamber ribbon cutting for Freebirds World Burrito in Sandy
- May 8 - GOED Board Meeting at 10 a.m. – noon, will be held at 60 E. South Temple, 3rd floor. Public and private business partners will discuss the impact of incentives on the State.
- May 8 – Veteran's Benefit Fair, 4-7 pm at the WWII Museum, 1232 W Utah Ave, Tooele. Various organizations and Government agencies will be providing information on the services and benefits they offer to Veterans.
- May 12 – Ribbon cutting for Northpointe Surgical Center at 9:00 am, 2326 N 400 E, Building C, Suite 100, Tooele.
- May 12-16 - Administering WorkKeys for upcoming Employment Counselor Recruitment for three service areas.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Apr. 9 – ECAB Employer Panel at Metro EC will be held where three businesses, Intermountain Healthcare, JCPenney, and CookieTree will share hiring practices with customers.</li> <li>• Apr. 10 - GOED Board Meeting discussed the impact of incentives on the State. A new employer Pactiv will be hiring 140 new jobs in the first quarter of 2015. DWS will work with this employer to assist with their hiring needs.</li> <li>• Apr. 10 &amp; 14 – DWS provided four rapid response services to L-3 Communications for over 250 employees who were laid-off.</li> <li>• Apr. 11 &amp; 12 – What a Woman Wants Expo was held at South Towne Expo Center in which WFS vets had a booth set up to provide resources and information to support veterans.</li> <li>• Apr. 15 - Outreach Meeting in Wendover at the JAS Foundation took place with approximately 10-15 non-profit, State and County Agencies to increase services and meet the needs of Wendover, Nevada and Wendover, Utah.</li> <li>• Apr. 16 – Salt Lake Community Job Fair at Redwood Campus in Taylorsville was held in which DWS hosted a booth and shared information along with the other 89 employers to 697 attendees.</li> <li>• Apr. 17 - SLCC Digital Arts Fair event was cancelled due to a conflict with another SLCC job fair held April 16. Future date TBA.</li> <li>• Apr. 17 – Ribbon cutting for Starbucks at 11400 South State in Sandy. Anticipate hiring over 20 individuals.</li> <li>• Apr. 22 - Granite School District Youth Internship Seminar at the Sheraton Hotel saw over 150 students enrolled in the Hospitality/Tourism and Finance Academies. Students participated in workshops and mock interviews. DWS is a member of the interview panels of the Granite Academies Advisory Board and participated on the Mock Interview team.</li> <li>• Apr. 25 – Ribbon Cutting for Mountain America Credit Union in Tooele was held in which over 30 people were in attendance.</li> <li>• Apr. 26 – Youth Resource &amp; Job Fair at Granger High School. Over 450 youth attended, and 60 employers, community partners, and educators.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• May 13 - Granite Schools Hospitality/Tourism and Finance Academy Board Meeting. The Board supports the Academies’ activities, fundraisers, student workshops and placements and scholarships.</li> <li>• May 14 &amp; 15 – Workshop Team assisting with Hillcrest High Mock Interviewing</li> <li>• May 14 – Employer Connection Advisory Board Meeting – Select Comfort hosting event.</li> <li>• May 15 – Ground Breaking for new Utah State University Science Building / Tooele County Alliance Meeting.</li> <li>• May 20 - Community Partner Advisory Committee meeting. Purpose is to provide recommendations to DWS regarding customer access and services to special populations such as IGP populations, veterans, homeless and refugees.</li> <li>• May 21, Better Your Business breakfast seminar at DWS, 1385 S. State St., from 7:30-9 a.m. will provide information on “Talent Acquisition and Succession Planning” for area businesses.</li> <li>• May 21 - Rapid Response for GE Oil and Gas</li> <li>• May 22 - Job &amp; Resource Fair for youth in nontraditional schools</li> <li>• May 24 – Utah Diversity Connections in partnership with SHRM –will sponsor the 4th Annual Utah Employer Diversity Awards at the SHRM Luncheon. Over 200 employers are expected to attend and three awards will be given to employers who have implemented “Best Practices” to recruit and hire minority and older workers and people with disabilities.</li> <li>• May 30 - Ribbon cutting for Tooele County Housing Authority at 66 W Vine St, Tooele at 12:00 pm.</li> </ul>



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- Apr. 29 – DWS participated in the annual “Spring into Business” at the West Valley Cultural Center providing a booths and resources for women.
- Apr. 29 – Art Institute of Utah Job Fair was held in which DWS participated by providing resource information to students to over 400 attendees along with 70 other vendors.
- Apr. 30, 2014 – edcUtah/Education/DWS joint coordination meeting was held to collaborate on increased job seeker registration. Attendees included edcUtah Project Managers & Investor Relations and representatives from the University of Utah, Utah Valley University, Weber State, BYU Idaho and Southern Utah University. DWS (WDS’s) will continue to meet every six months for follow up and continued partnership to ensure DWS services are being provided as valuable resources related to students and their job search activity. WFS will encourage consistency among our peers in other service areas.

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: June 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

- May 1 - Sandy Chamber ribbon cutting for Best Western located in Sandy (40-60 people attended). They currently have housekeeping openings.
- May 1 – Utah Digital Government Summit (IT conference) was held at the SLC Downtown Marriott where public and private-sector leaders presented best practices. Topics relevant to DWS included: Big data and analytics; Innovation in government; Opening the door to shared services through open data; Accessibility in design and implementation; and Teleworking and the workplace of the future.
- May 1 – Education and military leaders were in attendance at the groundbreaking for a new high school being built to support the remote west desert military community of Dugway. The school will be a 21st century facility and also act as a hub for school and community events.
- May 2– Sandy Chamber of Commerce New Member Orientation – Provided overview of DWS services to approximately 12 new members.
- May 2 - Ribbon cutting for Salon Capelli was held to a welcome this new full service salon to the community.
- May 5 – Ribbon cutting for Freebirds World Burrito, Sandy. Third location opened in Salt Lake County. Will employ approximately 50 people. Anticipate 2 -3 more locations within 24 months in the county.

### Date: Upcoming Events/Details:

- June 2014 – Tooele remodel in progress.
- June 2, DWS staff will meet with Intermountain Healthcare to discuss strategies regarding how best to fill their entry level positions statewide.
- June 5 - A 3rd Community Partner Resource Fair will be held at the Utah State Library for the Blind & Disabled from 9:30 to 12:00 noon. Over 30 local organizations and 12 DWS representatives will share resources and information for an anticipated 200 area professionals.
- June 11- Employer Panel in Tooele EC – Select Comfort and Carlisle Syntec/Hunter Panels Purpose is to provide info on the culture of their company and recruiting processes to better educate DWS Employment Counselors on specific trends related to Human Resources and talent acquisition.
- June 12 – DWS will present at the High School Guidance Counselor conference in Heber on labor market information and projections for the construction industry as part of continued discussion on construction careers.
- Jun 12 - GOED Board Meeting at 10 a.m. – noon, will be held at 60 E. South Temple, 3rd floor. Public and private business partners will discuss the impact of incentives on the State.





**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• May 8 - GOED Board Meeting was held where public and private business partners discussed the impact of incentives on the State. - Airgas will be building a new specialty gas production facility in Tooele in the near future. The facility will create 25 new jobs when fully operational and will pay at least 100% of the Tooele County average wage.</li> <li>• May 8 – A Veteran’s Benefit Fair was held in Tooele with over 22 booths open to over 260 attendees receiving information on the services and benefits available to veterans and their families.</li> <li>• May 12 – Business Expo at Southtowne Expo Center. This event allows over 200 businesses and opportunity to market their services/product to one another.</li> <li>• 5/12 – Ribbon cutting for Northpointe Surgical Center in Tooele. Over 40 people in attendance.</li> <li>• May 12-16 – DWS administered over 110 WorkKeys test for upcoming Employment Counselor Recruitment for three service areas.</li> <li>• May 13 - Granite Schools Hospitality/Tourism and Finance Academy Board Meeting was held to discuss and support the Academies’ activities, fundraisers, student workshops and placements and scholarships.</li> <li>• May 14 &amp; 15 – The DWS Workshop Team provided support at the Hillcrest High School by conducting mock interviews with student who had signed-up.</li> <li>• May 14 – Employer Connection Advisory Board met and received a presentation on STEM (Science Technology Engineering Math) INITIATIVES – Stan Lockhart with IM Flash Technologies and Chairman of Prosperity 2020 Stem Education Initiative was on hand to share information about the “Curiosity Unleashed STEM Utah” marketing campaign, Legislative support for STEM initiatives and DWS Grant.</li> <li>• May 15 – Tooele County Alliance Dignitary Luncheon was held at the Tooele Applied Tech College in which over 60 people were in attendance. It was announced that the Tooele County Alliance will now be an arm of the Tooele County Chamber of Commerce.</li> <li>• May 15 – A ground breaking for a new Utah State University Science and Technology Building in Tooele was held. President Albrecht spoke to over 120 people who were in attendance.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• June 17 - Community Partner Advisory Committee will meet to provide recommendations to DWS regarding customer access and services to special populations such as IGP populations, veterans, homeless and refugees.</li> <li>• June 18 – Executive Advisory Committee will meet to provide private sector input on service area plan, ensure training goals are business/employer-driven, and ensure activities of area ad hoc groups are appropriately integrated.</li> <li>• June 24 - Utah Diversity Connections and SHRM to sponsor 4th Annual Utah Diversity Awards Luncheon and Professional Development Training – at the Radisson Hotel at 10:00 am. Over 200 employers are expected to attend and three awards will be given to employers who have implemented “Best Practices” to recruit and hire minority and older workers and people with disabilities.</li> </ul>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• May 17 - Granite Academies Graduation was held and scholarship awarded to the class of 2014.</li> <li>• May 20 - Community Partner Advisory Committee meeting was held to provide recommendations to DWS regarding customer access and services to special populations such as IGP populations, veterans, homeless and refugees.</li> <li>• May 21- A “Better Your Business” breakfast seminar was held for over 79 attendees who received information on “Talent Acquisition and Succession Planning” presented by Mary Anne Berzins, University of Utah and Jan Zisman, Intermountain Healthcare.</li> <li>• May 21 – A GE Oil and Gas Rapid Response was provided to 21 of 38 impacted workers who will be scheduled for layoff in the first quarter of 2015 due to plant closure here in Utah.</li> <li>• May 22 – Culture of Success Initiative Focus group met with approximately 15 other DWS employees from varying divisions on employee satisfaction survey to be created by the U of U Center for Public Policy &amp; Administration.</li> <li>• May 22 – Youth Job &amp; Resource Fair at Valley High School for alternative high school students. DWS shared information on training, LMI, and post-secondary options.</li> <li>• May 29 – Construction Ad Hoc committee meeting continued their discussion on educating middle and high school guidance counselors to occupations within the construction industry and pathways to education/employment.</li> <li>• May 30 – Ribbon cutting for Possibility Travel at the Chamber of Commerce approximately 20 people in attendance.</li> <li>• May 30 – Ribbon-cutting and tour took place at the new Tooele County Housing Authority located at 66 W Vine Street.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: July 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Jun 2 - DWS staff will meet with Intermountain Healthcare to discuss strategies regarding how best to fill their entry level positions statewide.
- Jun 5 – The third annual Community Partner Resource Fair was held at the Utah State Library for the Blind & Disabled. Thirty-three local organizations and 12 DWS representatives staffed information tables. Almost 200 front line professionals including DWS staff attended, networked and received information about resources available to Utah residents and customers in need of supportive services.
- Jun 6 – Sandy Chamber of Commerce, New Member Orientation, over 15 new members received an overview of DWS services.
- Jun 10 – DWS and IHC collaborated and discussed their need for entry level workers in housekeeping and food service statewide. A draft pathway was created that IHC will take to their corporate offices to see if it can be implemented statewide.
- Jun 11- Employer Panel in Tooele EC – Select Comfort and Carlisle Syntec/Hunter Panels. The companies provided information on the culture of their company and recruiting processes to better educate DWS Employment Counselors on specific trends related to Human Resources and talent acquisition. All Tooele employment center staff were in attendance.

### **Date:**                      **Upcoming Events/Details:**

- Jul 1 – A tour for the newly relocated Salt Lake Community College, School of Applied Technology (SAT) will take place at the Jordan Campus at 11:00 am.
- Jul 1 –The Criminal Justice Center (CJC) will meet with DWS staff at the S.Cnty employment center to discuss and coordinate services for shared customers.
- Jul 3 - Veterans Collaboration Meeting.
- Jul 7 – AmeriCorps Proposal due.
- Jul 9 – ECAB Board meeting will be held at SLCC Campus (Board Room) where attendees will receive a presentation on the purpose and goals for UDOWD presented by Rep. Arnold Hansen and Edina Cesko
- Jul 16 – Better Your Business (BYB) seminar will be held at 7:30 a.m. at 1385 S. State St. - Robert Tomlinson, President of Peak Restaurant, will present on, “Hire Right – Train Right – Treat Right”.
- Jul 17- Utah Alliance meeting will be held in which over 100 employers are expected to attend.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Jun 12 - GOED Board met with public and private business partners to discuss the impact of incentives on the State.</li> <li>• Jun 12 – DWS presented at the High School Guidance Counselor conference in Heber on labor market information and projections for the construction industry as part of continued discussion on construction careers. Over 300 counselors were in attendance.</li> <li>• Jun 12 - DWS attended SLCC School of applied Technology’s (SAT) Multicultural &amp; Diversity Advisory Committee Meeting. A new committee chair, Michelle Grossman was elected. The SAT Highland Center closed on June13 and operations and classes will transfer to the SLCC Jordan campus.</li> <li>• Jun 16- DWS toured the South Valley Children’s Justice Center and arranged for a tour of the DWS S.Cnty employment center with the purpose to coordinate services for shared customers</li> <li>• Jun 17 - Community Partner Advisory Committee met and approved new goals for FY 2014-15.They reviewed outcomes and results of the June 5 Community Partner Resource Fair and voted to host another fair next year. A similar event will be held in Tooele.</li> <li>• Jun 18 – Executive Advisory Committee met and received updates on the April SWIB meeting, the recent Youth Career Fair and the ECAB Seminars. The committee’s revised charter was adopted and the October closing of the West Valley Employment Center was announced.</li> <li>• Jun 18 - UMA meeting took place where the Utah Capabilities Assesment Network (UCAN) project was rolled-out. All UMA members were educated about this initiative and provided log in information.</li> <li>• Jun 18 - Linked-In Networking event was held for over 150 professionals, small businesses and employers who were in attendance.</li> <li>• Jun 19 – A Multi-Chamber Networking event was held for over 80+ employers</li> <li>• June 23 - Media One held a job fair in which over 50 employers and over 300 job seekers participated</li> <li>• Jun 23 – Ross Dress for Less opened a new store in West Valley in which over 69 applicants participated in week long recruitment.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• Jun 24 – Harbor Freight Tools is opening a store in West Valley and conducted two different onsite recruitments over 2 weeks. Management was complimentary of DWS staff and the support and resources that were made available to assist with their employment needs.</li> <li>• Jun 24 - Attended Salt Lake County’s AmeriCorps bidders’ conference. 15 AmeriCorps slots are available and WFS will make application on July 7 for 5 part-time slots.</li> <li>• Jun 24 – Utah Diversity Connections and SHRM co-sponsored the 4th Annual Utah Diversity Awards Luncheon– at the Radisson Hotel in SLC. The Keynote speaker was Kyle Reyes, Ph.D., Special Assistant to UVU’s President. Over 200 employers attended and “Diversity” awards were presented to 3 employers (small, medium and large) who have implemented “Best Practices” to recruit and hire minorities, older workers and people with disabilities.</li> <li>• Jun 25 – Ribbon cutting for Allstar Entertainment in Draper adding to four other locations in the Salt Lake County. Approximately 70 new staff will be located at this newly opened center.</li> <li>• Jun 30 – Several UCAP grant submittals have been received for the WFS Service Area for consideration of the grant funding. Pending approval by the state review board, these projects could have a significant impact on future employment for the area.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: August 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

7/1 CC SE: RTCC meeting with Wasatch Transportation re: bus routes from Blanding to SLC  
 7/3: Monthly SAD Chat with ESAs' staff reviewed the Throughput rounds & Interference chart processes.  
 7/3: Kick off new theme for peer to peer awards, "Thanks for the "scoop" of help."  
 7/9: First peer to peer edit day. Staff really liked the time to go over the case with PRT. All involved learned a lot & and all all learned a lot.  
 7/11: Update on Youth Services to State Youth Council.  
 7/17: UPM training for management team  
 7/18UB: Mary Beth Ferguson presented FEP SRI results to staff.  
 7/27 UB: Holly Transportation hiring event to fill 25 new positions in the area.  
 7/31 SE: USU meeting on development of industry partnership & local support

Roosevelt received a new coat of pain and carpet. The posters, brochure racks from communication have finally been installed. We were waiting until the office could be repainted and then this project was finished.

### Date: Upcoming Events/Details:

8/1: EDO Employee recognition luncheon.  
 8/5 & 6 CC: Provide jobs.utah.gov on-line education to Carbon & Emery libraries' staff.  
 8/5-9 UB: Hibbett Sports Vernal EC on-site recruitment  
 8/6: Monthly SAD Chat with ESAs' staff.  
 8/13 UB: Rochwater Energy Solutions recruitment event.  
 8/20: Peer to peer edit day

Various Veterans outreach sites visits planned during the month to include sites on the Navajo Nation.

Various recruitment visits to local schools and higher education will occur during the month.



# WDD Operational Update Date: September 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                    **Month in Review/Details:**

8/1: EDO Employee recognition luncheon.  
 8/6 CC: Price EC staff(WDD, ESD, PRT, DTS) enjoyed a summer party  
 8/7: AD Chat: Various topics & local TOS efforts  
 8/12: Kicked off weekly DVOP & WDS mtings.  
 8/13 Provide jobs.utah.gov on-line education to Carbon & Emery libraries' staff.  
 8/20: Peer to peer edit day  
 8/28 CCUB:Gen Lex kick off treats provided for staff to celebrate new system  
 Reached out to 224 veterans, 43 obtained employment. Currently 37 enrolled in Veterans Limited Intervention.  
 7 new UPP agreements with local employers  
 5 on-site employer recruitment events in UB  
 1 on-site employer recruitment events in CC  
 New call center business moved to Blanding with plans to hire 35 people. Great news for this area. Employer bridge application approved.  
 Various recruitment visits to local schools and higher education took place to coincide with start of school.

### **Date:**                    **Upcoming Events/Details:**

SE & UB: Hiring staff this month. Hiring process includes WorkKeys evaluations.  
 9/17: Peer to Peer edit day  
 9/19 UB: Basin Energy Summit  
 9/26 & 27 - Work Success Training for 4 new coaches.  
  
 Celebration planned in Roosevelt for new ESD staff successfully passing training/testing.  
  
 Vernal EC staff(WDD, ESD, PRT, DTS) has a summer picnic event planned.  
  
 Various staff attending trainings, conferences and summits during the month.



# WDD Operational Update Date: October 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

10/7: Meeting held with Emery Co. School superintendent on accessibility to Adult Ed classes.

10/7: Meeting with GOED staff (Jake Hardman, Dan Royal and DeLynn Fielding) at Moab City Hall

10/8 & 9: Staff Fall Gathering in Price. Discuss TOS, watched "The Goal" video, reviewed department & ESA performance goals, and kicked off the new Peer to Peer Quarterly Theme: DWS Galaxy of Stars.

10/9: WDS attended the GOED training on Employer Incentives.

10/11: Presented an overview of our services to staff of Emery County Library.

10/9: Presentation on training services to Eastern Voc Rehab staff during their regional meeting.

10/17: Eric Martinson, DWS Econ., gave a presentation at the Carbon County Chamber of Commerce about Carbon & Emery economy.

10/24: Program overview with UBATC Program Advisory Board.

### **Date:**                      **Upcoming Events/Details:**

11/13 Southeast Employer Advisory Board

11/13 Special UMTRA Meeting regarding future uses of the site

11/14: Community Information Fair in Green River and we will have a booth to give information about jobs.utah.gov.

11/15: On site Recruitment Canyon Country Youth Corps.

11/19: Afterschool Program Information Meeting for Local Officials (at Moab EC)

11/20: San Juan County Business Summit





**WDD Operational Update page 2**

**Date:                    Month in Review/Details:**

10/31: SAD chat with staff to kick off November as Veteran's month. Reviewed JP's Veterans Conference slide show.

10/30: WIA Youth Overview provided to Carbon High. Assist approximately 60 students access and register on the web at [jobs.utah.gov](http://jobs.utah.gov).

Work success implemented for all job seekers in each EC this month.

Kathy Deets received her 20 years of service.

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: November 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- 11/4: Meeting with Uintah HS Counselors for WIA Youth Program overview.
- 11/5: Provided training to 20 USU Blanding Students on jobs.utah.gov. Provided brief overview of DWS services.
- 11/5: Veterans services and incentive overview provided to Blanding Rotary Club.
- 11/5: Price EC hosted on-site recruitment for Professional Transportation, Inc.
- 11/6: Homeless Coordination Meeting in Moab.
- 11/7: Adult Education Coalition Meeting with Adult Ed, Voc Rehab, AP&P, & Four Corners. Provided brief overview of DWS services.
- 11/8: Price EC hosted on-site recruitment for G4S Security.
- 11/13: SE Employer Advisory Board in Moab.
- 11/13: UMTRA (Uranium Mill Tailing Remedial Action) Meeting
- 11/13: SE Regional Transportation Coordinating Council

### **Date:**                      **Upcoming Events/Details:**

- 12/3: SE Planning meeting at USU regarding Industry Groups focused on transportation and construction industries.
- 12/5: SE Homeless Coordination meeting.
- 12/10: Montezuma Creek trip to meet Navajo Nation Economic Development Partners
- 12/12: Boys & Girls Club Open House in Price
- 12/12: DWS services overview with Price AP&P. Christmas and New Year's celebrations lunches will be held in each EC.
- Charity fund raising activities being held in each EC this month for local charities.



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- 11/14: Sponsored booth at Green River Housing Fair.
  - 11/15: UB UDOWD monthly meeting.
  - 11/15: WIA Youth recruitment in Blanding & Moab at Canyon Country Youth Corps.
  - 11/17: Provided brief overview of Work Success Program to UBATC.
  - 11/19: ICC meeting in Price with approximately 14 community agencies.
  - 11/19: UB staff attended Voc Rehabs Staff Meeting to develop pathway for referrals to Work Success and strength CTW referral process.
  - 11/19: Moab Community meeting regarding After School Care Funding with Office of Child Care.
  - 11/20: Eastern Region meeting with AP&P to develop referral pathway to Work Success for ex-offenders.
  - 1/20: Carbon & Emery CAB (Communication Accountability Board) meeting. AP&P staff ex-offender and agencies suggest resources for referral to meet identified needs.
  - 11/20: Sponsored booth at Blanding Business Expo.
  - 11/21: Sponsored booth at UBATC open house to engage and education public on DWS training programs.
  - 11/22: Provided overview of WIA Youth programs to SE Journey program.
  - 11/25: Presented overview of WIA Youth program, resume development, and skill identification to 30 students in the Gear-Up Program at Carbon HS.
- Veterans Month awareness for all WDD staff.  
Continue to focus on enrolling employers in UPP with close to 100 employers signed up in Eastern Utah.  
Donation of over 4800 of food items to Eastern UT

**Date: Upcoming Events/Details:**

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# WDD Operational Update Date: December 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- 12/2: Coordination of Services with Adult Ed and Roosevelt Staff
- 12/2: Continue presentations to GEAR Up Students at Carbon High School.
- 12/3: Meeting with USU CTE Director, SBDC & San Juan Econ Dev, regarding industry focus activities
- 12/3: USU Blanding - Truck Driving and Heavy Equipment Graduation Ceremony
- 12/3: Rural Incentives Webinar presented by GOED
- 12/4: WIA Youth Presentation to students at Union High School. jobs.utah.gov was also discussed.
- 12/5: Industry Meeting with Grand Economic Development/Employer Advisory Board Chair regarding Industry Focus strategies
- 12/5: Grand County Homeless Coordination Meeting - The mission is to coordinate services to Homeless individuals in the community

### **Date:**                      **Upcoming Events/Details:**

- 1/3: Continue efforts with high school counselors to ensure students are aware of and are registering on jobs.utah.gov
- 1/7: Vernal Chamber of Commerce
- 1/7: San Juan BEAR
- 1/8: Castle Country BEAR
- 1/8: USU Program Advisory Meeting in the Uintah Basin
- 1/9: San Juan Chamber of Commerce
- 1/9: Supervisor Tune-Up Planning (Southeast)
- 1/12: Open House for USU Eastern Center for Workforce Development
- 1/13: Uintah County Economic Development Director Meeting
- 1/14: USA Jobs Training for the public- Moab EC, put on by BLM and Forest Service



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	12/5: Promotion of DWS Training Programs to school counselors at Duchesne County School District.
	12/5: Carbon County Chamber of Commerce Board Meeting
	12/5: Carbon County Chamber of Commerce – Business After Hours – Peczuh Printing. Took a tour of the printing facility.
	12/7: Vernal Chamber of Commerce
	12/9: Economic Development Initiative with Uintah Basin to discuss Job Fairs for new Vernal Mall & local initiatives with GOED
	12/9: Continue presentations to GEAR Up Students at Carbon High School.
	12/9: Attended Ground Breaking for Holiday Inn Express in Price. They will have 80+ rooms with potential to add 40 more.
	12/10: Vernal Chamber of Commerce luncheon meeting
	12/10: San Juan BEAR
	12/12: Castle Country BEAR Meeting
	12/12: Presented to Price AP&P Staff about Work Success and other services
	12/11: USU/Workforce Services discussion on the Relationship & Parenting Classes and the new schedule.
	12/12: Open House & Ribbon Cutting for the new Boys and Girls Club of Carbon County.
	12/13: Supervisor Tune Up Planning - Meeting with partners to establish 2014 calendar & individual responsibilities. Economic Development absent this meeting. (Southeast)

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	1/15: Emery County Economic Development Meeting
	1/16: San Juan Chamber of Commerce
	1/16: Carbon County Chamber of Commerce
	1/16: UCAP Follow up Meeting
	1/17: Uintah Basin UDOWD/FOSI Meeting
	1/21: Vernal Chamber of Commerce
	1/21: Moab Chamber of Commerce
	1/21: San Juan BEAR
	1/22: Annual USU Regional Campuses Meeting in Vernal
	1/23: San Juan Chamber of Commerce
	1/23: Basin Transit Association and Economic Development Meetings – Vernal
	1/23: Castle Country BEAR
	1/27: USA Jobs Training for the public - Moab EC, put on by BLM and Forest Service
	1/27: Vocational Rehabilitation/ Adult Education Collaboration Mtg.
	1/28: Vernal Chamber of Commerce
	1/30: San Juan Chamber of Commerce



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
12/13:	PTI (Professional Transportation Inc) held onsite recruitment at Price EC. Made two job offers.
12/13:	Uintah Basin UDOWD/FOSI Meeting
12/14:	Vocational Rehabilitation/ Adult Education Collaboration Mtg. with Voc Rehab, Adult Ed, USU Moab
12/17:	Provided jobs.utah.gov Overview & Quick Start Cards to Uintah and Duchesne County Libraries
12/17:	Coordination to develop business packets with Castle Country BEAR for distribution to employers.
12/17:	LSI Meeting - Collaboration meeting with Monticello City, San Juan Economic Development, Lance Soffe & LSI. Identified businesses to target; made assignments.
12/18:	Collaboration of polices & pathways for Rapid Rehousing with the Uintah Basin AOG Staff.
12/18:	Community Accountability Board - Met with AP&P in Price, various community leaders, and individuals who have violated parole, probation, to present resources and ideas and create a plan for them to gain stability, employment and rejoin society.
12/18:	Vocational Rehabilitation Training at BLM Moab Office - Training on working with people with disabilities. Conducted by Leah Labato & Sharon Cook.
12/19:	Met with UBATC counselors to learn to what extent students there are registering on jobs.utah.gov
12/20:	Retirement for Tom Jewell
	Russell King has 31 years of Service with the State

<b>Date:</b>	<b>Upcoming Events/Details:</b>
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# WDD Operational Update Date: January 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- 1/3: WDS collaborated with HS Counselors at Union High to have students register on jobs.utah.gov
- 1/6: DWS participated in a meeting with newly elected Moab Council Members to review DWS Services, our connection with Economic Development in the local area, & development of a skilled workforce.
- 1/7: DWS participated in San Juan BEAR Meeting
- 1/7: DWS participated in Vernal Chamber Meeting
- 1/8: DWS attended Open House & Ribbon Cutting for USU Eastern, Center for Workforce Education
- 1/9: DWS participated in Carbon County BEAR Meeting
- 1/9: DWS participated in Grand County Homeless Coordinating Committee
- 1/9: WDS participated in Economic Expansion Program call with LSI, community partners, and Blue Mountain Meats of Monticello

### **Date:**                      **Upcoming Events/Details:**

- 2/3: DWS meeting with Tami Ursenbach, new Carbon County Economic Development Director
- 2/4: San Juan BEAR Meeting
- 2/5: San Juan Chamber/ Rotary Joint Meeting
- 2/6: Carbon County BEAR Meeting
- 2/6: Work Ready Communities Webinar Training
- 2/7: Price City State of the City Address
- 2/8: Staff will present to youth at Canyon View Junior High in Huntington
- 2/11: Annual Job Fair in Moab
- 2/11: San Juan Chamber Business After Hours
- 2/12: Southeast Regional Transportation Coordinating Committee
- 2/13: Seven County Economic Development Consortium Meeting.
- 2/13: San Juan Chamber Meeting
- 2/18: Moab Chamber Meeting



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	1/10: Onsite Recruitment for Baird Hot Oil at the Vernal Employment Center
	1/12: Collaboration with Vocational Rehabilitation in the Uintah Basin to develop referral pathway for various programs
	1/14: USA Jobs Training at the Moab Employment Center to assist job seekers with the Federal Application Process
	1/14: Onsite Recruitment for Frito Lay in Vernal Employment Center
	1/15: DWS presented to youth in custody at the Castle Country Youth Center about DWS programs
	1/16: DWS attended Carbon County Chamber Installation Banquet. Nicole Steele received an award for her dedication and years of service on the Board
	1/17: DWS participated in Uintah Basin UDOWD and FOSI meetings
	1/21: DWS participated in Moab Chamber Luncheon – WDS promoted annual Job Fair to be held February 11
	1/21: Onsite Recruitment for Frito Lay in Vernal Employment Center
	1/21: DWS in Castle Country participated in Inter-agency Coordinating Council Meeting.
	1/21: DWS participated in Vernal Chamber of Commerce Meeting
	1/22: DWS participated in Community Accountability Board at Adult Probation & Parole Office in Price
	1/22 & 23: Onsite Recruitment for JoAnn’s Fabric in Vernal Employment Center. 50 individuals hired during event

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	2/19: Emery County Economic Development Meeting
	2/20: San Juan Chamber Meeting
	2/20: Carbon County Chamber Meeting
	2/20: Carbon County BEAR Meeting
	2/26: Vocational Rehab will join Uintah Basin Staff Meeting
	2/27: San Juan Chamber Meeting





**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	1/23: DWS participated in Carbon County BEAR Meeting
	1/23: Visits with JM Financial Services & Eastern Utah Women's Health to gather feedback on the Bridge Program.
	1/23: DWS participated in UCAP Meeting at USU Eastern
	1/23: DWS reviewed our training programs with representatives from the Uintah Basin Medical Center in Roosevelt
	1/23: DWS presented to students at Lighthouse High School (alternative school) in Price about youth programs and other DWS Services
	1/24: DWS participated in UA Local 140 Meeting in Moab; discuss training opportunities in preparation for the Nuclear Power Plant in Green River
	1/27: USA Jobs Training at the Moab Employment Center to assist job seekers with the Federal Application Process
	1/27: DWS participated in San Juan BEAR Meeting
	1/28: DWS participated in Vernal Chamber of Commerce Meeting
	1/28: Onsite recruitment for PETCO management positions in Vernal Employment Center
	1/29: USA Jobs Training at USU Blanding Campus to assist job seekers with the Federal Application Process
	1/29: DWS sponsored a booth for Family Night at Carbon High to promote services for the youth
	1/30: Seven County Economic Development Consortium Meeting attended by Service Area Director
	1/30 & 31: Onsite recruitment for Denny's management positions in Vernal Employment Center
	1/31: Service Area Director participated in Rural Day on Capitol Hill

<b>Date:</b>	<b>Upcoming Events/Details:</b>
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# WDD Operational Update Date: February 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Feb. 3 - San Juan County School District WIA Outreach. Registered 16 juniors & seniors on [jobs.utah.gov](http://jobs.utah.gov)
- Feb. 3 - Collaborated with Tami Uresenbach, newly hired CC Economic Development Director, on her plans and how DWS can help & join her efforts in growing the local economy
- Feb. 4 - Staff participated in BEAR Meeting in San Juan County
- Feb. 4 & 5 - Onsite recruitment for PETCO in Vernal. 50-60 attendees; 12 hires
- Feb. 5 - Staff participated in Ribbon Cutting for Price City Walking Trail/Exercise Zone
- Feb. 6 - Staff attended GOED Webinar for Utah's Work Ready Communities Initiative
- Feb. 6 - Participated in Grand County Homeless Coordinating Committee
- Feb. 7 - Youth presentation to all 8th graders at Canyon View Jr. High (CC). Discussed preparing for the Workforce, making wise decisions now, social media, job outlook, etc.

### **Date:**                      **Upcoming Events/Details:**

- March 1 – Denny's Hiring Event in Vernal
- March 3- WorkKeys Assessment for PacifiCorp, Hunter Plant
- March 4- San Juan Bear Meeting
- March 5- Grand County High School Transition Fair
- March 5- Emery County Economic Development Meeting
- March 6- Castle Country BEAR Meeting
- March 7- USU Eastern Business Dept. PAC Meeting
- March 8- San Juan Job Fair
- March 12- CC Employer Advisory Meeting
- March 14- Uintah Basin Job Fair
- March 19- Eastern Utah Economic Development Coalition Meeting
- March 20- Castle Country BEAR Meeting



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Feb. 11 - Moab Job Fair. 117 Job Seekers, 28 Employers, 4 Community Partners, 8 job offers
- Feb. 12 - Staff participated in BEAR Meeting in San Juan County
- Feb. 12 -Staff/AD Chat. Discussion was based on Customer Service & Mentoring
- Feb. 13 – Eastern Utah Economic Development Coalition Meeting attended by AD
- Feb. 14 - USU Blanding held Flagging Course in conference room in Moab
- Feb. 18 - Staff attended Moab Chamber Meeting
- Feb. 18 - WIA Outreach at Grand County High School. Assisted six students register on jobs.utah.gov as a requirement for their class
- Feb. 18 - Staff attended Vernal Chamber Meeting
- Feb. 18 - Youth Outreach; attended IEP Meetings with four students at Union High School
- Feb. 20 - Staff participated in Castle Country BEAR Meeting
- Feb. 21 - Assisted Payzone Directional Drilling in submitting \$36,000 of Bridge Invoices
- Feb. 25 - WIA Outreach at Grand County High School. Assisted ten students register on jobs.utah.gov as a requirement for their class
- Feb. 25 -Provided WorkKeys Assessment for PacifiCorp, Hunter Plant
- Feb. 25 - Staff participated in Vernal Chamber Meeting
- Feb. 26 - LSI discussion with WDS's & SAD. Identified employers for LSI to contact.

**Date: Upcoming Events/Details:**

March 20- Carbon County Chamber Meeting



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- Feb 26. - Participated in Carbon County Community Meeting on Drug Abuse. EC Manager was part of a panel consisting of various agencies and community partners to help those recovering from substance abuse obtain jobs and gather information to help stabilize their lives.
- Feb. 27 - Participated with USU Eastern in discussing possible eLearning Opportunities for their Mechanics Program.
- Feb. 27 - Staff explained DWS Training Programs with UBATC Nursing Students.
- Feb. 27 - CTW Meetings with VR & DWS Staff from our three areas. VR Staff attended the meeting in Price. State Level VR & DWS Staff participated.

**Date:                    Upcoming Events/Details:**

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# WDD Operational Update Date: March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- March 1 - Onsite Recruitment for Denny's Restaurant in Vernal EC; 2 positions offered.
- March 3 - Administered WorkKeys Testing for Pacificorp in Castle Country; filled the position of Generation Clerk.
- March 4 - Staff participated in San Juan BEAR Board Meeting.
- March 5 –Staff participated in Grand County High School Transition Fair. 329 students attended. Provided information about DWS and jobs.utah.gov
- March 5 - Staff participated in Emery County Economic Development Meeting.
- March 6 – Staff participated in BEAR Meeting for Castle Country.
- March 6 – Staff participated in Grand Homeless Coordinating Committee. Discussed potential treatment programs for homeless substance abusers.
- March 7 – Staff participated in USU Eastern Program Advisory Meeting for Business and Information Systems. Discussed new curriculum, changes in the department and plans for the future.
- March 8 – Organized and participated in Job Fair for San Juan County. 10 Employers & 50 Job Seekers attended. Outreach efforts were positive even when employers didn't participate, we gained several job orders.

### **Date:**                      **Upcoming Events/Details:**

- April 1 – Taco Bell onsite recruitment in Price.
- April 1 – Eric Martinson presentation at Vernal Area Chamber of Commerce.
- April 2 - Eric Martinson presentation at Basin Homebuyer Workshop in Roosevelt.
- April 3 – Castle Country BEAR
- April 7 – Seven County Eastern Utah Economic Development Coalition Meeting
- April 7 – K12 STEM Grant Meeting with Carbon and Emery School Districts.
- April 10 – San Juan Chamber – Monticello
- April 12 – Staff will present resume & interviewing workshop at R.O.A.R. Conference.
- April 15 – San Juan Chamber – Blanding
- April 16 – Emery County Economic Development.
- April 17 – Castle Country BEAR
- April 20 – Carbon County Chamber of Commerce Meeting
- April 22 – San Juan BEAR Meeting
- April 22 – Junior Achievement Career Fair at Monument Valley High School
- April 23 – Junior Achievement Career Fair at Whitehorse High School



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• March 11 – Staff Participated in Vernal Area Chamber of Commerce Meeting.</li> <li>• March 11 – Staff participated in Reality Town at Junior High School in Duchesne County. Event is an education program that gives realistic financial experiences to students.</li> <li>• March 11 &amp; 12 - Onsite Recruitment for Denny’s Restaurant in Vernal EC. 55 hires were reported.</li> <li>• March 12 – Castle Country staff discussed ACT’s Work Ready Communities with Carbon County Economic Development. A committee will be developed to help promote the program throughout the area.</li> <li>• March 13 – UBATC Spring Advisory Board Meeting. SAD, Manager, &amp; WDS participated.</li> <li>• March 14 – 4th Annual Industrial Job Fair held at the Uintah Basin ATC. 15 employers &amp; 250 job seekers attended. 50 hires were reported.</li> <li>• March 17 – Radio Show in Uintah Basin. Area Economist &amp; WDS discussed the economy.</li> <li>• March 18 – Staff participated in Vernal Area Chamber of Commerce.</li> <li>• March 19 – Seven County Eastern Utah Economic Development Coalition Meeting attended by SAD.</li> <li>• March 20 – Castle Country Employer Advisory Meeting held at Price EC. Conversations included Economic Development happenings and future projects, Seven County Consortium, the Energy Industry &amp; a LMI Report by Eric Martinson.</li> <li>• March 21 – Onsite Recruitment for Clean Masters and Sons. Will hold second interviews.</li> <li>• March 24 – Staff participated in Grand Opening/Ribbon Cutting for Dance for You, a new business in Castle Country.</li> <li>• March 25 – Staff participated in Carbon County Community Meeting on Drug Abuse. WDS was part of a panel consisting of various agencies and community partners to help those recovering from substance abuse obtain jobs and gather information to help stabilize their lives.</li> <li>• March 25 – GOED Webinar on Rural Incentives attended by WDS’s.</li> <li>• March 27 – DWS Booth participation at the UBATC Open House to provide training and employment information.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- March 28 - Onsite Recruitment for Clean Masters and Sons in Castle Country; hired one person.
- March 28 - Participated in Grand Opening/Ribbon Cutting for Sheralds in Castle Country. They've posted many jobs with DWS since taking over the business.
- March 31 – SE Regional Transportation Coordinating Committee. Staff participated in discussion of Grant Applications.
- March 31 – STEM Grant Meeting with San Juan School District to discuss grant opportunities.

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: April 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- April 1 – Taco Bell onsite recruitment in Price. Interviewed approximately 30 applicants. 5 job offers were made.
- April 1 – Eric Martinson presentation at Vernal Area Chamber of Commerce.
- April 2 - Eric Martinson presentation at Basin Homebuyer Workshop in Roosevelt.
- April 3 – WDS participated in the Castle Country BEAR Meeting.
- April 3 – WDS met with Red Leaf Resources a new business opening in the Uintah Basin. Discussed LMI & recruitment strategies.
- April 7 – Seven County Eastern Utah Economic Development Coalition Meeting attended by SAD.
- April 7 – K12 STEM Grant Meeting with Carbon and Emery School Districts.
- April 9 – UB Staff Member participated in Individual Education Plans for WIA Youth Customers at Union HS.
- April 10 – WDS participated in monthly San Juan Chamber Meeting in Monticello.
- April 10 – SAD attended Waxy Crude Workshop to discuss concerns of transporting the product to market.
- April 11 – Participated in UCAP Grant Meeting with Steve Hawks at USU Moab.

### **Date:**                      **Upcoming Events/Details:**

- May 1 - Grand County Homeless Coordinating Committee
- May 1 – CC BEAR Meeting
- May 1 – UCAP Meeting with UBATC to discuss UCAP Proposals.
- May 2 – CC Youth Project
- May 2 & 3 – Onsite Recruitment for Sportsmens Warehouse in Vernal.
- May 6 – San Juan County BEAR Meeting.
- May 6 – Blanding Chamber of Commerce.
- May 8 – UCAP Grant Meeting with USU Eastern and Carbon County
- May 8 – Red Leaf Resources Community Open House in Vernal. Will discuss company, job openings, & referral instructions.
- May 9 – UCAP Grant Meeting with USU UB.
- May 12 – Uintah County Economic Development Meeting
- May 14 - USU Moab Facilities/ Program Focus Group
- May 14 – SEU Regional Transportation Coordinating Committee
- May 15 – UB Envision Utah Session to prepare for future growth.
- May 15 – UB AOG Meeting
- May 20 – Carbon County Domestic Violence Coalition
- May 20 – Uintah Basin Youth Project
- May 20 – GOED Webinar





**WDD Operational Update page 2**

Date:	Month in Review/Details:
	<ul style="list-style-type: none"> <li>• April 12 – Staff presented resume &amp; interviewing workshop at R.O.A.R. Conference.</li> <li>• April 15 – WDS participated in monthly San Juan Chamber Meeting in Blanding</li> <li>• April 15 – CC WDS discussed WorkKeys and Work Ready Communities with Carbon County Economic Development Director as requested by GOED.</li> <li>• April 15 – CC Manager participated in the Carbon County ICC meeting with various agencies and organizations. This is a regular meeting to foster communication between agencies and community resources.</li> <li>• April 16 – WDS participated in the Emery County Economic Development Meeting held monthly.</li> <li>• April 16 – CC Manager participated in Community Accountability Board at Adult Probation &amp; Parole.</li> <li>• April 17 – WDS participated in regular Castle Country BEAR Meeting.</li> <li>• April 17 – WDS participated in the regular meeting of the Monticello Chamber of Commerce.</li> <li>• April 22 – WDS participated in San Juan BEAR Meeting to plan BEAR activities.</li> <li>• April 22 – WDS attended SITLA Presentation at the Vernal Chamber of Commerce.</li> <li>• April 22 – Junior Achievement Career Fair at Monument Valley High School.</li> <li>• April 22 – WDS participated in Uranium Mill Tailings Remediation regular meeting. The purpose is to update stakeholders on the process.</li> <li>• April 22 – WDS Staff participated in GOED Webinar for Executive Pulse Training. They also explained the process to get Counties to create a priority for their Economic Development Activities.</li> <li>• April 23 – Junior Achievement Career Fair at Whitehorse High School.</li> <li>• April 23 – SE WDS participated in an informal ESL Meeting with ESL Americorps Volunteer &amp; Economic Development to discuss ESL strategies for employers.</li> <li>• April 23 – WDS participated in Moab Business Summit Planning Meeting. Summit scheduled for June 27, 2014.</li> <li>• April 24 – CC WDS participated in Envision Utah Survey at the SEU AOG to help plan for future growth.</li> </ul>

Date:	Upcoming Events/Details:
	<ul style="list-style-type: none"> <li>• May 21 – Emery County Economic Development</li> <li>• May 29 – CC BEAR Meeting</li> </ul>



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- April 25 – Uintah Basin Staff participated in FOSI Meeting. (Female Offenders).
- April 29 – CC Staff Member attended Transitions Meeting with Carbon County School District and partner agencies.
- April 29 – K12 STEM Grant Meeting with Carbon School District, State Staff, SAD, & WDS.
- April 29 – WDS participated in Vernal Chamber of Commerce Meeting where Representative Ivory discussed Federal Lands being turned over to Utah.
- April 30 – Youth Training in the Roosevelt EC. DCFS brought several youth to the office to learn how to register on [jobs.utah.gov](http://jobs.utah.gov) and the basics of resume writing.
- April 30 – WDS attended statewide meeting with EDCUtah & Education to foster partnerships.

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: May 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- May 1 – Grand County Homeless Coordinating Committee.
- May 1 – WDS participated in Castle Country BEAR Meeting.
- May 1 – Coordination meeting with UBATC to map progress of UCAP Proposal.
- May 2 – Castle County Youth Leadership Project. Coordinated with Price City and Pinnacle High School to beautify the Price River Walking Trail. Also installed benches along the trail.
- May 2 & 3 – Onsite Recruitment for Sportsemens Warehouse at the Vernal EC. Interviewed for 50 positions.
- May 6 – WDS participated in San Juan BEAR Meeting to plan BEAR activities.
- May 6 – WDS participated in monthly Blanding Chamber of Commerce Meeting.
- May 6 – San Juan BEAR Meeting attended by WDS.
- May 7 – Planning Meeting for Moab Business Summit; attended by WDS.
- May 6 – Onsite Recruitment for PTI in Price EC. Four job offers were made.
- May 8 – Coordination meeting with USU Eastern & Community Partners to discuss possible UCAP Grant Applications.
- May 8 – Red Leaf Resources held a Community Open House to discuss expansion and job opportunities.

### **Date:**                      **Upcoming Events/Details:**

- June 2 - Planning Meeting for Moab Business Summit.
- June 2 – Sorenson Construction onsite recruitment in Vernal EC.
- June 2 – Grant Collaboration Meeting – USU, Grand School District, Beacon After School Program.
- June 3 - Seven County Eastern Utah Economic Development Coalition Meeting.
- June 3 – San Juan County BEAR Meeting.
- June 4 – Governor’s Energy Summit.
- June 4 - Present an Overview of DWS Services to DCFS Staff in Emery County.
- June 5 - Onsite Recruitment for RISE in Vernal EC.
- June 5 - Military Experience Matters Workshop in Price EC.
- June 10 – Blanding Chamber of Commerce Meeting.
- June 11 & 12 - Summer Gathering for CCSEUB Staff.
- June 12 – Castle Country BEAR Meeting.
- June 13 – Monticello Chamber of Commerce Meeting.
- June 18 – Emery County Economic Development Meeting.
- June 19 – UBAOG Board Meeting in Manila.
- June 20 - Carbon County Chamber of Commerce Meeting.



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- May 8 – Military Experience Matters Workshop held in the Vernal EC.
- May 8 – Coordination meeting with USU Uintah Basin to map progress of the UCAP Proposal.
- May 6 – WDS participated in monthly Monticello Chamber of Commerce Meeting.
- May 12 – Uintah County Economic Development coordination meeting.
- May 12 – UB Staff presented to nursing students at the Uintah Basic Medical Center about training funds.
- May 13 – Intensive Services Workers from all 3 areas met to discuss eReports, SOAR FEP Training, mock interviews & share best practices.
- May 13 – WDS Staff participated in GOED Webinar.
- May 13 & 14 – USU Planning Meeting in Grand County. Focus Groups regarding planning for the future campus, plans for existing campus and potential programs and program expansion.
- May 15 – UB Staff participated in Envision Utah at the UBAOG. Online surveys to help plan for future growth.
- May 15 – UB Staff participated in Reality Town Activity at Duchesne Junior High School.
- May 16 – Uintah Basin Staff participated in FOSI Meeting. (Female Offenders).
- May 20 – CC Manager presented on DWS Services to the Carbon County Domestic Violence Coalition.
- May 20 – Uintah Basin Youth Leadership Project. At-Risk Youth participated in a service project for Roosevelt City. They participated in team building activities and painted curbing red around the city park.
- May 20 – WDS Staff participated in GOED Webinar.
- May 20 – WDS participated in monthly Moab Chamber of Commerce Meeting.
- May 20 – Planning Meeting for Moab Business Summit; attended by WDS.
- May 21 – Onsite recruitment for Jimmy Johns at Vernal EC.
- May 22 – SEUAOG Economic Development District Meeting attended by CC WDS.
- May 30 – Onsite Recruitment for Clean Master & Sons in Price EC.

**Date: Upcoming Events/Details:**

- June 20 – Monticello Chamber of Commerce Meeting.
- June 24 – SE TANF Bidder Conference in Moab.
- June 24 – Blanding Chamber of Commerce Meeting.
- June 25 – CC TANF Bidder Conference in Price.
- June 26 – UB TANF Bidder Conference in Roosevelt.
- June 26 – Castle Country BEAR Meeting.
- June 27 – Moab Business Summit
- June 26 - Choose To Work Meeting for all areas DWS and VR Staff.
- June 30 - Visit the Red Leaf Oil Shale Project in the UB.



# WDD Operational Update Date: June 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- June 2 – Sorenson Construction held onsite recruitment in Vernal EC. Several attended and at least three job offers were made.
- June 2 – WDS participated in Grant Collaboration Meeting – USU, Grand School District, Beacon After School Program.
- June 3 – WDS attended the San Juan County BEAR Meeting.
- June 3 – AD attended the Seven County Eastern Utah Economic Development Coalition Meeting.
- June 3 – WDS attended the Vernal Chamber of Commerce Meeting.
- June 4 – WDS's and SAD attended the Governor's Energy Summit in Salt Lake City.
- June 4 – CC Manager presented an Overview of DWS Services to DCFS Staff in Emery County.
- June 5 - Onsite Recruitment for RISE in Vernal EC. Several attended and at least four job offers were made.
- June 5 – Presented Military Experience Matters Workshop in Price EC.
- June 9 – Customer staffing & collaboration meeting with Voc. Rehab, Arches Ed, and USU held in the SE ESA.
- June 9 – WDS & AD Meeting with Uintah Economic Development Director.
- June 10 – WDS participated in Blanding Chamber of Commerce Meeting.

### **Date:**                      **Upcoming Events/Details:**

- July 1 & 2 – Job Seeking Workshops for Youth in Price EC
- July 1 - Vernal Chamber of Commerce
- July 2 - Training for Bridge Program
- July 2 – USU-UB Advisory Board Meeting
- July 3 - San Juan Chamber Of Commerce (Monticello)
- July 7 – AD & WDS Meeting with Uintah Economic Development Director
- July 8 - Census training for new employees in Roosevelt EC
- July 8 - Vernal Chamber of Commerce
- July 9 - San Juan BEAR Board
- July 10 - San Juan Chamber Of Commerce (Monticello)
- July 10 – Castle Country BEAR
- July 14 - Meeting at Duchesne Chamber of Commerce - Eric Martinson/Melauni Jensen presenting
- July 14 - 16 - TJ Maxx Hiring Event in Vernal EC
- July 15 - UCAIR/Bridge Update
- July 15 – Carbon County ICC Meeting
- July 15 - Vernal Chamber of Commerce - Eric Martinson presenting
- July 15 – Moab Chamber of Commerce
- July 15 - Daggett Co Economic Development - Eric Martinson presenting
- July 16 - Carbon County CAB Meeting with AP&P



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<ul style="list-style-type: none"> <li>• June 11 &amp; 12 - Summer Gathering for CCSEUB Staff. Discussed goals for next year, how to serve customers with substance issues, Veterans Program, and participated in team building activities.</li> <li>• June 13 - Utah Housing Coalition Meeting in Moab. Discussed information on housing issues, policy changes, etc.</li> <li>• June 17 – WDS attended the Vernal Chamber of Commerce Meeting.</li> <li>• June 17 - CCSEUB Peer Edit Day. All intensive service staff edited a peer’s case.</li> <li>• June 17 – WDS participated in the monthly Moab Chamber of Commerce Luncheon.</li> <li>• June 18 – WDS’s participated in Statewide Gen Lex Training in Salt Lake City.</li> <li>• June 19 – Onsite Recruitment for Thomas Petroleum in the Roosevelt EC. Conducted interviews and several were scheduled for second interviews.</li> <li>• June 19 – WDS participated in UBAOG Board Meetings in Manila.</li> <li>• June 20 – SE STEM Collaboration Meeting with the School District, After School Program and USU to collaborate grant efforts in STEM and UCAP.</li> <li>• June 20 – WDS participated in monthly Carbon County Chamber of Commerce Meeting. Commissioner Hopes discussed Carbon County and future projects.</li> <li>• June 24 – SE TANF Bidder Conference in Moab.</li> <li>• June 24 – WDS’s participated in webinar sponsored by GOED.</li> <li>• June 24 – WDS attended the Vernal Chamber of Commerce Meeting.</li> <li>• June 25 – CC TANF Bidder Conference in Price.</li> <li>• June 26 – UB TANF Bidder Conference in Roosevelt.</li> <li>• June 26 – WDS presented at the Castle Country BEAR Meeting about DWS Programs for employers as well as 5 year Projections for Carbon and Emery County.</li> <li>• June 26 – CTW Quarterly Meeting with CCSEUB Staff and Eastern Utah Staff of Voc. Rehab.</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<ul style="list-style-type: none"> <li>• July 17 - San Juan Chamber Of Commerce</li> <li>• July 17 – Carbon County Chamber Of Commerce</li> <li>• July 24 - San Juan Chamber Of Commerce (Monticello)</li> <li>• July 24 - Castle Country BEAR</li> <li>• July 29 - Vernal Chamber of Commerce of Commerce</li> <li>• July 31 - San Juan Chamber Of Commerce (Monticello)</li> </ul>



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- June 27 – Moab Business Summit.
- June 30 – Nationwide Pathways to Prosperity Webinar attended by managers and WDS's.
- June 30 – AD, UB Manager, & WDS visited the Red Leaf Oil Shale Project in the UB ESA.
- June 30 – WDS participated in a meeting the Chamber of Commerce Director on resources for employers.

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: November 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

Community Partners:

- Oct 2 – 6 County AOG Board Meeting - County Commissioners & State Representatives
- Oct 2 - 6 County Economic Development Committee - County Economic Directors
- Oct 3 – Safety Net – Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies
- Oct 9 - GOED - Incentive Webinar - WDS'
- Oct 9 - 5 County AOG Board Meeting - County Commissioners & State Representatives
- Oct 10 - Homeless Summit - Rapid Rehousing Training (SLC)
- Oct 16 – Washington County Economic Development Council Meeting
- Oct 21 - GOED - Executive Pulse Webinar - WDS'
- Oct 23 - 5 County AOG Rapid Rehousing Coordination
- Oct 30 - UDOWD Summit (SLC)

### **Date:**                      **Upcoming Events/Details:**

Community Partners:

- Nov 5 – Sevier County Providers Council
- Nov 6 – 6 County AOG Meeting – County Commissioners & State Representatives
- Nov 7 – Safety Net – Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies
- Nov 7 – UDOWD Training (STG)
- Nov 13 – 5 County AOG Meeting – County Commissioners & State Representatives
- Nov 26 - Southwest Behavioral & Mental Leadership Luncheon





**WDD Operational Update page 2**

**Date: Month in Review/Details:**

**Educational & Training Providers:**

- Oct 15 – Smart Source & Work Ready Presentation – Snow College
- Oct 23 - Snow College Economic Development and Workforce Preparation Advisory Committee
- Oct 25 - Iron County School District - Partnership and Collaboration
- Oct 28 – Dixie State University – ImPACT Subgrant partnership for expansion of Career Center.
- Oct 30 - Mock Interview panel - SWATC
- Oct 31 - Southern Utah University - Partnership & Collaboration
- Oct 31 - Five County CTE Meeting
- Oct - DXATC UCAP approval discussion
- Oct - Snow College UCAP review

**Employer Engagement:**

- Oct 4 – Manufacturing Day – SKF Employer Visit (STG)
- Oct 16 – SUMA - Manufacturing Visits with Educational Partners (Cedar)
- Oct 25 – Red Rock Manufacturing Employer Visit (STG)
- Oct 29 - Washington County Monthly Small Business Development Presentation
- Oct - UPPP Certificate Presentations
- Oct -

**Community Connection:**

- Oct 10 - Leadership Dixie - Government Day (STG)
- Oct 15 – Grand Opening – 5 County AOG Community Resource Center (STG)
- Oct 16 – Ribbon Cutting - Family Dollar Warehouse (STG)
- Oct 30 – Utah Food Bank Competition – United Way & Utah Food Bank packaging of 50,000 meals - St. George EC provided 10 volunteers

**Date: Upcoming Events/Details:**

**Educational & Training Providers:**

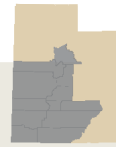
- Nov 1 – WIA Youth Leadership Project Discussion – Snow College
- Nov 5 – Career Day - Gunnison Valley High School
- Nov 6 – Delta High School Career Fair
- Nov 12 – Job Interview Event – Snow College
- Nov 13 – Beaver School District Superintendent Partnership Meeting
- Nov 13 – College Fair - Stevens Henager
- Nov 13 - Snow College CTE Meeting
- Nov 18 – UCAP Application Discussion - Snow College
- Nov 21 - 5 County CTE
- Nov 28 – SWATC Sponsorship meeting

**Employer Engagement:**

- Nov 4 - Key Research Employer Growth Visit - 50+ position for call center in Manti
- Nov 19 - Employer & Chamber Visits (Richfield)

**Community Connections:**

- Nov 13 & 14 – Presentation – Utah Association of Counties
- Nov 14 – Leadership Dixie – Growth Day



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Oct 1 - WIA Program Redesign Training</li> <li>• Oct 2 - Richfield EC Visit</li> <li>• Oct 9 - Beaver EC Visit</li> <li>• Oct 7, 15, &amp; 21 - WDS Coordination</li> <li>• Oct 8 &amp; 22 - Area Leadership Team Meeting</li> <li>• Oct 17 - Labor Market Training</li> <li>• Oct 17 - Manti WDD/ESD Retreat</li> <li>• Oct 17 - ESA Quality Meeting</li> <li>• Oct 25 - Cedar City EC Remodel completion</li> <li>• Oct 25 - Kanab &amp; Panguitch EC Visits</li> <li>• Oct 29 &amp; 30 - Supervisor Nuts &amp; Bolts</li> <li>• Oct 31 Cedar City EC Visit</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Nov 5 &amp; 18 - Manti EC Visit</li> <li>• Nov 6 - Richfield EC Visit</li> <li>• Nov 8 &amp; 25 - Area Leadership Team Meeting</li> <li>• Nov 8 – ESA Quarterly Veterans Meeting</li> <li>• Nov 12 - State WDS Quarterly Meeting</li> <li>• Nov 19 – DWS EDO Employee Appreciation Luncheon (STG)</li> <li>• Nov 25 – ESA CTW Quarterly Meeting</li> <li>• Nov 27 - WDD Implementation Training Call</li> </ul>



# WDD Operational Update Date: December 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

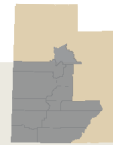
**Community Partners:**

- Nov 5 – Sevier County Providers Council
- Nov 6 – 6 County AOG Meeting – County Commissioners & State Representatives
- Nov 7 – Safety Net – Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies
- Nov 7 – UDOWD Training (STG)
- Nov 13 – 5 County AOG Meeting – County Commissioners & State Representatives
- Nov 19 - 6 County AOG - Workforce and Housing
- Nov 26 - Southwest Behavioral & Mental Health Leadership Luncheon
- Nov 13 - VITA Coordination Council Volunteer Center

### **Date:**                      **Upcoming Events/Details:**

**Community Partners:**

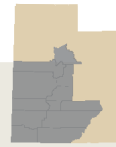
- Dec 5 - Safety Net - Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies
- Dec 13 - 5 County AOG Meeting - Executive Directors
- Dec 4 - 6 County Recognition Dinner



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Educational &amp; Training Providers:</p> <ul style="list-style-type: none"> <li>• Nov 1 – WIA Youth Leadership Project Discussion – Snow College</li> <li>• Nov 5 – Career Day - Gunnison Valley High School</li> <li>• Nov 6 – Delta High School Career Fair</li> <li>• Nov 12 – Job Interview Event – Snow College</li> <li>• Nov 13 – Beaver School District Superintendent Partnership Meeting</li> <li>• Nov 13 – College Fair - Stevens Henager</li> <li>• Nov 13 - Snow College CTE Meeting</li> <li>• Nov 18 – UCAP Application Discussion - Snow College</li> <li>• Nov</li> <li>• Nov 21 - 5 County CTE</li> <li>• Nov 28 – SWATC Sponsorship meeting</li> </ul> <p>Employer Engagement:</p> <ul style="list-style-type: none"> <li>• Nov 4 - Key Research Employer Growth Visit - 50+ position for call center in Manti</li> <li>• Nov 13 - Richfield Chamber Awards Banquet - Forest Turner elected board member &amp; keynote speaker Greg Bell</li> <li>• Nov 14 - Magnum NGL's LLC - Potential New Employer in Nephi</li> <li>• Nov 19 - Employer &amp; Chamber Visits (Richfield)</li> <li>• Nov 19 - Color Country Human Resources Association - Role of HR in Business</li> <li>• Nov 22 – Stone Haven – Ribbon cutting for new employer in Cedar City</li> </ul> <p>Community Connections:</p> <ul style="list-style-type: none"> <li>• Nov 13 &amp; 14 – Presentation – Utah Association of Counties</li> <li>• Nov 14 – Leadership Dixie – Growth Day</li> <li>• Nov 18 – LIC (Sanpete)</li> <li>• Nov 26 – Sanpete Food Bank – Partnership for work-site</li> <li>• Nov 27 – LIC (Kane)</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Educational &amp; Training Providers:</p> <ul style="list-style-type: none"> <li>• Dec 3 - Washington County CTE - School District Partners</li> <li>• Dec 3 - SUU Collaboration</li> <li>• Dec 5 - USU Code Camp</li> <li>• Dec 9 - Kane &amp; Garfield CTE - School District Trainings</li> <li>• Dec 19 - 5 County CTE - Education Collaboration</li> </ul> <p>Employer Engagement:</p> <ul style="list-style-type: none"> <li>• Dec 3 - SiteSelect+ Workforce Panel - Potential Employer similar to Family Dollar</li> <li>• Dec 4 - Rapid Response Cerro Copper - Cedar City</li> </ul> <p>Community Connections:</p> <ul style="list-style-type: none"> <li>• Dec 3 - Service Co Providers Council - Case Management Collaboration</li> <li>• Dec 4 - St. George Chamber Presentation -</li> <li>• Dec 11 - Local Housing Community Council - 5 County</li> </ul>



**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

Service Area Activities:

- Nov 5 & 18 - Manti EC Visit
- Nov 6 - Richfield EC Visit
- Nov 6 - Beaver EC Visit
- Nov 8 & 25 - Area Leadership Team Meeting
- Nov 8 – ESA Quarterly Veterans Meeting
- Nov 12 - State WDS Quarterly Meeting
- Nov 15 - Cedar EC Visit
- Nov 25 – ESA CTW Quarterly Meeting

**Date:                    Upcoming Events/Details:**

Service Area Activities:

- Dec 3 - GOED Training
- Dec 10 - Veterans Quarterly Conference
- Dec 10 - Area Leadership Team Meeting
- Dec 11 - Kanab Visits
- Dec 12 - FEP Active Review Training - St George & Cedar City
- Dec 13 – DWS EDO Employee Appreciation Luncheon (STG)
- Dec 17 - Delta EC Visit



# WDD Operational Update Date: January 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

<b>Date:</b>	<b>Month in Review/Details:</b>
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Community Partners:

- Dec 3 - GOED Training
- Dec 5 - Safety Net - Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies
- Dec 9 - Sanpete Local Interagency Council
- Dec 13 - 5 County AOG Meeting - Executive Directors
- Dec 4 - 6 County Recognition Dinner

<b>Date:</b>	<b>Upcoming Events/Details:</b>
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Community Partners:

- Jan 8 - 5 County AOG Steering Committee
- Jan 8 - 6 County AOG Advisory Board
- Jan 9 - Safety Net - Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies - Salt Lake
- Jan 15 - Local Housing Community Collaboration Meeting - St. George
- Jan 31 - Starry Night Gala - St. George Chamber



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Educational & Training Providers:

- Dec 3 - Washington County CTE - School District Partners
- Dec 3 - SUU Collaboration
- Dec 5 - USU Code Camp
- Dec 6 - Dixie Techs Code Camp Presentations - St. George
- Dec 9 - Kane & Garfield CTE - School District Trainings
- Dec 19 - 5 County CTE - Education Collaboration

Employer Engagement:

- Dec 3 - SiteSelect+ Workforce Panel - Potential Employer similar to Family Dollar
- Dec 4 - Rapid Response Cerro Copper - Cedar City
- Dec 4 - Employer visit at Diamond K Gypsum - Richfield
- Dec 18 - Employer visit at BNI - St. George
- Dec 18 - Employer visit at Cargo Glide - St. George
- Dec 18 - Employer visit at Servpro - St. George
- Dec 19 - Rapid Response The First National Bank - St. George - Four Employees Affected and are now employed.
- Dec 13 - Blue Bunny Visit to DWS Office

Community Connections:

- Dec 3 - Service Co Providers Council - Case Management Collaboration
- Dec 4 - St. George Chamber Presentation
- Dec 11 - Local Housing Community Council - 5 County
- Dec 11 - Issues Over Eggs - St. George Chamber and Community Action Committee hosted breakfast allowing legislative discussion

**Date: Upcoming Events/Details:**

Educational & Training Providers:

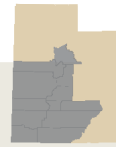
- Jan 16 - DXATC Tour for DWS Leadership
- Jan 14 - Dixie HS Youth Presentation - St. George
- Jan 23 - Washington County CTE - School District Partners

Employer Engagement:

- Jan 22 - Labor Exchange Feedback with Holiday Inn, Taco Time & Twelve Timbers - Richfield
- Jan 23 - Labor Exchange Feedback with AMPAC Corporation, GAF & Convergys - Cedar City
- Jan 24 - Labor Exchange Feedback with North Star Financial, Ram, Canyon Media - St. George

Community Connection:

- Jan 7 - Service Co Providers Council - Case Management Collaboration
- Jan 15 - Washington County Summit kick-off dinner - St. George (Kayenta)
- Jan 16 - Washington County Summit - "What's Up Down South" - St. George (Dixie Convention Center)
- Jan 23 - Hiring Our Heros Job Fair - St. George (Dixie Convention Center)
- Jan 29 - Iron County Care & Share Visit



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Dec 3 - GOED Training</li> <li>• Dec 10 - Veterans Quarterly Conference</li> <li>• Dec 10 - Area Leadership Team Meeting</li> <li>• Dec 11 - Kanab Visits</li> <li>• Dec 12 - Active Review Training - St George &amp; Cedar City</li> <li>• Dec 13 – DWS EDO Employee Focus Group and Appreciation Luncheon (STG)</li> <li>• Dec 17 - Delta EC Visit</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Jan 7 - FEP Case Management Training - Cedar City</li> <li>• Jan 14 - WDS Statewide Meeting - Salt Lake</li> <li>• Jan 15 - Area Leadership Team Meeting - St. George</li> <li>• Jan 22 - Labor Exchange Feedback with JCR - Richfield</li> <li>• Jan 23 - Labor Exchange Feedback with JCR - Cedar &amp; St. George</li> <li>• Jan 23 - DWS Awards Banquet - Salt Lake</li> <li>• Jan 28 - Area Leadership Team Meeting - Richfield</li> <li>• Jan 29 - Cedar Visit</li> </ul>





# WDD Operational Update Date: February 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

<b>Date:</b>	<b>Month in Review/Details:</b>
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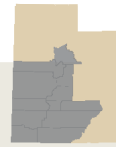
Community Partners:

- Jan 8 - 5 County AOG Steering Committee
- Jan 8 - 6 County AOG Advisory Board
- Jan 9 - Safety Net - Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies - Salt Lake
- Jan 15 - Local Housing Community Collaboration Meeting - St. George
- Jan 29 - Southern Utah Manufacturing Association (SUMA) - Cedar City
- Jan 31 - Starry Night Gala - St. George Chamber
- Jan 31 - Rural Utah Legislative Day - Salt Lake Capitol Hill

<b>Date:</b>	<b>Upcoming Events/Details:</b>
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Community Partners:

- Feb 5 - 6 County AOG Advisory Board
- Feb 6 - Safety Net - Polygamist collaboration - UT & AZ Attorney Generals & Support Agencies - Colorado City
- Feb 11 - Sevier Co Providers Council - Richfield
- Feb 12 - 5 County AOG Advisory Board
- Feb 18 - Sevier Co Providers Council - Richfield
- Feb 19 - Local Housing Community Collaboration Meeting - St. George
- Feb 19 - Snow College Tech Meeting



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Educational & Training Providers:

- Jan 8 - SE - Intergovernmental Internship Cooperative Steering Committee - Southern Utah University
- Jan 14 - Dixie HS Youth Presentation - St. George
- Jan 16 - DXATC Tour for DWS Leadership
- Jan 16 - Snow College Government Job Expo. - Ephraim Snow Campus
- Jan 22 - Snow College Economic Development and Workforce Prep Advisory Board - Richfield Snow Campus
- Jan 23 - Washington County CTE - School District Partners
- Jan 29 - Mock Interview Event - Richfield Snow College Campus

Employer Engagement:

- Jan 21 - Society for Human Resource Management (SHRM) - St. George
- Jan 22 - Labor Exchange Feedback with Holiday Inn, Taco Time & Twelve Timbers - Richfield
- Jan 23 - Labor Exchange Feedback with AMPAC Corporation, GAF & Convergys - Cedar City
- Jan 23 - BusyBusy Open House - New Employer in St. George
- Jan 24 - Labor Exchange Feedback with North Star Financial, Ram, Canyon Media - St. George
- Jan 27 - Rotary Club Employer Services Presentation - Hurricane
- Jan 28 - Dixie State Labor Exchange Presentation - St. George
- Jan 29 - SyberJet Visit/Tour
- Jan 29 - Metalcraft Visit/Tour
- Jan 29 - GAF Visit/Tour

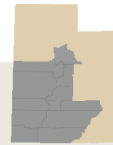
**Date: Upcoming Events/Details:**

Educational & Training Providers:

- Feb 5 - Snow College Resume Presentation - Richfield
- Feb 6 - Iron County School District Career Fair - Cedar City
- Feb 7 - SUU/DWS Collaboration - Learning of SUU's services in conjunction with DWS - Cedar City
- Feb 12 - SUU Career Fair - Cedar City
- Feb 19 - Snow College Career Expo - Richfield Campus
- Feb 19 - SWATC Open House
- Feb 26 - Dixie State University Employment Fair - St. George

Employer Engagement:

- Feb 4 - Sevier Co. Providers Council - Richfield



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Community Connection:</p> <ul style="list-style-type: none"> <li>• Jan 7 - Service Co Providers Council - Case Management Collaboration</li> <li>• Jan 15 - Washington County Summit kick-off dinner - St. George (Kayenta)</li> <li>• Jan 16 - Washington County Summit - "What's Up Down South" - St. George (Dixie Convention Center)</li> <li>• Jan 16 - Raising Kane Business Summit - Stampin' Up, Kanab</li> <li>• Jan 23 - Hiring Our Heros Job Fair - St. George (Dixie Convention Center)</li> <li>• Jan 29 - Iron County Care &amp; Share Visit</li> </ul> <p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Jan 7 - FEP Case Management Training - Cedar City</li> <li>• Jan 14 - WDS Statewide Meeting - Salt Lake</li> <li>• Jan 15 - Area Leadership Team Meeting - St. George</li> <li>• Jan 21 - Beaver Office Visit</li> <li>• Jan 21 - Richfield Office Lunch</li> <li>• Jan 22 - Labor Exchange Feedback with JCR - Richfield</li> <li>• Jan 23 - Labor Exchange Feedback with JCR - Cedar &amp; St. George</li> <li>• Jan 23 - DWS Awards Banquet - Salt Lake</li> <li>• Jan 28 - Area Leadership Team Meeting - Richfield</li> <li>• Jan 28 - Richfield Office Visit</li> <li>• Jan 29 - Cedar Office Visit</li> </ul>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Community Connection:</p> <ul style="list-style-type: none"> <li>• Feb 1 - Stary Night Gala - St. George Chamber</li> <li>• Feb 11 - Transportation Expo - St. George</li> <li>• Feb 12 - Richfield Chamber Meeting</li> <li>• Feb 13 - Iron County Chamber with SUU President Wyatt Presentation</li> <li>• Feb 27 - Dedication of new St. George Community Based Outpatient Clinic - St. George</li> </ul> <p>Service Area Activities:</p> <ul style="list-style-type: none"> <li>• Feb 6 - Youth Leadership Project - Cedar City</li> <li>• - WDS Statewide Meeting - Salt Lake</li> <li>• Feb 11- Area Leadership Team Meeting - St. George</li> <li>• Feb 25 - Area Leadership Team Meeting - Delta</li> <li>• Feb 26 - Manti Visit</li> </ul>



# WDD Operational Update Date: March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

**Community Partners:**

- Feb 5 - 6 County AOG Advisory Board - County Commissioners, GOED, UDOT, Universities
- Feb 6 - Safety Net - Polygamist Collaboration - UT & AZ AG's & Support Agencies - Colorado City (WDD & ESD co-presentation on DWS Services).
- Feb 12 - 5 County AOG Advisory Board - County Commissioners, GOED, UDOT, Universities. (WDD Presentation & 2013 Snapshot Discussion).
- Feb 19 - 5 County AOG & Community Center Partnership - Action Plan for increased Homeless Count, Polygamist exile camp of 17 families (ESD community connections & WDD Case Management outreach for off site FEP & Training Orientations).
- Feb 21 - ESA Advisory Board - SWIB Reps, ESA Director & WDS (6 County Workforce Preparation Collaboration needs, Veteran's Call to Action).

### Date: Upcoming Events/Details:

**Community Partners:**

- Mar 6 - 6 County AOG Advisory Board
- Mar 5 - Washington Technical Advisory Committee - Collaboration between various schools and technology employers for opportunities with STEM, Bridge and UCAP.
- Mar 18 - Southwest Coordination Luncheon - Behavioral Health, Mental Health, 5 CO AOG, & DWS
- Mar 21 - Central/Southwest ESA Advisory Board
- Mar 26 - Local Housing Community Collaboration Meeting - St. George



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Educational & Training Providers:

- Feb 5 - Snow College Resume Presentation
- Feb 5 - DXATC Partnership Meeting. UCAP follow up and next plans, targeted industry advisory board utilization, private sector demands for manufacturing & construction - business management.
- Feb 7 - SUU Regional Services Meeting - Rural Health Industries, BRC relations & Economic Growth
- Feb 7 - Cedar City Tech-Up meeting - Industry Leaders, SUU, SWATC, Iron County School District, BRC. (STEM initiatives and web-chat with Co-Creator of Kodable).
- Feb 12 - Governor’s Rural Partnership Board Meeting - Priorities List
- Feb 12 - Iron County School District Career Fair
- Feb 13 - Leadership Dixie (Education Day) - DSU President Nadauld & Provost Bill Christensen, DXATC, Washington County School District, Industry
- Feb 19 - Snow College Career Expo - Richfield Location - 8 key employers
- Feb 20 - Snow College Career Expo - Ephriam Location - 4 key employers
- Feb 24 - SUU Dean’s Council Presentation, Increased Partnership for Labor Exchange, LMI, Training Services & UCAP preparation.

**Date: Upcoming Events/Details:**

Educational & Training Providers:

- Mar 4 - SUU Student Outreach Event - Cedar City
- Mar 5 - K-12 STEM Visit with Millard County School District
- Mar 5 - K-12 STEM Visit with Beaver County School District
- Mar 5 - K-12 STEM Visit with Iron County School District
- Mar 6 - K-12 STEM Visit with Washington County School District
- Mar 6 K-12 STEM Visit with Kane County School District
- Mar 6 - Southwest CTE - Cedar City
- Mar 7 - SUU Tech Up Meeting - Cedar City



**WDD Operational Update page 3**

**Date: Month in Review/Details:**

Community Connection:

- Feb 1 - St. George Annual Recognition Gala
- Feb 3 - Dixie Sunshiners - Ribbon Cutting collaboration & partnerships for new business within Washington County School District
- Feb 11 - VA Outreach Training for DVOPs - Snow College Campus
- Feb 13 - Iron County Chamber of Commerce - Presentation by SUU President Scott Wyatt who recognized DWS as a key player in the economy and workforce preparation.
- Feb 20 - 4H World of Work - Interview Panel participants in Kanab mock interview competition.

Service Area Activities:

Offices Visited

- Cedar City Office
- St. George General Staff Meeting
- Feb 25 - Delta Office
- Feb 26 - Manti Office
- Feb 6 - Cedar City Youth Leadership Project - 1200 attendees - 21 employers.
- Feb 18 - First ESA Training Counselor Coordination meeting (TCC). 15 Counselors, Program Specialists, ESA Leadership. Review common goals, updates, budget and case staffing.

**Date: Upcoming Events/Details:**

Community Connection:

- Mar 10/11 - ACA Health Exchange Open House - Kanab Employment Center
- Mar 26 - UI Employment Seminar - Richfield

Service Area Activities:

- Mar 4 - Cedar City Visit
- Mar 3 to 21 - FEP Training - Targeted support training for new employees and FEP case owners
- Mar 6 - Manti/Richfield Leadership Project
- Mar 11 - Quarterly Veterans Meeting - St. George
- Mar 11 - Area Leadership Team Meeting - St. George
- Mar 25 - Area Leadership Team Meeting - Cedar City
- Mar 25 - Kanab Food Stamp Management Evaluation
- Mar 27 to 31 - DHRM Leadership Training - Cedar



# WDD Operational Update Date: April 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

Mar 1 - Women's Exposition in Cedar City - Women in Business was a primary focus with a break out session where DWS provided information on Work Success.

Mar 3 to 21 - FEP Training - Targeted support training for new employees and FEP case owners

Mar 4 - SUU Career Development Day - Cedar City - Introduced approximately 35 students to services offered by DWS.

Mar 4 - Southern Utah Home Builders Association (SUHBA) - Showcase DWS with employers in the construction.

Mar 4 - Cedar City & Delta Visits to connect with teams as well as manager for any on site needs or mentoring.

Mar 5 - Review of K-12 STEM with Beaver, Millard, and Iron County School District and possibility of additional partnerships between the school district and DWS.

### Date: Upcoming Events/Details:

Apr 1 - Providers Council - Representatives from local and government agencies meet to share information on possible partnerships - Discussion centered around upcoming shuttle service for Seivier & Sanpete County which would be offered as a partnership between Greyhound and UTA.

Apr 2 - Six County Leadership Summit at Snow College (Richfield)

Apr 2 - SUU Student Outreach - Holding a booth within SUU to reach out to students informing them of DWS services.

Apr 2 - Assisting Richfield Middle School with "Reality Town." They will be using signs and stands from DWS.

Apr 3 - Governor's Economic Summit

Apr 3 - Family Dollar Tree Distribution Center in St. George Utah offering tour

Apr 4 - St. George Tech Up Luncheon



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Mar 6 - Washington Technology Advisory Committee (TAC)- Gathering of local industry leaders of technology including local school district, DSU, DXATC, Chamber, SiteSelect and BusyBusy. Discussion held to develop workforce to meet local demand.

Mar 6 - Six County AOG Advisory Board - Key Staff and Program introduction at the Six County AOG - review of local area needs/wants/legislative effects.

Mar 6 - Review of K-12 STEM with Washington and Kane County School District and possibility of additional partnerships between the school district and DWS

Mar 6 - Central Utah Youth Event - Snow College spoke to students. Employer panel talked to students about what they look for when hiring and things to consider as you work to get a job. Key Note was Doug Larson, Former US Air Force Thunderbirds Pilot.

Mar 7 - St. George Chamber Tech Luncheon - Peter C. Horan, entrepreneur with a history of building successful media and internet business presented during lunch at the local Marriott.

Mar 8 - G.A.F. Job Fair - Notified 601 DWS customers through email concerning job fair, survey shows more than 1/3 of attendees were from DWS.

Mar 10 & 11 - Kanab ACA Open House - Q&A session on the exchanges.

Mar 11 - Quarterly Veterans Meeting - St. George - Presented awards to eagle winners within Southwest Utah.

**Date: Upcoming Events/Details:**

Apr 4 - Remembering Veterans - Each employee is asked to wear read to remember those who have been deployed.

Apr 8 - Meeting with St. George Council Member to review the services which DWS has to offer to the community center.

Apr 8 - Area Leadership Team Meeting - St. George

Apr 9 - SiteSelect Plus (Washington County Economic Development Council

Apr 9 - College Transition Day at SUU - Supporting of the students who will be soon graduating and looking for careers

Apr 9 - Technology Advisory Committee Proposed - Gathering of local industry leaders of technology including local school district, DSU, DXATC, Chamber, SiteSelect and BusyBusy. Discussion held of collaborating efforts for students wanting to enter technology careers.

Apr 15 - Work Success Mini Summit - Coaches gathering in St. George for a day of learning.

Apr 15 - Central/Southwest Training Coordination Meeting - Allowing training coordinators to meet and have a Q&A session of job duties or cases.

Apr 15 & 16 - Energy Excursion - Providing a unique opportunity to see and experience firsthand the responsible energy and economic development underway in Central and Southwestern Utah.

Apr 16 - Renewable Energy Fair - Milford Utah





**Date: Month in Review/Details:**

Mar 11 - Area Leadership Team Meeting - St. George - "Fun in the Sun"

Mar 12 - Open House/Recruitment at Delta Tech Center - Industrial Mechanic Program. Collaborative efforts with Snow College targeting and providing trainings to adults and high school students. Apx 20 attendees.

Mar 13 - Brian Heuett of Kohler and Eyer CPAS onsite in Cedar City to interview potential hires. Two out of three Work Success customers were hired to fill positions.

Mar 17 - Multicultural Affairs Meeting with Lt. Governor Cox - staff and members of the Multicultural Commission held a meeting & community forum at the Dixie Convention Center to learn how best to serve the citizens of Southern Utah.

Mar 17 - Partnering efforts with LSI (Melissa Freigang) - Referred two companies from Washington County,

Mar 18 - Southwest Coordination Luncheon - Behavioral Health, Mental Health, 5 CO AOG, & DWS

Mar 19 - Beaver County Economic Development Committee - Enterprise Zones and Rural Fast Track Grants were primary discussion.

Mar 19 & 20 - US Recruiting hiring for construction workers - fracking @ Richfield & Delta EC. An orientation was offered to all applicants.

Mar 20 - Bender Consulting Virtual Career Fair - Snow College was a partner in helping students and alumni with disabilities to attend a virtual job fair showing a wide range of careers suitable for their needs.

**Date: Upcoming Events/Details:**

Apr 17 - Snow College Economic Development and Workforce Preparedness Advisory Committee

Apr 18 - Central / Southwest ESA Advisory Board - Meet with local SWIB representatives to discuss future opportunities for the areas.

Apr 21 - Area Leadership Team Meeting - Kanab

Apr 22 - SWATC Business Dept Advisory Board Meeting

Apr 22 - 9th Grade Career Day Activity in Richfield

Apr 23 - Southern Utah Manufacturing Association Meeting

Apr 24 - Regional Business and Technology Conference in Millard County - Fairground in Delta



**Date:                    Month in Review/Details:**

Mar 21 - Central/Southwest ESA Advisory Board

Mar 25 - Area Leadership Team Meeting - Cedar City - Met at the local Piute Indian tribe and enjoyed activities with the local members.

Mar 25 - Kanab Food Stamp Management Evaluation

Mar 26 - Local Housing Community Collaboration Meeting - St. George

Mar 26 - TAC - Discussion held to develop workforce to meet local demand.

Mar 26 - UI Employment Seminar - Richfield - Outreach to employers giving an overview and educate employers of lowering UI costs, process and "need to know" information.

Mar 26 - Employee of the Month Lunch - Stephen hosted our employee of the month Jerry Norton, to lunch.

Mar 27 - Washington County Homeless Coordination Committee - Partnership to establish areas of responsibilities that mirrors the various strengths and expertise of each resource agency functioning within the Washington County Homeless Coordination Committee.

Mar 28 - St. George Youth Leadership Homeless event - Supported local youth who may need various services within the community.

Mar 27 to Apr 1 - DHRM Leadership Training - Cedar - 4 day training which helped leaders be self aware and approach effective leadership skills

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: May 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date: Month in Review/Details:**

Apr 1 - Providers Council - Representatives from local and government agencies meet to share information on possible partnerships - Discussion centered around upcoming shuttle service for Sevier & Sanpete County which would be offered as a partnership between Greyhound and UTA

Apr 2 - Six County Leadership Summit at Snow College (Richfield)

Apr 2 - SUU Student Outreach - Holding a booth within SUU to reach out to students informing them of DWS services

Apr 2 - Reality Town - Richfield Middle School - Operated supplemental income booth and spoke to 7th grade students

Apr 2 - Six County AOG Tech Committee Meeting - Reviewed local coal industry growth and the effects on the economy if IPP no longer does coal

Apr 3 - Governor's Economic Summit - Opportunity for the economic directors to gather together and be encouraged by governor's initiatives for economic goals on development within Utah

Apr 3 - Family Dollar Distribution Center in St. George Utah visit & tour

Apr 3 - IIC Steering Committee Meeting - Dixie University - DWS has done many contributions through W.I.A. Youth Program, DWR has requested for additional W.I.A. Youth which they will be providing next levels of employment resp

### **Date: Upcoming Events/Details:**

May 1 - Syberjet groundbreaking - Cedar City, UT - Syberjet is US based manufacturer of world's fastest and longest range light business jet.

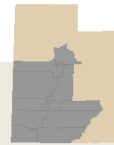
May 1 - Meeting with Representative Lowry Snow to review and help meet local customers needs

May 2 - Dixie Techs Luncheon - Scott Porter from Orrick will be giving a behind the scenes look at what it's like working with some of the most successful entrepreneurs

May 6 - Washington County Homeless Coordination Committee Meeting

May 6 - Providers Council - Representatives from local and government agencies meet to share information on possible partnerships in Sevier & Sanpete County

May 7 - Operation's Leadership Conference for WDD - Focusing on primary goals in 2014 for WDD leadership



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Apr 3 - USU Extension Advisory Board Meeting - Cedar City - Dinner Meeting held annually allowing for a report out of the years accomplishments. DWS partners with the extension office & SNAP allowing the instructor to provide workshops on nutritional information and budgeting

Apr 4 - Remembering Veterans - Each employee is asked to wear read to remember those who have been deployed

Apr 8 - Meeting with St. George Council Member to review the services which DWS has to offer to the community center

Apr 9 - SiteSelect Plus (Washington County Economic Development Council) - President of DXATC and Superintendent Larry Bergeson presented a new technology program partnership between WCSD and DXATC

Apr 9 - College Transition Day at SUU - Supporting of the students who will be soon graduating and looking for careers

Apr 9 - Technology Advisory Committee Proposed - Gathering of local industry leaders of technology including local school district, DSU, DXATC, Chamber, SiteSelect and BusyBusy. Discussion held to develop workforce to meet local demand

Apr 14 - Meeting with Mayor Pike to review possibilities DWS may help with in the community committees as well as grants which may be available to St. George City

Apr 15 - Work Success Mini Summit - Coaches gathering in St. George for a day of "Fun in the Sun." Targeting key items which may be helpful to area Work Success Coaches

Apr 15 - State Parks Summer Youth Site Setup - Bob Hanover with Freemont Indian State Park is interested in participating in the Summer Youth Program. Statewide agreement is now signed for participation

Apr 15 & 16 - Energy Excursion - Providing a unique opportunity to see and experience firsthand the responsible energy and economic development underway in Central and Southwestern Utah

Apr 16 - Renewable Energy Fair - Milford Utah - Best fair hosted by far according to juniors and seniors within the area. Multiple hands on activities and giveaways to actively engage learning

**Date: Upcoming Events/Details:**

May 7 - SUU Student Outreach - Helping to better educate student on registering at jobs.utah.gov

May 8 - Washington County CTE - Educators focused on developing documentation which may be presented to legislation in fall centering around possible improvements within the school district

May 8 - Juvenile Justice System in Richfield - Presentation planned to evaluate the partnership between the local justice system and dws to assist youth

May 8 - Five County AOG Board - Local community partner to review activities occurring within the five southern counties

May 12 - TAACCCT 2014 Grant Committee - reviewing possibilities for monies available to local educators

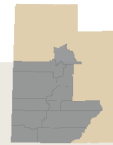
May 13 - Local area Choose to Work collaboration with Department of Workforce Services and Voc. Rehab

May 14 - Mayor Pike of St. George City requested DWS to talk to the city council concerning youth program

May 15 - Delta's Youth Leadership Event - Job fair focusing on youth within Millard County

May 21 - Boulevard Furniture Grand Opening in Cedar City, UT - New location provides new employment for nine individuals within Iron County

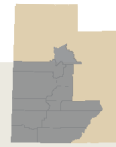
May 30 - Southwest Service Area Advisory board with local SWIB member to coordinate efforts going on within the local and state communities



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Apr 16 - Homeless Case management Meeting - Five County AOG hosts a gathering for agencies to partner in learning of the different housing efforts occurring within Washington County which target on the homeless community</p> <p>Apr 16 - Wayne County Business Association Meeting - DWS spoke with the group of approximately 25 partners and employers concerning the Workkeys Pilot.</p> <p>Apr 17 - Snow College Economic Development and Workforce Preparedness Advisory Committee</p> <p>Apr 17 - Governor's Rural Partnership Board at Snow College</p> <p>Apr 17 - Ribbon Cutting for Core Chiropractic in St. George Utah bringing a minimum of five positions to Washington County</p> <p>Apr 18 - Central / Southwest ESA Advisory Board - Meet with local SWIB representatives to discuss future opportunities for the areas</p> <p>Apr 22 - SWATC Business Dept Advisory Board Meeting</p> <p>Apr 22 - 9th Grade Career Day Activity in Richfield - 1,200 9th grade attendees. Registered students on website. Employers had activities to engage students</p> <p>Apr 23 - Southern Utah Manufacturing Association Meeting - DWS presented giving an overview of services to the association. Included Cedar City Mayor and County Economic Director</p> <p>Apr 24 - Regional Business and Technology Conference in Millard County - Fairground in Delta - Educating Business on Technology and how to increase productivity using the technology available.</p> <p>Apr 23 - Richfield Chamber Meeting - Malcom Nash presented a study which examined four major events in Richfield; Baseball, ATV Jam, Basketball, and Beehive. These events were analysed to the experience, web use, shopping and overall tourist economy factors for the Richfield area.</p> <p>Apr 24 - Stevens Henager Job Fair - Approximately 200 job seekers with 9 key employers</p> <p>Apr 29 - Meeting with St. George City Council Member to arrange partnership possibility with new St. George Community Resource Center being developed.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



**WDD Operational Update page 4**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Apr 29 - Collaboration with DXATC/DSU discussion on computer science job development collaboration</p> <p>Apr 30 - Job Fair - Fedonia, Kanab, and Valley student job fair, held at Fredonia High School - DWS Presentations included Occupational Explorer, WOOD tools of LMI</p> <p>Apr 30 - Technology Advisory Committee in St. George held an Executive Meeting to review private sector job growth initiatives and grant opportunities.</p> <p>Apr 30 - St. George Chamber, USTAR Director, Washington Economic Director meet to review grant opportunities as well as the potential use of workkeys in the area.</p> <p>Apr 30 - 8th Annual Youth Career Day &amp; Teen Job Fair in Kanab, UT - Completed five breakout presentations to 75 + students on the WOOD Tool and jobs.utah.gov. Career exploration information provided to 150+ students from three local schools.</p> <p>Apr 30 - Beaver County Economic Council Meeting - Discussion centered around information being sent to companies concerning Strategic Plans for local economic development</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
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# WDD Operational Update Date: June 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

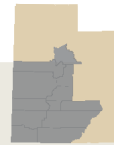
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date: Month in Review/Details:**

- May 1 - Syberjet ground breaking - Cedar City, UT - Syberjet is US based manufacturer of world's fastest and longest range light business jet
- May 1 - Meeting with Representative Lowry Snow to review possibilities of assisting a customer which reached directly out to Representative
- May 1 - SWATC Partnership meeting to collaborate services
- May 2 - Dixie Techs Luncheon - Scott Porter from Orrick will be giving a behind the scenes look at what it's like working with some of the most successful entrepreneurs
- May 2 - Presentation to Millard High School Latino in Action Club DWS provided a mini Employment Essentials workshop to 14 students which focused on Resume Writing and Interview Skills
- May 5 - Employer assistance - Family Dollar in Richfield facing possible closure - WDS visited onsite to offer rapid response assistance Family Dollar is supporting employees by transferring them into different locations if employee is willing
- May 6 - Meeting with Senator Evan Vickers to review DWS services

### **Date: Upcoming Events/Details:**

- June 2 - STEM Grant review meeting held in Kanab at BLM building
- June 3 - Service Area Leadership gathering to review past accomplishments as well as future goals within Central and Southwest Utah
- June 3 - Providers Council - Representatives from local and government agencies meet to share information on possible partnerships in Sevier & Sanpete County
- June 4 - SUU Student Outreach Event - Educating college students of services available to them at DWS
- June 4 - Six County Association of Governments meeting focusing on local area impacts with key partners
- June 4 - Sevier County STEM Presentation to local leaders
- June 4 - Tripartite Advisory Board Meeting
- June 5 - Sevier Radio Station hosting local WDS during talk show



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>May 6 - Collaboration Meeting with Representative John Westwood</p> <p>May 6 - Providers Council - Representatives from local and government agencies meet to share information on possible partnerships in Sevier &amp; Sanpete County</p> <p>May 6 - Veritas Open House and Ribbon Cutting in Cedar City - Non profit business working with local real estate agencies on Homes for Heroes</p> <p>May 6 - St George Massage Ribbon Cutting New business creating apprenticeships within the community as well as 10 new job positions</p> <p>May 7 - Operation's Leadership Conference for WDD - Focusing on primary goals in 2014 for WDD leadership</p> <p>May 7 - SUU Student Outreach - Helping to better educate student on registering at jobsutahgov</p> <p>May 7 - Six County AOG and Natural Resources Meeting - Overview of future budget and positions Cuts being made to Heating and Housing for 2014/2015 Transportation plan &amp; PILT legislation reviewed</p> <p>May 8 - Presentation given to Industrial Mechanic and Delta Technical Center Approximately 7 students who are participating in a Leadership and Professional Development Class The primary focus was on jobsutahgov reviewing the labor exchange system</p> <p>May 8 - Southwest Utah CTE - Educators focused on developing documentation which may be presented to legislation in fall centering around possible improvements within the school district</p> <p>May 8 - Juvenile Justice System in Richfield - Presentation planned to evaluate the partnership between the local justice system and dws to assist youth</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>June 5 - Governors Rural Partnership Board</p> <p>June 10 - Southwest IIC Partnership Meeting</p> <p>June 11 - Five County Association of Governments Meeting</p> <p>June 12 - Grant Writing workshop hosted at the Cedar City Employment Center</p> <p>June 12 - DXATC Tour of new facilities progress - project supported by 2013-2014 UCAP Grant.</p> <p>June 17 - Southwest &amp; Central Training Coordination Collaboration Meeting</p> <p>June 18 - Washington County Homeless Coordination Committee Meeting</p> <p>June 23 - Bidders Meeting to be held in Southern Utah</p> <p>June 24 - Bidders Meeting to be held in Central Utah</p>

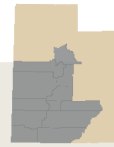




**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>May 8 - Five County AOG Board - Local community partner to review activities occurring within the five southern counties</p> <p>May 9 - Employer assistance - Family Dollar on South Main in Cedar will be closing - WDS visited onsite to offer assistance of the department Family Dollar is supporting employees by transferring them into different locations</p> <p>May 9 - Leadership Dixie Graduation supporting future or current leaders within Washington County Representative Lowry Snow was a keynote speaker</p> <p>May 9 - UCAP meeting with Iron County Partners to review the upcoming UCAP grants</p> <p>May 13 - Local area Choose to Work collaboration with Department of Workforce Services and Voc Rehab - Dedicated time to review needs and wants of staff to help create a cohesive effort for customers - Workers have requested the meeting</p> <p>May 13 - Meeting with Washington County Economic Development Director, Scott Hirschi and GOED Board Member, Stefanie Bevans to review DWS Services</p> <p>May 14 - Harbor Freight Tools Onsite Recruitment at St George Employment Center - 30 plus jobs filled, approximately 5 work success customers were hired</p> <p>May 14 - Richfield Chamber Meeting hosted Superintendent Cade Douglas as a keynote speaker Discussion focused on construction for the new Richfield High School</p> <p>May 14 - Kanab UI Seminar - Local UI Representative attended Kanab Chamber of Commerce and presented the “ABC’s of Unemployment Insurance” 31 attendees provided double the standard chamber attendance</p> <p>May 14 - IIC Steering Meeting - Community partners collaborate to review possible internships</p> <p>May 14 - SWATC - CDL program training discussion</p>

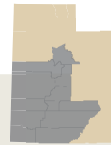
<b>Date:</b>	<b>Upcoming Events/Details:</b>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>May 15 - Meeting with Mayor Pike to review possibilities of advisory partnerships</p> <p>May 15 - WIA Youth Leadership Development Project hosted a College and Career Fair in Delta Approximately 500 high school sophomores and juniors participated</p> <p>May 15 - DWS hosted Cedar City &amp; Beaver Mayor, Commissioners, and City Councilmen to attend a presentation of services offered by DWS and possible partnerships</p> <p>May 20 - Meeting with Wayne County Superintendent to help with IP/STEM Grant</p> <p>May 21 - Boulevard Furniture Grand Opening in Cedar City, UT - New location provides new employment for nine individuals within Iron County</p> <p>May 21 - SUU Regional Services Meeting with Wes Curtis to review the upcoming rural summit</p> <p>May 22 - DSU Partner meeting concerning the future of technology in Southern Utah</p> <p>May 22 - Southern Utah News came onsite to St George EC writing a compelling story concerning DWS and services offered to the community</p> <p>May 23 - USTAR and DSU SBDC to review DWS Grant and labor exchange</p> <p>May 27 - Washington County School District partnership to review upcoming grants</p> <p>May 28 - Southern Utah Technology Advisory Committee Meeting with education and private industry</p> <p>May 28 - Washington County Homeless Coordination Committee Meeting</p> <p>May 30 - Southwest Service Area Advisory board with local SWIB member to coordinate efforts going on within the local and state communities</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: July 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

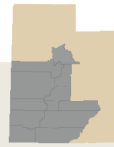


## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

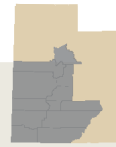
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Date:	Upcoming Events/Details:
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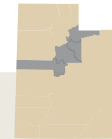
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**Date:**                      **Upcoming Events/Details:**



**Date:**                      **Month in Review/Details:**

**Date:**                      **Upcoming Events/Details:**



# WDD Operational Update Date: 28 July 13

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

## Month in Review:

Hosted Employee Humor Me Seminar presented by Healthy Utah

30 Onsite Recruitments: Spherion Staffing, Select Staffing, SSI Survey Sampling, Home Depot, GSP, TS Staffing, Dialogue Marketing, Schlumberger, Jimmy Johns, Office Depot, Genealogy Bank, Cafe Rio, Old Navy, Advantage, Best Buy, Results, Express Staffing Solutions

	Budget	FTEs	Target
<b>COST</b>			
Cost per Placement	Q4 - (\$211)	TBD	\$245
Metric		Target	Activity
<b>QUALITY</b>			
Employer Market Share		Q1 15.2	13.9
Veteran Services		Q1 606	656
<b>THROUGHPUT</b>			
Job Seeker Placements		Q1 -8340	9586
TA Employment Closures		Q1 - 1694	1799
Training Related Placements		TBD	TBD
Placements per FTE		Q1 - 106	140
Employers Served		2225	TBD
UI Average Duration (weeks)		11.8	<13 weeks

## Upcoming Events:

### Events:

- Mon. 7/29 MATC Outreach Lehi Campus
- Tues. 7/30 MATC Outreach Lehi Campus
- Thurs. 8/1 BYB Breakfast Seminar 9-10 Provo
- Wed. 8/21 Warrior Wednesday Hiring Event 10-2
- Thurs. 9/12 Hiring our Hero's Job Fair Provo
- Thurs. 11/7 Job Fair presented by UDOWD

### Recruitments:

- Mon. 7/29 Survey Sampling 9-1 Provo
- Mon. 7/29 Premier Employee Solutions 10-1 Lehi
- Mon. 7/29 Advantage Sales 1-4 Provo
- Mon/ 7/29 Select Staffing 1-3 Provo
- Tues. 7/30 Premier Employee Solutions 10-1 Provo
- Tues. 7/30 SunRoc 10-1 Lehi
- Tues. 7/30 Best Buy 10-1 Park City
- Fri. 8/2 Spherion Staffing 10-2 Provo

Outstanding Customer Service (See Attached)

## **Operational Update: Outstanding Customer Service**

### **Former Lehi EC Customer Success Story**

In the fall of 2011 a young mother of five children came to our employment center for services. She had just left an abusive relationship, a million dollar home and had recently lost her sixth and youngest child to an accident involving her oldest child.

Since starting intensive services, she has stabilized her situation, accessed training through the green careers program and is now a full-time graphic design student, maintaining a straight “A” average while holding down a part-time job and raising her family.

She has successfully rebuilt her life while moving the large family three times in a single year! Her determination and hard work are paying off and a short time ago her financial case closed for child support recovery. This customer demonstrates how working with DWS can provide a foundation to rebuild and grow.

### **Christopher “ACE” Peterson Veterans Service Award**

Awards and recognitions are given to those whom display a character or trait that shines above the rest. The award symbolizes the commitment an individual has to honor the mission of the organization. This individual has been recognized by his peers as: honest, loyal, courageous, committed to excellence, knowledgeable and humble.

Like many soldiers, sailors and airmen, Chris holds a specific job title, but those around him quickly realize it's just for payroll and his mission involves much more than a job title. As a Work Ready Specialist, Chris regularly leads the team in service to Veterans which has continually hoisted him to the top ranks of the Mountainland Wolfpack. It is easy to see Chris's dedicated performance as he assisted 28 veterans with Work Ready Evaluations and Job Development services including more than 50 service members who attended workshops that Chris facilitated. Chris's proactive approach to capture the talents and promote the transferrable skills of veterans is contagious in team meetings, seminars, job fairs and employer visits.

Chris is an innovative thinker and always pushes the envelope. During staff meetings, Chris is one of the first to ask “how Veterans will benefit” or “what else can we do to educate employers about our veterans?” Chris couldn't stop at helping a few vets per day. He tenaciously delivered a strategic and tactical plan to host and produce the first ever Utah Jobs Show heard daily on KHQN 1480 in Provo Utah. What subject was first on his list on dedicated spots – veterans and veteran friendly employers. With a many challenges during this mission, Chris has stayed the course. With a new Chief of Veteran Services and Outreach Specialist to the DWS VETS team, Chris seized the opportunity to highlight them on his radio show and promote the services DWS can provide to our veteran community.

He has been heard and telling customers that his passion in life is to enable individuals to achieve their goals and love their work. He educates his audience about employment and educational opportunities, as well as veteran job fairs and military networking opportunities.

His consistent recognition of priority of services is notable at each conversation and meeting with customers. The support and patriotism reflected by Chris is infectious amongst peers and easily recognized by customers.

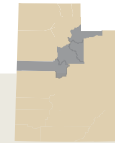
The distinctive accomplishments of Chris Peterson reflect credit upon himself and the Department of Workforce Services. Thank you for your service and support.

### **Brad Bowen Veterans Service Award Nomination for Q3 2012 (Apr, May, June)**

Awards and recognitions are given to those whom display a character or trait that shines above the rest. The award symbolizes the commitment an individual has to honor the mission of the organization. This individual is recognized by their peers as honest, loyal, courageous, committed to excellence, knowledgeable and humble.

Brad Bowen has distinguished himself as a committed servant and supporter of veterans of the United States military. During the Q3 2013, in his role as a Work Ready Specialist in Provo, Brad went above and beyond his standard job duties and consistently identified and assisted veterans with work readiness. This quarter, Brad also took the initiative to step in where needed and facilitated the Veterans Employment Essentials Workshop. Not only did Brad ensure that veterans were evaluated as work ready or not work ready, but he provided them with information that would improve their search for employment and continued to follow-up with them to answer ongoing questions and provide job leads, showing his commitment to serving veterans. Using the Mountainland “Wolfpack” incentive program to track veteran services provided, Brad stood out as an individual with the one of the highest achievements in work ready services to veterans this quarter and Brad has sustained Wolfpack membership for six consecutive months. Brad has set a respectable example in how to engage and prepare veterans to connect to employment.

Brad's patriotic character and committed service to our veterans deserve proper recognition and applause, for his integrity, service before self, and excellence in a job well done.



# WDD Operational Update Date: 28 August 13

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

## Month in Review:

- Hosted Employee Humor Me Seminar presented by Healthy Utah ( 3 Sessions; Provo, Lehi, Spanish Fork)
- Hosted Better Your Business Breakfast Seminar
- Presented at MATC about DWS Services to 125 Faculty
- Presented to the Park City School District
- Hosted the Warrior Wednesday Hiring Event at UVU (150 attended)
- EDO visited the Nephi, Park City, and Heber Employment Centers
- 45 Onsite Recruitments

## Upcoming Events:

Events:  
 Thurs. 9/12 Hiring our Hero's Job Fair Provo (45 Employers)  
 Thurs. 11/7 Job Fair presented by UDOWD  
 September 17 Event 4-6 UVU

Recruitments:  
 Mon. 9/3 Survey Sampling Provo  
 Mon. 9/3 General Dynamics Provo  
 Mon. 9/3 Express Employment Provo  
 Mon. 9/9 Survey Sampling Provo  
 Mon. 9/9 The Results Company Lehi  
 Mon. 9/9 Genealogy Bank Provo  
 Mon. 9/9 General Dynamics Provo  
 Mon. 9/9 Connexion Point Spanish Fork  
 Tues. 9/10 Connexion Point Provo  
 Wed. 9/11 Connexion Point Lehi  
 Mon. 9/16 Survey Sampling Provo  
 Mon. 9/16 The Results Company Provo  
 Mon. 9/23 Survey Sampling Provo  
 Mon. 9/30 Genealogy Bank Provo

Outstanding Customer Service (See Attached)

	Budget	FTEs	Target
<b>COST</b>			
Cost per Placement	Q4 - (\$211)	TBD	\$245
Metric		Target	Activity
<b>QUALITY</b>			
Employer Market Share		Q2 14.0	13.9
Veteran Services		Q1 606	656
<b>THROUGHPUT</b>			
Job Seeker Placements		Q1 -8340	9586
TA Employment Closures		Q1 - 1694	1799
Training Related Placements		TBD	TBD
Placements per FTE		Q1 - 106	140
Employers Served		2681	TBD
UI Average Duration (weeks)		11.8	<13 weeks



## **Operational Update August: Outstanding Customer Service**

### **Christian Cook, Spanish Fork Employment Center**

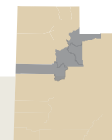
Western Botanicals posted an order on our site. Bryan Kessinger saw the position on the fresh job list and talked to Trenton Wilson and Christen Cook (Employment Counselors) about this position. They both had already identified a couple of job seekers who were qualified for the position. Bryan called the employer to let her know we had some people in mind--the employer happened to be in the area and stopped to interview the 2 plus the veteran that Earl Thompson, a Vet Rep, was with. A second round of interviews was setup for the next day. Chris did prep work on a resume as did Trenton—Patrice, Employment Counselor, did the eligibility on one to look at OJT. As a result 3 seekers were placed with this company a WIA graduate, an OJT and a Vet.

### **Wendy Horne, Heber Employment Center**

Wendy, Employment counselor, was working with a 17-year-old young man that had dropped out of high school and was working fast food. His 15-year-old girlfriend was expecting a baby. In time, Wendy helped create a resume and researched careers and schooling for his future. Although he wasn't sure what direction he wanted to go, he did have the best of intentions to provide for his wife and baby. He asked Wendy to help him find an employer that would teach him something he could possibly use as a foundation for a career since school "wasn't his thing". Although I strongly encouraged him to continue his education, I was able to find an employer willing to train him to install audio/visual equipment in homes. This training included low voltage security systems, HVAC, lighting, speakers and TV installation. Upon successful completion of his 3 month EIO internship, he was retained as an installer for the company. He is now able to earn a reasonable wage and is eligible for full benefits for his wife and baby.

### **Darrin Nielsen, Lehi Employment Center**

During the final week of August, the Lehi Employment Center hosted three employer on-site recruitments. Recently the number of job seekers attending our recruitments was dropping off, so we looked at ways to improve our local marketing efforts. We decided to build off the department communications and strategically sent out expanded, progressive e-mails to targeted populations. As a result we brought in almost 200 applicants for the three events. One of the three resulted in 44 direct hires and a contact from the employer indicating we hosted the most successful event they had ever conducted, including events in Salt Lake! Total hires exceeded 100 for week! Not bad, for a small rural office.



# WDD Operational Update Date: November 1, 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

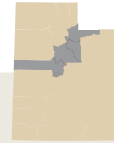
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Oct. 1 – UVU Injection Molding meeting to prepare for UCAP Grant; Utah Valley Economic Development Mtg.
- Oct. 3 – SF Chamber Meeting – PCTV / UVU Internship Meeting
- Oct. 8 – Park City Studio Ground Breaking
- Oct. 8- Utah Valley Chamber of Commerce Pacesetters Meeting
- Oct. 8- Veterans Follow-Up – 4 Mountainland Service Area representatives received Veterans training to update the definition of the targeted groups, methods to provide intensive services and appropriate means of outreach
- Oct. 9 – GOED Training; MC Printing OJT Job Development; Wavetronix Vets Job Development
- Oct. 9- Women’s Community Resource Fair at UVU – DWS hosted a table for fair. Attendance of more than 50 community partners and less than 100 participants. Sponsored by United Way 211
- Oct. 15 – UVU UCAP meetings for Advance Manufacturing and Digital Publishing
- Oct. 17- Broadview University Open House
- Oct. 17 – UVU Community College Programs Advisory Board Meeting; Welding Advisory Board meeting

### **Date:**                      **Upcoming Events/Details:**

- Nov. 1- Utah Valley Chamber of Commerce Friday Forum Networking Event
- Nov. 5- Utah Valley University Technology Job Fair
- Nov. 6- UDOWD Job Readiness Workshop – support of Damon Parcel and employment support
- Nov. 7- MECAB Yearly planning meeting for bi monthly employer workshops
- Nov. 20- EDC Utah Economic Development Forum – UVU Business Resource Center



# WDD Operational Update Date: November 1, 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



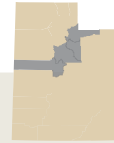
## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Oct. 17- Fathers & Families Coalition Board Meeting – Planning meeting representing 5 community groups. Reviewed new strategic plan and outlined upcoming activities to strengthen families and communities
- Oct. 17- Utah Valley Mental Health Awareness Night – Presented display table in connection with the United Way. Met with more than 50 community partners and presented information about DWS services to more than 450 participants
- Oct. 18 – Working in Nephi – Meeting with Juab County officials regarding potential employers moving into Nephi & Eureka.
- Oct. 19- Utah Valley Chamber of Commerce YEA "Bagels & Brainstorming" Event
- Oct. 22- Community Pathways and Gateways Training – Presentation regarding DWS services to more than 150 counselors and community service workers from more than two dozen community organizations
- Oct. 23- People Helping People – Presentation to approximately 25 employers regarding DWS services. Also met with three employers who were presenting. Two other employers promoted DWS services (Cabela's and UTA)

### **Date:**                      **Upcoming Events/Details:**



# WDD Operational Update Date: November 1, 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



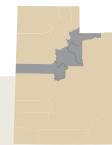
## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:            Month in Review/Details:**

- Oct. 23- EDC Utah Economic Development Forum – Met with 20 business and economic representatives. Presented by Ophir Minerals & Aggregate Group regarding business and job creation in Mountainland region
- Oct. 24- MATC Manufacturing Advisory Board Meeting – Related to the new machinist program supported through a UCAP grant
- Oct. 25 – Tour PCCAPS school project with Ben Hart
- Oct. 25- Stevens-Henager Advisory Committee – Supported the Health Sciences group mtg by offering direction for job prep and increasing job placement for graduates
- Oct. 28 – Tour Duncan Aviation and KeyStone Aviation w/ Juab County Officials; Developed a potential educational partnership with Duncan Aviation (will be hiring 700 staff in the next 10 yrs)
- Oct. 29- MECAB Employer Seminar Better Your Business Mtg – Presented by Attorney Jon Driggs, regarding Social Media and Business. Attended by 34 individuals
- Oct. 29 – Mountainland Quarterly Employer Seminar; Delivered UPP Vet Certificates; Attended Central Utah Vets Nursing Home Grand opening

### **Date:            Upcoming Events/Details:**



# WDD Operational Update Date: December 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

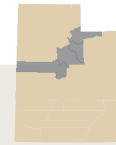
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Nov. 1 – Utah Valley Chamber of Commerce Friday Forum & Networking Event
- Nov. 1 – Meeting with Loves Truck Stop Executives – presented on DWS services for employers to their Administrative Staff traveling from Idaho
- Nov. 5 – Utah Valley University Technology Job Fair attended by WDS Melissa Daymont and Bryan Kessinger
- Nov. 5 – DWS/Vocational Rehabilitation Coordination Staff Meeting – Oriented 30 VR counselors and staff on Work Success, UDOWD and several upcoming DWS events and programs
- Nov. 6- UDOWD Job Readiness Workshop – support of Damon Parcel and employment support attended by 12 ex-offender job seekers and two educational institution representatives.
- Nov. 7 - Nu Skin Open House for new facility in downtown Provo
- Nov. 7 – Spanish Fork Chamber of Commerce meeting attended by WDS Bryan Kessinger
- Nov. 7- MECAB Yearly planning meeting for bi monthly employer workshops
- Nov. 8 – Utah Colleges Applied Technology (UCAT) meeting with Creative Media Group to review the UCAP RFP denial from Utah Valley University

### **Date:**                      **Upcoming Events/Details:**

- Dec. 2 – Weekly Hyper Drive Meeting to coordinate activities, resources, needs, supply and demand
- Dec. 3 – Provo Employment Center General Staff Meeting
- Dec. 3 – Nebo School District Presentation – teaching High School counselors about DWS services, specifically about Employer Internship Opportunities (WIA Youth EIO Program)
- Dec. 5 – Utah Nonprofit Association Meeting/Update
- Dec. 6 – Meeting with Park City Business Resource Center Director
- Dec. 6 – UCAT Meeting with Creative Media Group regarding the UCAP Grant
- Dec. 9 – Bryan Kessinger & Trenton Willson from Spanish Fork EC staffing Work Success program participant needs
- Dec. 9 – Rapid Response Workshop
- Dec. 10 – Networking Event with Flow Serve, HuHot, and ManPower
- Dec. 11&12 - Kathy Franson and Greg Whittaker of the GA Team, will join Brian Prettyman of the state program team to present a two-day SOAR seminar to community partners. The seminar will be held at Weber Human Services (237 26th Street), in Ogden



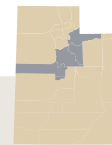
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Nov. 12 – WDS Quarterly Meeting at the State Capitol
- Nov. 13 – Employer visits with Veterans Representative to deliver the UPP certificates
- Nov. 14 – Utah Valley Chamber of Commerce Prime Time Event. Hosted a table and presented services
- Nov. 14 – Utah Valley University UCAP employer Visits —Meeting with employers to discuss the curriculum development for the new RFP training grant reward
- Nov. 18 – LMI data report for on-site visit –employer looking to relocate to Utah County
- Nov. 19 – YEA ~ Young Entrepreneurs Academy Board Meeting. WDS staff member is the Events Chair
- Nov. 19 – Meeting with Frontier Communications-presented on DWS services for employers to their Administrative Staff traveling from Texas
- Nov. 20 – Zions Bank Business Resource Center Open House
- Nov. 20 – EDCUtah Economic Development Forum request of information for Labor Analytics Group. Gathered wage data and other economic information for an employer considering coming to Utah
- Nov. 21 – Meeting with Juab County Economic Development Director – Talked to a couple of start-up businesses
- Nov. 21 – Fathers & Families Coalition Board Mtg – Attended by 7 organizations to plan community events. Discussed partnering to promote a job fair for single parents
- Nov. 21 – SLCC Health Information Technology Program Advisory Board – Attended by business & education health industry representatives to plan program that will produce qualified employees for the industry
- Nov. 22 – Meeting with Utah Valley Travel Bureau and Utah Valley University advisory board for Cyber Security

**Date: Upcoming Events/Details:**

- Dec. 13 – Wasatch Employers Network Meeting
- Dec. 13 – National Rehabilitation Association Job Placement & Development Chapter Meeting
- Dec. 17—Rapid Response Workshops for ModusLink
- Dec. 19 - The 2013 Homeless Person's Memorial & Candlelight Vigil will be held from 5:30 to 6:00 p.m. at Pioneer Park (400 S 400 W) in Salt Lake. Held annually near the longest night of the year to remember those who passed away living on Utah's streets during 2013
- Dec. 23– Work Success Staffing with Trenton Willson in Spanish Fork EC



# WDD Operational Update Date: January 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

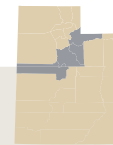
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Dec. 2 - Lehi EC On-site recruitment with Labor Max, 25 job seekers attended
- Dec. 3 – Presented to the Nebo School District High School Counselors – 50 people were in attendance – Discussion on using our website and EIO programs
- Dec. 3 – Entrepreneurial Launch Pad – Meeting of approximately a dozen individuals starting companies. Distributed employer services information
- Dec 4- Lehi EC On-site recruiting for Schlumberger 148 Job seekers attended
- Dec. 5 – Spanish Fork Chamber of Commerce Meeting – Discussion of the Youth Unplugged Event
- Dec 5 - MECAB bi-monthly board meeting- planned entire 2014 better your business seminars and speakers
- Dec. 5 – Mountainland UDOWD meeting – Met with Chamber, business and educational representatives to plan a “Utah Valley Job Fair” to be held at the Utah Valley Convention Center on March 5, specifically to assist those with backgrounds to gain employment
- Dec. 5 – Utah Nonprofit Association Meeting/Update – Quarterly meeting of the Utah Nonprofit Association. Opportunity to network with nonprofit organizations who are employers and some of whom also serve DWS clients or offer complementary services to DWS
- Dec. 6 – UCAT Meeting with Creative Media Group regarding the UCAP Grant – discussing the Adobe training/certification for DWS job seekers and Cloud Marketing program
- Dec. 9 – UDOWD Workshop for clients with criminal backgrounds. Attended by 9 clients
- Dec. 10 – Connexion Point Rapid Response & Frontier Communication Job Fair – Had close to 200 people attend the event; 75 who were laid-off attended. 60+

### **Date:**                      **Upcoming Events/Details:**

- Jan. 2 - Squeeze Media on site recruitment - Lehi EC
- Jan. 2 - WIA - DWS Services Presentation to MATC Dental Assistant School Students. 175 students - Four sessions in the computer lab registering students to jobs.utah.gov
- Jan. 3 - Securitas on site recruitment - Lehi EC
- Jan. 6 –Unplugged Committee meeting- working on the engaged youth program with Nebo School District and Spanish Fork Chamber of Commerce
- Jan. 6 - DWS will be meeting with up to 45 current students that are ending their first semester with the PCCAPS program in the PCCAPS learning center in Prospector Square, Park City
- Jan. 7 - US recruiting for Schlumberger in Lehi EC
- Jan. 7 – Meeting with Juab County Economic Development Director and attending the Nephi Chamber of Commerce
- Jan. 13 - MATC Quarterly Health Partnership Meeting
- Jan. 14 - US recruiting for Schlumberger in Lehi EC
- Jan. 14 - UCAT Monthly Educational Partnership meeting
- Jan. 14- Kelly Services Alpine School District Substitute recruitment in Lehi EC
- Jan. 15 - WIA - DWS Services Presentation to MATC Cosmetology School students
- Jan. 15 – Meeting with the Wasatch County Economic Development Director and attending the Heber Chamber of Commerce
- Jan. 16—Meeting with UCAT and working on the Digital Media certification with MATC and CMG
- Jan. 16 – MECAB – BYBB – Topic: Affordable Care Act
- Jan. 16 – Fathers & Families Coalition Executive Board Meeting



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

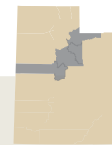
jobs were offered. Employers who attended the Job Fair were EngageX, Frontier Communication, Man Power, SOS Staffing, Progrexion, and Convergys

- Dec 11- Lehi EC - Manpower & Geneology Bank on-site recruitments, 34 job seekers attended
- Dec 12 - Lehi EC - US on-site recruiting for Schlumberger - 87 job seekers attended
- Dec. 13 – Wasatch Employers Network meeting – Meeting of 20 to 25 employers and educational institutions from along the Wasatch Front to network and coordinate workforce development issues
- Dec. 13 – National Rehabilitation Association Job Placement & Development Chapter Meeting – Attended by Voc Rehab, Workers Compensation Fund, Human Services, DWS and a variety of private and nonprofit organizations working to place people with disabilities into sustainable employment. Coordination and networking
- Dec. 14 – Utah Valley University UCAP employer visits —Meeting with employers to discuss the curriculum development for the new RFP training grant reward
- Dec. 16 – Mountainland Continuum of Care – Meeting at the United Way with a dozen community partners to discuss a HUD grant and services to the under-served population. Made connections with a variety of community partners
- Dec 17 - WIA- DWS services presentation to MATC Pharmacy School students. 75 students registered with DWS on-site
- Dec. 18 – Rapid Response Workshop for ModusLink. 27 people attended this event
- Dec 18 - Lehi EC - US on-site recruiting for Schlumberger- 46 job seekers attended
- Dec. 24 – Visit to Utah Food and Care Coalition in Provo – tour of facility and review of services provided. Discussed ways that DWS can partner with them. Donated some materials collected privately.
- Dec 30 - US Recruiting reported 25 confirmed jobs filled by Lehi on-site candidates through the month of December

**Date: Upcoming Events/Details:**

- Jan. 21 - WIA- DWS Services Presentation to MATC IT School students
- Jan. 21 - WIA - DWS Services Presentation to MATC Cosmetology students round 2
- Jan. 22 - WIA - DWS Services Presentation to MATC Business Technology students
- Jan. 23– Spanish Fork Chamber of Commerce Planning meeting
- Jan. 24 - US recruiting for Schlumberger in Lehi EC
- Jan. 24 - New employee training- training the new DWS employees on Employer Services
- Jan. 27 – DWS Executive Advisory Board- Presenting on the new GenLex changes / Work Success Staffing
- Jan. 28 – Meeting with Summit County Economic Development Director
- Jan 31 - US recruiting for Schlumberger in Lehi EC





# WDD Operational Update Date: February 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

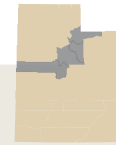
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Jan. 2 – Bryan Kessinger attended the Spanish Fork Chamber of Commerce Board Meeting
- Jan. 2 - Squeeze Media Onsite Recruitment at Lehi EC, 10 interviewed and 4 hired
- Jan. 2 – Darrin Nielsen presented WIA DWS services to MATC Dental Assistant School Students. 175 attended, 150 registered, and 12 WIA applications received
- Jan. 3 - Securitas Onsite Recruitment at Lehi EC, 6 interviewed and 2 hired
- Jan. 6 – Bryan K. attended the Youth Unplugged Committee meeting
- Jan. 7 – Bryan K. attended the Nephi Chamber of Commerce meeting and set up one OJT contract in Nephi
- Jan. 7 - US Recruiting for Schlumberger at Lehi EC, 41 interviews – 10 hired
- Jan. 9 – Melissa Daymont attended the Chick-fil-A Ribbon Cutting at 484 W Bulldog Boulevard in Provo
- Jan. 10 – YEA (Young Entrepreneur Academy) Board Meeting attended by Melissa D.
- Jan. 13 – Veteran job placement, for Dennis (Veteran customer), who has a criminal background. Bryan K. helped him get placed at a warehouse job in Spanish Fork.
- Jan. 13 - MATC Quarterly Health Partnership Meeting – Successful contact with board members - Darrin N.
- Jan. 14 – Mountainland WDS staff attended the Statewide WDS meeting at the Capital
- Jan. 14 - US Recruiting for Schlumberger at Lehi EC, 19 interviews and 4 hired
- Jan. 14- Kelly Services Alpine School District Substitute recruitment- Weekly hiring for substitute teachers for Alpine School District

### **Date:**                      **Upcoming Events/Details:**

- Feb. 3 – US Recruiting (Schlumberger) Onsite Recruitment at Lehi EC
- Feb. 4 – Nephi Chamber of Commerce meeting - Bryan Kessinger
- Feb. 5 – Utah Valley Job Fair Board Meeting - Melissa Daymont
- Feb. 5 – Bryan Kessinger (WDS) will be attending Heber City DWS Employment Center general staff meeting
- Feb. 5 - Mountainland Managers and Workforce Development Specialists will be meeting with Melissa Freigang and Brianna Davis Logistic Specialties (LSI) to explore possible strategies for collaboration.
- Feb. 6 – Utah Certified Work Ready Community Webinar
- Feb. 6 – MECAB Board Meeting – Darrin N
- Feb. 6 – Bryan K. will be attending the Ability First organization (Community Partner) and the PCCAPS Advisory Board meetings
- Feb. 11 through Feb. 26 - Kelly Services Recruiting for Substitute Teachers – Weekly recruitment at Lehi EC.
- Feb. 11 - Jen Elder, SOAR Technical Assistance Liaison will be visiting Utah in February. As part of her visit, we have scheduled a statewide conference call Tuesday, February 11th, from 9 to 11 am. The call is open to anyone interested in the SOAR process, used to facilitate the Social Security Disability approval process. Call-in: (877) 820-7831 Conference passcode: 7400694#
- Feb. 13 – LDS Employment Services Job Fair - Melissa Daymont
- Feb. 18 - YEA (Young Entrepreneur Academy) Board Meeting - Melissa Daymont
- Feb. 18 & Feb. 25 – CR England Onsite Recruitment For Truck Drivers at Lehi EC.



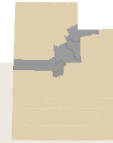
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Jan. 14 - UCAT Monthly Educational Partnership Meeting- Supporting 4 new certifications taught by Adobe Instructors to connect IT job seekers to Adobe and other IT Firms
- Jan. 15 – Bryan K. attended the UCAT Digital Media certification meeting
- Jan. 15 and Jan. 21 WIA - DWS services presentation by Darrin N. to MATC Cosmetology school students. Three presentations for 47 total students.
- Jan. 16 – Mountainland WDS team attended the Employer Seminar, presentation was on ACA Health Care changes for employers – around 23 employers with 48 individuals were there.
- Jan. 21 - WIA- DWS services presentation by Darrin N. to MATC IT program students (18 students attended)
- Jan. 21 - Steve Leyba attended a special Circles America briefing in SLC that included Scott Miller, Circles Founder.
- Jan. 21 – Bryan K. met with Spencer Eccles at the Utah Film Commission Brunch Party at the Sundance Film Festival; spoke to him about the success of the Bridge Program and introduced him to one of the business owners who was with Bryan and is participating in Bridge.
- Jan. 22 - WIA - DWS services presentation by Darrin N. to MATC Business Technology students – 27 students attended
- Jan. 23 - YEA (Young Entrepreneur Academy) Board Meeting attended by Melissa D.
- Jan. 23 – Frontier Communications Part Time Employment Advisory Board attended by Melissa
- Jan. 23 – Food Service/Accommodations Advisory Board attended by Melissa
- Jan. 24 – BYU Job and Resource Fair for their Public Administration Students attended by Melissa
- Jan 24 – Bryan K. trained new employees on Business Services and worked with a Rapid Response customer from last months RR workshop
- Jan. 24 - US Recruiting for Schlumberger at Lehi EC, 8 interviewed, 1 hired
- Jan. 27 – ESA Executive Advisory Board Meeting attended by Mountainland WDS Team
- Jan 27 –Work Success Staffing – Bryan K. worked with three customers participating in the workshop and provided detail placement services with different employers.
- Jan 28 – Bryan K. visited community partners throughout Summit County with new employees.
- Jan. 29 – WDS Team Collaboration and Coordination Meeting

**Date: Upcoming Events/Details:**

- Feb. 18 - Mountainland Managers will be meeting with Non-traditional Student Recruiters Kris Coles & Kirk Young at Utah Valley University (UVU). Meeting purpose is to explore student pathway opportunities for DWS customers.
- Feb. 25 - Steve Leyba will be attending the Provo Community Action Board Meeting
- Feb. 26 - Bryan K will be attending the Offender Employment Specialist Training
- Feb. 26 - The GA Team has scheduled a team meeting to train on using the COGNOS reports to improve case edit results and increase positive GA outcomes.
- Mar. 5 - UDOWD (Utah Defendant offender Workforce Development) in coordination with DWS and other local partners will be holding a job fair at Utah Valley University targeting both the general public and Ex-Offenders. 73 employers are scheduled to attend.

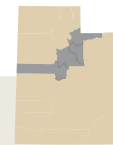


**WDD Operational Update page 3**

**Date:                    Month in Review/Details:**

- Jan. 29 - Mountainland Executive Advisory Committee was held. Meeting was hosted by Richard Peterson with USOR. Mountainland new management team was introduced. Director, Steve Leyba provided an overview of his key priorities that highlighted serving Veterans, Homeless, Disabled, Intergenerational Poverty, Ex-offenders and refugee's in addition to meeting the needs of employers. Amber Johnston provided a presentation on Work Keys.
- Jan 30 – Utah Valley Job Fair Board Meeting attended by Melissa D.
- Jan 30 -- YEA (Young Entrepreneur Academy) CEO Round Table attended by Melissa D.
- Jan. 31 - US Recruiting for Schlumberger at Lehi EC, 53 interviewed, 11 hired. Total for January: 26 hired out of 72 individuals

**Date:                    Upcoming Events/Details:**



# WDD Operational Update Date: March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

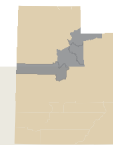
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Feb. 3 – WDS - Bryan Kessinger attended statewide Bridge Program conference call
- Feb. 3 – Weekly on Mondays, Hyper-drive meeting to coordinate activities, resources, needs, supply and demand. Updated
- Feb. 4 – Bryan Kessinger attended the Nephi Chamber of Commerce meeting and attended the UCAP meeting at UVU – training development
- Feb. 4 – Entrepreneurial Launch Pad (ELP) held weekly at the Stevens-Henager College. Attended by a dozen startup companies and another few established companies offering support services.
- Feb. 5 – Bryan Kessinger attended Heber/PC/Nephi general staff meeting; Park City Business Resource Center meeting/ Presentation of WorkKeys to UVU and Utah County employers (9 businesses)
- Feb. 5 – Mountainland Managers and Workforce Development Specialists met with Melissa Freigang and Brianna Davis from Logistic Specialties (LSI) to explore possible strategies for collaboration.
- Feb. 5 – UDOWD: Utah Valley Job Fair Planning Meeting – Community partners met with DWS, Corrections, and Vocational Rehab to plan the upcoming Utah Valley Job Fair, targeting people with criminal backgrounds. Partnering with the Utah Valley Chamber of Commerce, Utah Valley University, Utah Dept. of Corrections, Utah Valley Sheriff, Vocational Rehabilitation and other community partners.
- Feb. 6 – Bryan Kessinger attended Spanish Fork Chamber of Commerce meeting, nationwide training ACT work ready webinar, and the PCCAPS Board Meeting
- Feb. 6 – Utah Certified Work Ready Community Webinar attended by Melissa Daymont

### **Date:**                      **Upcoming Events/Details:**

- Mar. 4 – Bryan Kessinger in Nephi and attending their Chamber of Commerce meeting
- Mar. 5 – Kelly Services continuing to recruit substitute teachers through Lehi employment center
- Mar. 5 – Bryan Kessinger attending an economic development meeting with James Robson (DWS Senior Economist)
- Mar. 5 – UDOWD (Utah Defendant offender Workforce Development) in coordination with DWS and other local partners will be holding a job fair at Utah Valley University targeting both the general public and Ex-Offenders. 68 employers have been enrolled.
- Mar. 5 – Greg Whittaker will meet with members of a UI work group charged with automating a process to identify active UI claimants enrolled in the GA program.
- Mar. 6 – Bryan Kessinger and Darrin Nielsen attending Employer quarterly seminar Mountainland Employer Connection Advisory Board - Millennials in the work place
- Mar. 6 – Tiger Team Training for all Mountainland Job Connection Team personnel.
- Mar. 7 – Wasatch Employers Network – To be held at Progexion.
- Mar. 10 - Mountainland Continuum of Care meeting to be attended by Weston Miller, discussion of chronic homelessness
- Mar. 10 - Entrance Interviewed scheduled for the annual Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center
- Mar. 11 – Bryan Kessinger meeting Utah County Commissioner (Doug Witney) with Steve Leyba and John Talcott
- Mar. 12 - GA Team will meet to develop COGNOS Report/Edit Skills Development strategies with Brian Prettyman.



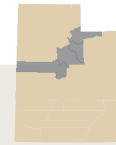
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Feb 6 – MECAB Board Meeting- Confirmed the yearly schedule of meeting dates and times, and confirmed all speakers - Attended by Darrin Nielsen
- Feb. 7 – Melissa Daymont attended Utah Valley Chamber of Commerce Friday Forum
- Feb. 7 – Wasatch Employers Network – held at Salt Lake Community College – Networking meeting of approximately 40 employers, educational institutions, community partners and state agencies to enhance employment.
- Feb. 10 – UDOWD Job Readiness Workshop – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- Feb. 11 – Utah Valley Chamber of Commerce Pacesetters Luncheon attended by Melissa Daymont
- Feb. 11 – The GA Team sponsored a statewide SOAR Teleconference with special guest Jen Elder representing Policy Research Associates, Inc, the policy arm of the SOAR process. The meeting followed an update and Q & A format where a number of issues were discussed and strategized. Ms. Elder was very impressed by our GA organization and the caliber of our staff.
- Feb. 13 – Steve Leyba participated in a phone interview with Regina Wheeler, M.A., Research Assistant with Pacific Research & Evaluation who has been contracted by Utah Valley University (UVU) to conduct the Cybersecurity program evaluation. As you may recall UVU was the recipient of a Department of Labor Trade Adjustment Assistance Community College Career Training (TAACCCT) grant in 2012. As part of the TAACCCT grant, DOL requires grantees to work with a third party evaluator in order to assess program impact and facilitate ongoing program improvement.
- Feb. 18 – Melissa Daymont attended Young Entrepreneurs Academy (YEA) Committee Meeting
- Feb. 18 – UDOWD Utah Valley Job Fair Planning Meeting – Coordinating assignments. Attended by Melissa Daymont and Bill Greer
- Feb. 18 – Worked in Heber / met with SLCC and explored the idea of a future UCAP grant application for hotel management training in Park City
- Feb. 18 – Mountainland Managers met with Non-traditional Student Recruiters Kris Coles & Kirk Young at Utah Valley University (UVU). Meeting purpose was to explore collaborative opportunities for increasing student enrollments of non-traditional students at UVU.
- Feb. 19 – Work Ready Communities Meeting at Business Resource Center in Orem attended by Melissa Daymont

**Date: Upcoming Events/Details:**

- Mar. 12 - Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center is scheduled. As part of this evaluation, on-site visit will include federal partners from FNS in Denver. Also participating will be advocacy agencies in attendance for all the visits.
- Mar. 12 - Lehi Staff and Mountainland WIA Youth Employment Counselors are working closely with community partners: Food and Care coalition and CAP for ME that will be held on March 12, 2013 and to identify needed items that will be donated at the Youth Annual Project that will be held in April, 2014
- Mar. 13 – Young Entrepreneurs Academy Investor’s Panel - Melissa Daymont
- Mar. 13 – Exit Interview scheduled for the annual Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center
- Mar. 14 – Steve Leyba and Weston Miller will visit Donna Manion VP of HR of Marketing Technologies Inc. - Executive Advisory Committee member.
- Mar. 19 – Bryan Kessinger will be at Wasatch Campus (Heber City) UVU Job Fair
- Mar. 19 – Steve Leyba and Angela Madsen will visit Diana Hunter Director of Instruction at UVU - Executive Advisory Committee member.
- Mar. 25 –Park City Center for Advanced Professional Studies (PCCAPS) Advisory Board meeting will be attended by Bryan Kessinger

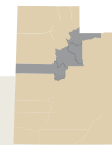


**WDD Operational Update page 3**

**Date: Month in Review/Details:**

- Feb. 20 – Young Entrepreneurs Academy ~ Melissa Daymont met with Scera manager to schedule the set up of the Investor’s Panel
- Feb. 20 – Bryan presented at the Community Networking (job club) event and work with Work Success customers / Met with UVU on the UCAP grant regarding their training certificates.
- Feb. 20 – GenLex Webinar follow-up with selected JCR Staff – Job Connection Team reviewed changes to Gen Lex and shared experience, successes and needs with the GenLex implementation team.
- Feb. 20 – Fathers & Families Coalition Executive Board Meeting – Bill met with other community organizations to plan upcoming activities, including a Daddy Daughter Ball and distribute good parenting material.
- Feb. 21 – Job Placement and Development Chapter of the National Rehabilitation Association. Bill Gree participated with representatives from Vocational Rehab, Human Services, Workers Compensation Fund and a variety of community partners discussing the CRP Work Strategy and Process.
- Feb. 25 – Steve Leyba attended the Provo Community Action Services & Food Bank Board Meeting.
- Feb. 25 – Bryan Kessinger met with People Helping People director / presented DWS services to local scout troop
- Feb. 25 – Carly Buttars attended the Guiding Coalition meeting. Discussed generational poverty, how to share resources, and learn more about the Circles program. Event was attended by representatives from Mountainland Head Start, United Way, Provo City, Habitat for Humanity, Community Action, Provo City Housing, LDS church, and BYU. Approximately, 20 attendees.
- Feb. 26 – Annalee Hoffman was invited as a guest expert to meet with the GA Team to discuss issues and strategies to improve ESD and WDD case management techniques and communication.
- Feb. 26 – UDOWD Offender Employment Specialist (OES) Training – Trained Mountainland DWS staff, Vocational Rehab Staff and other community partners about assisting those with criminal backgrounds to obtain employment.
- Feb. 27 – UDOWD Utah Valley Job Fair Planning Meeting – Community partners met to finalize assignments and work out details with the Convention Center.
- Feb. 27 – Bryan Kessinger helped train new Park City staff member by visiting employers together; attended a Business Resource Center meeting about SLCC UCAP grant.
- Feb 28 – Darrin Nielsen reports 14 new UPP- Utah Patriot Partnerships added to program with 3 potential to add

**Date: Upcoming Events/Details:**



# WDD Operational Update **Date:** March 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

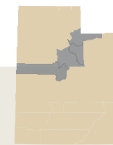
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### **Date:**                      **Month in Review/Details:**

- Mar. 5 – Utah Valley Job Fair - Community partners that sponsored this event included the Utah Valley Chamber of Commerce, DWS, Corrections, Voc Rehab, Utah County Jail Services and UVU. Job fair held at Utah Valley University targeting both the general public and ex-offenders. There were 71 employers and approximately 1,200 job seekers in attendance. A survey was provided to both the job seekers and employers and the comments for both were very positive. Employers said that the job fair was well organized and well attended by job seekers and that they found qualified applicants to meet their needs. Job Seekers said that they were impressed by the variety of employers and were able to apply for jobs they were interested in. The employers attended a luncheon before the job fair and were educated on the resources and benefits available in hiring individuals with a criminal background. Many of the employers stated they were impressed with the resources available to them in hiring ex-offenders and appreciated the information. The employers who attended the job fair will be contacted and asked how many people they hired from the job fair. That information will be forth coming
- Mar. 6 –MECAB BYB Seminar – Millennials in the work place- 50 in attendance representing 26 businesses
- Mar. 7 – Wasatch Employers Network – held at Progrexion – Networking meeting of approximately 40 employers, educational institutions, community partners and state agencies to enhance employment.
- Mar. 10 - Steve Leyba and Angela Madsen attended Entrance Interview scheduled for the annual Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center

### **Date:**                      **Upcoming Events/Details:**

- Apr. 1 - Entrepreneurial Launch Pad (ELP) held weekly at the Stevens-Henager College. Attended by a dozen or more individual startup companies and a few other established companies offering support services. Attended by Bill Greer.
- Apr. 2 – Utah Valley Job Fair Follow Up Meeting to be attended by Melissa Daymont
- Apr. 3 – Heber On site Recruitments - Home Depot
- Apr. 3 - Weston Miller is scheduled to attend the Mountainland Continuum Care monthly meeting
- Apr. 3 – A follow-up meeting is scheduled for Jeff Ferguson and Gary Lacock (Provo School District Representatives) to meet with DWS leadership District to discuss how we can improve the job placement of students leaving the public school system, especially those leaving without a diploma or certification.
- Apr. 4- Spanish Fork will host its WIA Annual Youth Leadership Project
- Apr. 4 – MECAB Planning/ Board Meeting to be attended by Darrin Nielsen
- Apr. 7- US Recruiting will be on site at Lehi EC
- Apr. 7- Park City On site Recruitments - Zermatt / Homestead



**WDD Operational Update page 2**

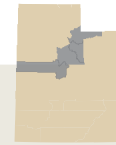
**Date: Month in Review/Details:**

- Mar. 10 – UDOWD Job Readiness Workshop – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- Mar. 11 - Steve Leyba, John Talcott, and Bryan Kessinger visited Doug Witney. Doug is a Utah County Commissioner as well as a member of the Mountainland Executive Advisory Committee. DWS visited to introduce our new service area leadership.
- Mar. 12 – Job Connection Team Meeting – Provided training, policy and management updates to Job Connection Team of 9 staff. Completed follow-up to the Tiger Team Triage Training.
- Mar. 12 – Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center was held. As part of this evaluation, on-site visit included federal partners from FNS in Denver. Advocacy agencies were in attendance for all the visits.
- Mar. 13 - WDS- Genlex training on new employer services. Helping employers understand the features for Genlex when posting and managing job orders.
- Mar. 13 - Exit Interview scheduled for the annual Food Stamp Program Management Evaluation (ME) in the Lehi Employment Center.
- Mar. 14 – Weston Miller and Melissa Daymont visited Donna Manion. Donna is VP of HR for Marketing Technologies, Inc. DWS was introducing new Mountainland ESA leadership to current members of the Mountainland Executive Advisory Committee.
- Mar. 14 – YEA Investor’s Panel ~ young entrepreneurs from nine startup companies “pitched” their business plans to a panel of seven investors. The investors gave a total of \$6,045 among the companies of these young entrepreneurs. The winner of the event was Fandancy, a business that makes and sells handmade fan based earrings, started by Jennifer Lynn Stone. Jennifer will now compete in Austin TX. The Dept. of Workforce Services has been supporting the YEA program from the beginning and will continue through graduation on May 22, 2014.
- Mar. 14 – The GA team has a new resource in a newly hired Vocational Rehabilitation UWIPS (Utah Work Incentive Planning Services) counselor. She is Allison Holfeltz and she is a great addition to the team. She helps our GA customers that have been approved for SSI/SSDI to understand their benefits and the different incentives for returning to the workplace.
- Mar. 18 – Steve Leyba visited Diana Hunter. Diana is Director of Instruction at Utah Valley University. Purpose was for DWS to introduce new Mountainland ESA leadership to current members of the Mountainland Executive Advisory Committee.

**Date: Upcoming Events/Details:**

- Apr. 8 - Kelly Services recruitment for substitute teachers at the Lehi EC
- Apr. 8 - Steve Leyba is scheduled to visit with Anna Williams, Park City High School ELL Teacher, to discuss the various issues and challenges facing "high risk youth" in the Park City area.
- Apr. 9 – Mountainland Coordination meeting with managers and WDS
- Apr. 10 - Park City On site Recruitments - Home Depot
- Apr. 10 – DWS has been asked to present the WIA Youth program at the School Board Meeting (with community and school leaders) in North / South Summit with as a follow up to a meeting held on March 25th.
- Apr. 11 - Provo will host its WIA Annual Youth Leadership Project
- Apr. 14 - Heber On site Recruitments - Zermatt / Homestead
- Apr. 14 - American Eagle will be doing an on site recruitment in Park City
- Apr. 15 - Upcoming Chamber Meeting will be attended by Kristine Dalsing and Bryan Kessinger
- Apr. 15 - Weston Miller is scheduled to meet with Circles Guiding Coalition
- Apr. 16 – Food Service/ Accommodations Advisory Board to be attended by Melissa Daymont
- Apr. 18 - Lehi will host its WIA Annual Youth Leadership Project
- Apr. 22 – MATC Culinary Arts Advisory Board to be attended by Melissa Daymont
- Apr. 23 –MATC Business Technology Advisory Board to be attended by Melissa Daymont
- Apr. 25 - WIA Annual Youth Leadership Final Event in Orem's Big Screen Event Center
- Apr. 25 - Bill Greer will be attending the Stevens -Henager College Program Advisory Committee meeting and program review.
- Apr. 29 - UDOWD Board Meeting - will be hosted by DWS.



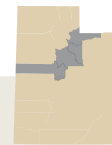


**WDD Operational Update page 3**

**Date: Month in Review/Details:**

- Mar. 18 — Melissa Daymont hosted ribbon cutting for Security Finance.
- Mar. 18 – The GA team attended a conference call for the SOAR training's, the call included FEP employment counselors and other interested community partners.
- Mar. 18 – Weston Miller and Carly Buttars attended two meetings with the Circles Guiding Coalition on 3/18 and 3/20. Discussed the referral pathway and desire to increase referrals to and from Circles and Work Success.
- Mar. 18 – Entrepreneurial Launch Pad (ELP) held weekly at the Stevens-Henager College. Attended by 15 individuals starting companies and another few established companies offering support services. Chris Peterson made short presentation and distributed Employer Services materials.
- Mar. 19 – People Helping People (PHP) Utah County Advisory Board Meeting. More than a dozen community partners met to discuss job placement for women and others with barriers to employment.
- Mar. 19 - UVU Wasatch Job Fair - 25 Employers attended - nearly 100 job seekers - Great feedback from employers on the quality of applicants - many employers indicated they had multiple potential hires. We had 5 potential training customers engaged from Wasatch County and 1 from Summit County.
- Mar. 20 – DWS manager Weston Miller and supervisor Bill Greer, met with Provo School District representative Gary Lacock and others to discuss collaboration to assist students leaving the school system.
- Mar. 20 – Melissa Daymont presented DWS services and economic information at Orem City Economic Development meeting to a business that is contemplating in locating to Utah.
- Mar. 25 – US Recruiting- 34 in attendance, 5 on site hires for fracking jobs with 65k annual starting salary.
- Mar. 25 - Hiring our Heroes Job Fair- Located at South Towne Expo Center. Over 100 employers in support. Attended by DVOP Earl Thompson with WDS Darrin Nielsen.
- Mar. 25 – CLP Resources – Hiring electricians and plumber- 10 attended, 2 hired- referred case managed customers and work success customers
- March 26 – edcUtah March Forum attended by Melissa Daymont.
- Mar. 26 - Popeye’s recruitment in Lehi EC. Two of attendees were referred to the hiring training at Popeye’s. Case managed and Work Success customers were referred.
- March 28 - Utah Valley Chamber of Commerce Pillar of the Valley volunteer meeting attended by Melissa Daymont.
- Mar. 31 - Labor Max recruitment of production workers in Lehi EC. Several customers referred including Work Success customers.

**Date: Upcoming Events/Details:**



# WDD Operational Update Date: 05/01/14

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

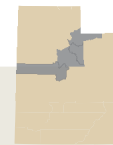
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

- Apr. 1 – Hungry Howies ribbon cutting ceremony attended by Melissa Daymont and hosted by the Utah Valley Chamber of Commerce
- Apr. 1 – Entrepreneurial Launch Pad (ELP) weekly meeting at Stevens-Henager College. Attended by a dozen or more individual startup companies and a few other established companies offering support services. Attended by Bill Greer.
- Apr. 2 – UDOWD Job Fair Follow-Up Meeting – Met with Utah Valley Chamber, Corrections, Voc Rehab, UVU, LDS Employment Services to review the success of the March Job Fair and begin planning next year's event. Preliminary date is set for March 4, 2015. It is also planned to be set at the Utah Valley Convention Center. (same location as this year's)
- Apr. 2 – Held Statewide SOAR Steering Committee meeting. Greg Whittaker and Brian Prettyman met with representatives from a number of community and agency partners to re-organize and energize SOAR collaboration in Utah.
- Apr. 3 – Home Depot held an on-site recruitment in the Heber employment center. Six job seekers attended, four of which were hired.
- Apr. 3 – Weston Miller and Bill Greer met with Provo School District representatives; Jeff Ferguson and Gary Lacock, to discuss how we can improve the job placement of students leaving the public school system, especially those leaving without a diploma, certification, and those with disabilities.
- Apr. 4 – Spanish Fork employment center held its WIA Annual Youth Leadership Project. We had about 40 youth attend and build the project kits for the big donation on the 25th.

### **Date:**                      **Upcoming Events/Details:**

- May 1 – National Ability Center meeting for EIO's in Park City.
- May 1 – MECAB (Mountainland Employer Connection Advisory Board) Better Your Business Breakfast at Provo employment center. Topic Immigration - Presented by Roger Tsai, attorney from Holland & Hart LLP.
- May 5 – American Eagle Outfitters meeting for EIO's in Park City.
- May 5 – Powder Paws meeting for On the Job Training in Park City.
- May 5 to May 9 – Greg Whittaker and Brian Prettyman will join with Jane Lewis of the Utah State Continuum of Care to represent Utah at the SOAR Academy Training held in Baltimore, Maryland.
- May 6 – Entrepreneurial Launch Pad (ELP) held weekly at the Stevens-Henager College. Bill Greer will attend.
- May 7 – WDD statewide meeting for supervisors and managers
- May 8 – YEA (Young Entrepreneurs Academy) Committee Meeting
- May 8 – Steve Leyba has a schedule meeting with Myla Dutton, Director Provo Community Action Program to review and discuss TANF grant opportunities.



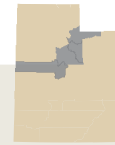
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Apr. 7 – Zermatt/Homestead held an on-site recruitment at the Park City employment center. Five job seekers attended and four of them were hired.
- Apr. 9 – Provo connection team meeting – Provided training, policy and management updates to Provo connection team of nine staff. Additional Gen Lex training provided by operational program specialist Jamie Escobia.
- Apr. 11 - Provo employment center hosted its WIA Annual Youth Leadership Project. We had about 40 youth attend and build the project kits for the big donation on the 25th.
- Apr. 14 – Zermatt/Homestead held an on-site recruitment in the Heber employment center. Nine job seekers attended and three of them were hired.
- Apr. 14 – Weston Miller attended the Mountainland Continuum of Care meeting. Presentation for housing was shared and discussed.
- Apr. 14 – Interviewed applicants for the General Assistance team vacancy. Selected Fran O'Hare from Eligibility Services Division. She will transition to the GA team on May 12, 2014.
- Apr. 15 – Heber City Chamber of Commerce meeting was attended by Kristine Dalsing and Bryan Kessinger. Bryan presented information about the UCAP Grant. Jim Carroll (with E2 Total Solutions) was interested in the grant and met with Kristine. Jim now wants to apply for the grant.
- Apr. 16 – People Helping People Board Meeting- Meeting of employers and community partners discussing pathways and issues related to overcoming barriers to employment. Advice given for the PHP program now operational in Utah County. Attended by Bill Greer
- Apr. 17 – All Mountainland offices including the GA team in Admin South participated in the Great Utah Shake-out drill. No casualties reported.
- Apr. 18 – Lehi employment center hosted its WIA Annual Youth Leadership Project. We had about 40 youth attend and build the project kits for the big donation on the 25th.
- Apr. 21 – Home Depot held an on-site recruitment at the Park City employment center. Seven job seekers attended and three of them were hired.
- Apr. 23 – GA team was hosted on a tour of the 4th Street Clinic by Monty Hanks, Director of Client Services
- Apr. 25 – Job Placement and Development Chapter of the Utah Rehabilitation Association meeting attended by state and federal agencies, community partners, and Bill Greer.

**Date: Upcoming Events/Details:**

- May 8 – DWS has been asked to present the WIA Youth program at the South Summit school board meeting (with community and school leaders). Presentation to the school board meeting was changed from April to May for South Summit School District.
- May 12 – Mountainland welcomes and officially adds Fran O'Hare, who starts on the GA team on the 12th.
- May 13 – UDOWD Job Readiness Workshop at Provo employment center – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- May 13 – "Honor Our Veterans" event at the Lehi employment center from 11:00 a.m. - 1:00 p.m. Pay tribute to those who have served and to the Utah Patriot Partnership employers who consider veterans first in their hiring efforts. Presentation of colors at 11:15 a.m., national anthem and a networking reception will follow.
- May 14 – Provo Job Connection Team Meeting
- May 14 – Mountainland Service Area Strategic Planning Meeting at MATC Thanksgiving Point campus.
- May 14 – REA counselors begin meeting with customers in Park City and Heber
- May 14 – Continuum of Care monthly meeting to be attended by Weston Miller.
- May 14 – Cecilia Richins will meet with the GA team to train on using General Assistance Self Sufficiency Program funds.
- May 15—One of the Hosts for the Primetime event for the Utah Valley Chamber of Commerce
- May 19 – Continuum of Care monthly meeting
- May 19 – Lauri Green and Bryan Kessinger will be meeting with Jon Beutler (with the Business Resource Center of Park City)
- May 21 – People Helping People Board Meeting- Meeting of employers and community partners discussing pathways and issues related to overcoming barriers to employment in Utah County. Bill Greer will attend.
- May 22 – YEA (Young Entrepreneurs Academy) Graduation
- May 27 – UDOWD Board Meeting at UVU



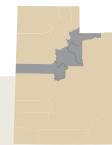
**WDD Operational Update page 3**

**Date: Month in Review/Details:**

- Apr. 25 – Stevens-Henager College Program Advisory Committee meeting and program review. Bill Greer met with industry partners, school instructors and administrators to discuss employment opportunities in the medical related fields and how to enhance the college curriculum to better meet employer needs.
- Apr. 25 - WIA Annual Youth Leadership Final Event in Orem's Big Screen Event Center. Youth from Lehi, Provo, Spanish Fork, Park City and Heber participated in the annual youth project . We thank our sponsors from the Lehi Bakery and Costco. We had 45-50 youth attend, they donated hygiene kits, back to school kits and blankets (100 kits total) to the Food and Care Coalition. Heather H accepted the donation. The youth also attended breakouts, read "Success for Teens" by the Success Foundation and learned about the fundamental life skills and personal development philosophies necessary for success in school and in life.
- Apr 28 – Held quarterly Mountainland Executive Advisory meeting. Hosted by Commissioner Whitney, Utah County Government. Ben Hart, Director of Employment Initiatives provided an over-view of grant opportunities being rolled out for the next year. Also, Tyson Smith, DWS Economist provided a local economy update.
- Apr. 29 – UDOWD Job Readiness Workshop – Provided support services and referrals the DOC training assisting seven persons with criminal backgrounds to learn how to obtain employment.
- Apr. 29 – UDOWD Board Meeting – At Provo employment center – Meeting of community partners, other state agencies, and DWS to discuss issues related to job seekers with a criminal background. Presentation was made by People Helping People. Collaboration opportunities were explored.

**Date: Upcoming Events/Details:**

- May 27 –Circles Initiative monthly meeting
- May 27 – UDOWD Job Readiness Workshop – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- May 29 – Utah Valley University Cyber Security Advisory Board Meeting. Angela Madsen will be attending.
- May (date TBD) – Follow-up to Community Transition Council Meeting that was held on April 24th – Kristine will be meeting with Wasatch High School and Wasatch North Campus.



# WDD Operational Update Date: May 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

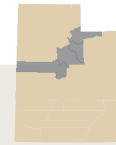
- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

- May 1 – National Ability Center meeting for EIO's in Park City. We have placed two youth in EIO's for the summer.
- May 1 – MECAB (Mountainland Employer Connection Advisory Board) Better Your Business Breakfast at Provo EC. The topic was Immigration - Presented by Roger Tsai, attorney from Holland & Hart LLP. Attended by 20 employers and 30 other individuals.
- May 1 – Utah Valley Chamber of Commerce Prime Time Meeting. The Prime Time event is held every spring and the fall. At these events, members get to share their products and services. We had approximately 64 employers there, food vendors, massage therapists, whom provided free food and massages to the attendees. This particular event included the Young Entrepreneurs that had just started their own businesses and were showcasing their products & services to the attendees. Melissa Daymont was a hostess of this event.
- May 2 – ESD Tour of Provo EC – Introduced the 22 new eligibility workers and their trainers to the Provo EC staff and operations. Explained the programs and services offered at an EC.
- May 5 – American Eagle Outfitters meeting for EIO's in Park City. We have a signed agreement for EIO/OJT.
- May 5 – Powder Paws meeting for On the Job Training in Park City. Placed one customer as an OJT and another is starting in June on an EIO.
- May 5 to May 9 – Greg Whittaker and Brian Prettyman joined with Jane Lewis of the Utah State Continuum of Care to represent Utah at the SOAR Academy Training held in Baltimore, MD. They learned the latest in SOAR training methods and met with representatives from other states, who also use the SOAR model.

### Date: Upcoming Events/Details:

- June 2 – Meeting with Bryan Kessinger, Jon Beutler, Wendy Horne and representatives from Salt Lake Community College and South Summit School District to discuss possible STEM grants.
- June 3 – Bryan Kessinger will be in Eureka setting up new Work Site Learning contracts.
- June 3 – Summit County Youth Job Fair will be held at the Summit County Library from 3:00-6:00pm
- June 3 – Chrysalis Onsite Recruitment in the Park City office from 9-2
- June 3 – Job Placement & Development Conference sponsored by the Utah JPD chapter of the National Rehabilitation Association (NRA).
- June 3 – Brian Prettyman and Greg Whittaker will meet with representatives of Intermountain Healthcare to discuss opportunities to expand SOAR case management to Utah's hospital systems.
- June 3 - Entrepreneurial Launch Pad (ELP) held weekly at the Stevens-Henager College. Attended by approximately a dozen or more individuals starting companies and other established companies offering support services.
- June 4 – Mountainland Community Health Center Ribbon Cutting
- June 5 – MECAB Board Meeting



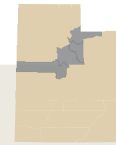
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- May 6 – Bryan Kessinger attended Nephi Chamber of Commerce meeting
- May 7 – Bryan Kessinger met with Commissioner Doug Witney to discuss the issues with OMAG Mining
- May 7 – WDD statewide meeting for supervisors and managers. We had 77 total staff members attend the meeting. Courtyard Provo (Marriott) was our host site for this event.
- May 8 – YEA (Young Entrepreneurs Academy) Committee Meeting attended by Melissa Daymont.
- May 8 – Bryan Kessinger met with Voc Rehab to discuss OJTs for disabled job seekers
- May 8 – Steve Leyba met with Myla Dutton, Director of Provo Community Action Program they reviewed and discussed TANF grant opportunities.
- May 8 – Webinar for Veterans State Grant Program Refocusing Front-Line Job Center Staff – Information to implement TEGL No. 19-13 related to changing roles of Job Center staff.
- May 8 – Jon M. and Wendy presented to 9 board members and approximately 30 parents about the WIA Youth program. We have received 6 online applications since meeting with South Summit school board meeting.
- May 12 – Mountainland welcomed and officially adds Fran O'Hare, who started on the GA team on the 12th.
- May 13 – UDOWD Job Readiness Workshop at Provo employment center – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- May 13 – "Honor Our Veterans" event at the Lehi employment center. Paid tribute to those who have served and recognized the Utah Patriot Partnership employers who consider veterans first in their hiring efforts. Presentation of colors, national anthem and a networking reception followed.
- May 14 – Mountainland Service Area Strategic Planning Meeting at MATC Thanksgiving Point campus.
- May 14 – REA counselors began meeting with customers in Park City and Heber
- May 14 – Continuum of Care monthly meeting attended by Weston Miller.
- May 14 – Cecilia Richins met with the GA team to train on using General Assistance Self Sufficiency Program funds.
- May 15 – Angie Madsen and Greg Whittaker attended a seminar on "motivational interviewing" at the University of Utah to determine if the training may be beneficial for the GA counselors.
- May 15 – Steve Leyba joined in a conference call to discuss H-1B Ready To Work Grant. Dr. Michael J. Savoie, Dean of Utah Valley University's College of Technology and Computing (CTC) directed the call.

**Date: Upcoming Events/Details:**

- June 5 – EDO is scheduled to visit the Lehi, Provo, and Spanish Fork employment centers.
- June 5 – Steve will join other Provo Community Action Board members for CAP's Annual Planning Meeting.
- June 6 - Bryan Kessinger is hosting the Essential Youth Employment Workshop for EIOs in the Spanish Fork EC.
- June 6 - Wasatch Employers Network (WEN) - Spherion Staffing – Networking event for employers, institutions of higher education, state agencies and community partners.
- June 10 – Fathers & Families Coalition Board Meeting
- June 10 – YEA (Young Entrepreneurs Academy) Committee Meeting
- June 10 – Members of the DWS Executive Director's Office will visit the GA Team members located at 1385 South State.
- June 10 - UDOWD Job Readiness Workshop – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment.
- June 10 – Steve will meet again with Jack Holmes (United Way), for a training and review of available Labor Market Information for Utah County. DWS economist James Robson will join the meeting.
- June 11 – Statewide GEN LEX Training for WDS's
- June 11 – The Continuum of Care SOAR Forum will be held at the Provo Employment Center to launch planning and action plans for statewide use of the SOAR case management model by DWS community and agency partners.
- June 12 – CTE Summer Conference at Wasatch High School
- June 12 – EDO is scheduled to visit the Heber and Park City offices
- June 12 – The 2014 SOAR Summit will be held at the Utah Valley Convention Center. The GA team will join over 100 others for a SOAR training refresher, Q & A panels and a number of guest speakers who will share the latest technical and practical aspects of the SOAR model.



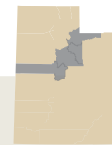
**WDD Operational Update page 3**

**Date: Month in Review/Details:**

- May. 16 – Play Unplugged school assembly – Canyon Elementary attended by Bryan Kessinger.
- May 20 – Steve Leyba hosted Darrell Hammon, Senior Director of Utah Valley University's Community College Programs. Discussed ideas about UVU and WDD's roles in local educational opportunities.
- May 20 – Steve Leyba, Weston Miller, and Johnny Bedore visited with Kris Dew and Muris Prses (ESD) at the Provo Regional Center. Discussed future endeavors for both Provo DWS offices to reach out to each other and help bridge the two divisions together locally.
- May 21 – People Helping People Board Meeting- Meeting of employers and community partners discussing pathways and issues related to overcoming barriers to employment in Utah County. Attended by Bill Greer. Attended by a dozen employers and support organizations.
- May 22 – Webinar – Creating a customer program that captures the passion of employees (Customer Service). Training for Job Connection staff to provide more exceptional customer service and operational excellence.
- May 27 – Steve Leyba hosted Jack Holmes, Director of Development at United Way of Utah County. Shared ideas of strengthening WDD and United Way's partnership in the local community.
- May 29 – Utah Valley University Cyber Security Advisory Board Meeting. Angela Madsen was in attendance. UVU is seeking to address a lack of an adequate pool of CyberSecurity training in the region, a shortage of faculty and laboratory facilities at UVU, a lack of training and delivery methods of courses, and the barriers currently presenting themselves to TAA-eligible populations as they search for employment.
- May 29 – Follow-up to Community Transition Council Meeting that was originally held on April 24th – Kristine has met with the counselors at Wasatch High School and Wasatch North Adult Education. She has also met with the UVU Trio program and Upward Bound regarding partnerships for the next school year.
- May 29 – Lauri Green and Bryan Kessinger met Jon Beutler (with the Business Resource Center of Park City). As a result of this meeting, Bryan and Wendy have set up a meeting with South Summit School District to discuss possible DWS Grants related to STEM for Monday June 2nd
- May 29 – Custom Fit Conference Call for Project Advantage: edcUtah is entertaining a new business thinking about coming to Utah. One of the representatives had questions about Custom Fit. The employer is considering coming to Provo or Ogden. Melissa Daymont, Sara Stoffers (WDS in Ogden), Jorge Sanchez from edcUtah and the employer were on the call. Sara and myself provided additional information about Custom Fit and the new Bridge Program.

**Date: Upcoming Events/Details:**

- June 13 – Interview Extravaganza at the Provo Employment Center
- June 19 – Bryan Kessinger will be a keynote speaker at the Nebo Economic Summit
- June 24 – UDOWD Monthly Meeting
- June 24 – CWRC: Employer Conference Planning
- June 24 – People Helping People Board Meeting- Meeting of employers and community partners discussing pathways and issues related to overcoming barriers to employment in Utah County.
- June 25 and June 26 – TANF Bidders Meeting - Q & A sessions with interested community partners and others hoping to gain more understanding and/or information on the TANF contracts that DWS will be releasing shortly as RF



# WDD Operational Update Date: June 2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

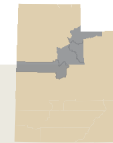
### **Date:**                      **Month in Review/Details:**

- June 2 – Meeting with Bryan Kessinger, Jon Beutler, Wendy Horne and representatives from Salt Lake Community College and South Summit School District to discuss possible STEM grants.
- June 3 – Summit County Youth Job Fair was held at the Summit County Library from 3:00-6:00 pm. We had 14 employers participate in this event and the overall feedback was very good. They liked the new location as another option when recruiting in Park City. There were 32 youth customers that attended the event.
- June 3 – Job Placement & Development Conference sponsored by the Utah JPD chapter of the National Rehabilitation Association (NRA). Attended by Bill Greer. The theme was Innovative Practice in Job Development.
- June 3 – Brian Prettyman and Greg Whittaker met with IHC to discuss opportunities to expand SOAR case management in Utah's hospital systems
- June 4 – Steve Leyba met with Jon Beutler, (representing SLCC and South Summit School Dist.) to discuss UCAP/STEM grant application.
- June 5 – MECAB Board Meeting attended by Melissa Daymont. . It is held every other month. Planned the up-coming Better Your Business (BYB) Seminar. The group shared best practices in conducting business, new ways of finding qualified applicants, shared information as far as job fairs, conferences or other events that are coming up. This was Melissa's first meeting with the group as the new WDS over the Board.
- June 5 – EDO visited the Lehi, Provo, and Spanish Fork employment centers.
- June 5 – Steve joined the Utah County Community Action Board members for CAP's Annual Planning Meeting.

### **Date:**                      **Upcoming Events/Details:**

- July 1 – Happy New (State Fiscal) Year !!!
- July 1 – Entrepreneurial Launch Pad (ELP) weekly meeting at the Stevens-Henager College
- July 1 – Bryan Kessinger is meeting with UVU on their new Urban Mechanic Position and how DWS can help get involved
- July 2 – Lehi EC will be holding its annual Strategic Planning Retreat.
- July 2 – Bryan K. has a meeting with Creative Media Group on future EIO and OJT opportunities
- July 3– Bryan K. is meeting with Tony Garife from ACT (Denver) to help plan for the Work Ready Communities Conference being held in September 2014.
- July 4 – Independence Day !!!
- July 8 - UDOWD Job Readiness Workshop at Provo Employment Center
- July 8 – Park City, Heber, and Nephi EC's will be holding their annual Strategic Planning Retreat.
- July 9 – Provo EC will be holding its annual General Staff Meeting and Strategic Planning Retreat.
- July 11 – Wasatch Employers Network event at Express Employment Professionals office.





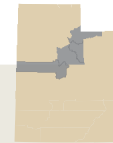
**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- June 6 - Wasatch Employers Network (WEN) - Spherion Staffing – Networking event for employers, institutions of higher education, state agencies and community partners. Attended by Bill Greer.
- June 10 – Fathers & Families Coalition Board Meeting. Bill Greer attended this meeting where they discussed their grant proposal formulation and solicitation.
- June 10 – Pacesetters Luncheon at Parkway Health Center attended by Melissa Daymont.
- June 10 – EDO visited the GA Team members located at 1385 South State (South Admin).
- June 10 – Steve Leyba met with Holly Peterson (MATC) to discuss the UCAP-Advanced Welding grant application.
- June 10 - UDOWD Job Readiness Workshop – Provide support services and referrals to assist approximately a dozen persons with criminal backgrounds to learn how to obtain employment. Located at the Provo EC.
- June 10 – Steve hosted Jack Holmes (United Way of Utah County), for a training and review of available Labor Market Information for Utah County. DWS economist James Robson, Tim Olson (Provo Connection Team), and Johnny Bedore all joined the meeting.
- June 11 – The Continuum of Care SOAR Forum was held at the Provo Employment Center and planned action for statewide use of the SOAR case management model by DWS community and agency partners.
- June 12 – 60th Annual School Counselor Conference attended by Melissa Daymont. Junior High and High School Counselors for all schools throughout Utah came to Heber City High School. DWS was invited to attend and have a booth there to share information in regards to DWS’s Youth Program, youth training funds, and Employment Internship Opportunities (EIO).
- June 12 – CTE Summer Conference at Wasatch High School was attended by Melissa Daymont.
- June 12 – Jon Pierpont and Casey Erickson visited Heber and Park City staff at the Heber EC, where staff were able to engage with them and ask questions.
- June 12 – The 2014 SOAR Summit was held at the Utah Valley Convention Center in downtown Provo. The GA team joined over 130 other participants for the SOAR training refresher, Q & A panels, and a number of guest speakers whom shared the latest technical and practical aspects of the SOAR model.
- June 13 – Interview Extravaganza at the Provo Employment Center. We had eight employers and four community partners in addition to the DVOPS and Work Success Coaches to help facilitate the interviews. There were a total of 38 job seekers, including 6 veterans in attendance. Many were invited to the employers' offices for second interviews, and also, we confirmed five placements at the event.

**Date: Upcoming Events/Details:**

- July 15 – Steve Leyba will be attending the UCAIR / Bridge Update Meeting.
- July 15 – Heber City Chamber Luncheon at UVU Wasatch will be attended by Kristine and Bryan Kessinger
- July 15 – Meeting with the new created Digital Arts Trade Organization – looking at future training for the New Park City Film Studio / UCAIR Bridge Update Conference Call
- July 16 – People Helping People Advisory Board Meeting. To be attended by Bill Greer.
- July 16 – GA Team will hold their Strategic Retreat to identify, develop and implement strategic goals and measures for FY15 production.
- July 16 & 17 – Tentative dates for SLCC’s hospitality training roll-out plan for Park City and Moab pilot project
- July 17 – Employer Better Your Business (BYB) Breakfast Seminar to be attended by Melissa Daymont.
- July 21 – John Talcott will host Mountainland’s quarterly Executive Advisory Meeting
- July 22 - UDOWD Job Readiness Workshop at Provo Employment Center
- July 29/30 – EDO will be visiting the Nephi Employment Center



**WDD Operational Update page 3**

**Date: Month in Review/Details:**

- June 16 – Steve Leyba attended the UDOWD Coordination Meeting in SLC. UDOWD will hold their Strategic Planning Retreat on September 22nd, 2014.
- June 18 – Statewide GEN LEX refresher training for WDS’s. Bryan Kessinger and Melissa Daymont attended.
- June 19 – Bill Greer attended the People Helping People Advisory Board Meeting – Meeting of Business and Community leaders to guide the PHP group assisting individuals to improve their efforts to become self-sufficient.
- June 24 – UDOWD Monthly Coordination Meeting attended by eight local DWS Mountainlands staff. Staff represent WDS’s, Connection Teams, & Managers.
- June 24 – CWRC (Work Ready Communities): Employer Planning Conference Call attended by Melissa Daymont.
- June 24 – Angie Madsen met with Jonathan Burton, Innovative Harbor to develop "Why Try" workshop series for Mountainland youth leadership activity that will begin July 8, 2014. Why Try is a 10 class series that youth will learn how to make good choices and emphasize their strengths. Youth will also learn how to respond in pressure situations and learn the importance of making positive connections with people. Youth have an opportunity to receive an incentive for every class they attend. We have 20 youth signed up, with a waiting list. We are excited to present this opportunity to Mountainland youth.
- June 25 – Monthly edcUtah Meeting attended by Melissa Daymont. Held at the UVU Business Resources Center in Orem. The meetings review employers that edcUTAH is recruiting to locate in Utah. The visiting speaker was from Evermore Park in Pleasant Grove. It is a 45 acre “Adventure Park” set in Victorian England and phase I of the park will open mid 2015. The park will host concerts, carnivals, and movie sets, depending on the season.
- June 25 – Spanish Fork EC held its annual Strategic Planning Retreat.
- June 25 and June 26 – TANF Bidders Meetings - Q & A sessions with interested community partners and others hoping to gain more understanding and/or information on the TANF contracts that DWS will be releasing shortly as RF. There were 16 attendees representing 13 different organizations at both events combined.
- June 26 – Steve Leyba, Bryan Kessinger, and John Talcott met with Brent Boswell (representing Juab County) to discuss his application for the UCAP Grant.
- June 30 – Provo EC welcomes Patrick Donegan as the new WDS. Patrick is replacing Melissa Daymont who is now the WDS at the Lehi EC.
- June 30 – Mountainlands attended the DOJ/DOL "Pathways to Prosperity" webinar broadcasting from Washington DC. We had ten total staff attend including Damon Parcell from the Provo AP&P office.

**Date: Upcoming Events/Details:**

# WDD Operational Update Date: October 2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date: Month in Review/Details:**

- Oct. 1- Veteran initiatives continue. Staff are working to connect with Veterans who are on UI or on UI/PA. Our Service Area will start small and make calls directly to these Veterans to offer services, workshops, resume review and update and possible intensive services. Tracking data is part of our plan.
- Oct. 1- Meetings were held to solidify relationships with CTW (Luis Rodriguez) and Job Corp partners.
- Oct. 9- Bear River DVOP attended a Veteran tribute for a single mother who lost her husband in combat. There were 40 attendees from the community
- Oct. 12- Over 20 employers were involved in the Layton Hills Job Fair. and all listed jobs with DWS. 100 job seekers stopped by the DWS booth and more than half were NOT registered with jobs.utah.gov. Over 90% of these merchants were listing jobs with DWS for the first time!! They want to be involved with future job fairs with DWS.
- Oct. 21- FEP training completed for 11 staff in the WFN/BR Service Area. It was completed over an 18 day period (4 hours per day).
- Oct. 21- New hire offers made to four new employees. They will start November 12th in the Ogden Center.
- Oct. 23-25- Meeting held with all WFN/BR Service Area supervisors, WDS staff, OPS staff and Managers together to discuss challenges, hot spots, success stories and what they need moving forward.
- Oct. 23- USU job fair held with 95 employers attending. All military branches were represented along with DWS staff. There were over 500 attendees. A DWS DVOP met with over 20 veterans to offer our services.

### **Date: Upcoming Events/Details:**

- Nov. 1- Meeting occurred with Catholic community Services to tour their facility.
- Nov. 5- Wal-mart Distribution Center has been awarded a Utah Patriot Partnership Certificate for their pledge and commitment to hire qualified veteran applicants. Bear River WDS presented a certificate signed by the Governor to the Human Resource Manager Dawn Devoe
- Nov. 7- HAFB Workforce Alliance work group meeting – This group has been meeting since January 2013 and has met five times since January. HAFB wants to attract scientists and engineers. DWS is working to assist in this effort.
- Nov. 8- Box Elder Economic Summit. BR service area designated staff will attend.
- Nov. 11- Veterans assembly in Tremonton
- Nov. 12- Bear River changing of the colors – Veterans tribute
- Nov. 13- DATC job fair. At the current time, 27 employers are attending, but hope to attract 50. The job fair will target Veterans and students.
- Nov. 19 to 22- NVTI training will be provided to DWS Veteran Representatives
- Nov. 19- Meeting scheduled with Ogden City to introduce key partners.

**WDD Operational Update page 2**

**Date: Month in Review/Details:**

- Oct. 23- Esurance news release: The Governor’s Office of Economic Development and Esurance announced today that the company will open a new office in Weber County creating 700 new high paying jobs.
- Oct. 25- A meeting was held with the Ogden Management team to discuss their plan to move forward with improving outcomes.
- Oct. 25- Ogden United committee meeting was attended to review “Promised Neighborhood project”
- Oct. 25- A yearly explanation of our services to USU Social work students was presented. Over 100 students were in attendance.
- Oct. 28- Meeting held with Bear River Management team to review their outcomes and plans for the future.
- Oct. 30- WDS staff participated in “Hiring our Heroes” event in Sandy.
- Oct. 30- Ribbon Cutting attended at the DATC Freeport west center. There were many dignitaries in attendance and it was a good opportunity to network. The new facility will have space for employers and also space for incumbent training for employees.

**Date: Upcoming Events/Details:**

# WDD Operational Update Date: 12/1/2013

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date: Month in Review/Details:**

November - Call to Action Kickoff. Staff reviewed the service priority and veterans preference with Connection teams during November. Staff were trained on how the Veterans grant has been revised this year to target certain populations.

Nov 12 - At Noon five Utah National Guard service members from Logan and one Bugler from Ogden performed a Change of Colors Ceremony at the Department of Workforce Services office in Logan. The ceremony included the bugler, retirement of the old US Flag, proper disposal (burning), and the rising of a new American Flag. This event provided a sense of patriotism and honor to our fallen heroes, Veterans and current service members of the US Military (Army, Navy, Marines, Air Force, and Coast Guard). This event was arranged by the local DWS Management, DWS Veteran's staff, Facilities staff, and the the Utah National Guard. Approximately 50 people attended the event.

Nov 16 - Area Management attended the 12th Annual Smile On Your Brother Event at the Valley Event Center in Hyrum. The organization benefits a different refugee cause each year. Proceeds will support hiring a teacher in the refugee camps on the Thai/Burmese border.

Nov 18 - Wells Fargo representatives attended the Logan Work Success class for DWS customers. They offered financial counseling and budgeting for a financial planning including how to use budget tracking sheets.

Nov 19 - DWS Bear River Wasatch Front North Management meeting included coordination with Division of Rehabilitation Services.

### **Date: Upcoming Events/Details:**

Dec 4 - DWS / HAFB (STEM) Workforce Alliance Meeting.

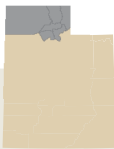
Dec 5 - Area Management will attend a meeting with Bridgerland Applied Technology College in Logan.

Dec 10 - Area Director to meet with Weber County Commissioner Jan Zogmaister.

Dec 12 - Utah Cluster Acceleration Project (UCAP) presentation of Grant Award to BATC at the Brigham City Autoliv Manufacturing Facility.

Dec 12 - Quarterly Choose To Work meeting will be held at the Ogden Employment Center. DWS and Vocational Rehabilitation Directors, Managers and CTW staff will attend the meeting to coordinate with Division of Rehabilitation Services staff.

Dec 20 - Area Director will meet Ogden United Board Meeting.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
Nov 19	<p>Service Area Workforce Development Specialists attended a Certified Work Ready community meeting hosted by Economic Development Corporation Utah. The purpose of the meeting was initial planning on how to increase the use of WorkKeys statewide. WDS have been involved in Box Elder County's plan to become a Certified Work Ready Community at the request of Brigham City and Box Elder County economic development staff.</p>
Nov 19	<p>Area Management and Workforce Development Specialists attended the Davis County Homeless Coordinating Council meeting chaired by Commissioner Downs. The Council is comprised of representatives from the school district, Safe Harbor, Housing, Davis Behavioral Health, Family Connection Center, Corrections, LDS Social Services and many other community partners. The Housing and Community Development Division provided an overview of the Balance of State Continuum of Care. The Council is working to develop their mission and goals for the year. The goal is to establish a Davis Human Services Council.</p>
Nov 19	<p>Area Director attended the Davis County Economic Development Meeting.</p>
Nov 21	<p>DWS staff participated in a meeting with St. Anne's Center in Ogden. St. Anne's Center exists to aid the poor, needy and homeless by providing them food, shelter and critical emergency services. Their goal is to transition residents from shelter to housing; encouraging their sense of independence, self-sufficiency and self-confidence. DWS is continually working to maintain and to build upon this partnership since we serve the same customers. It is felt that this is a lucrative partnership and that having DWS staff assigned to work with them directly has been extremely helpful. The TANF and Shelter Plus Care has proved to be a fruitful relationship for the customers and agency.</p>
Nov 21	<p>Area Management and staff attended the ribbon cutting for the new Weber State University Downtown Ogden location. Many local partners from the City Council, WSU, and Ogden Weber Chamber.</p>
Nov 26	<p>Area Management and local Workforce Development Specialist attended the BRAG governing board quarterly meeting.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: 12/31/13

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

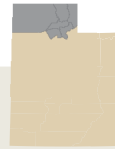


## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

Date:	Month in Review/Details:
Dec 5	– DWS Workforce Development Specialists attended the Science, Technology, Engineering and Math (STEM) Committee meeting held at Brigham City BATC campus. The meeting goal was to determine the STEM Committee's recommendations for ways to continue to strengthen STEM education in Box Elder School District.
Dec 5	– "Youth Meet & Greet" was held to orient DWS and Quality Youth staff to our new contract.
Dec 5	– Weber State University Campus Stores Job Fair held at Weber State University. The new Downtown Ogden Campus Store will be opening in January 2014.
Dec 9	– Bob Wilson, DWS Veteran's Services Employment Counselor, was selected as the DVOP winner of the Veteran Service Award.
Dec 12	– Utah Cluster Acceleration Partnership (UCAP) presentation in Brigham Autoliv Facility. Lt. Governor Spencer J. Cox along with local leaders and DWS Management were in attendance.

Date:	Upcoming Events/Details:
Jan 7	– Service Area Management to meet with Ogden City Economic Development.
Jan 7	– Pepperidge Farms in Cache County continues testing with Work Keys. They are planning to use it with incumbent workers for promotional opportunities.
Jan 8	– Service Area Management to meet with Jeff Jackson of USTAR.
Jan 10	– Service Area Director to attend State Workforce Investment Board State Council Meeting.
Jan 16	– Service Area Management to meet with Weber County Commissioner Jan Zogmaister.
Jan 22	– Weber State University will be holding their annual Career Fair.
Jan 23	– Spencer J. Cox, Lieutenant Governor, will be the keynote speaker at the Cache Chamber of Commerce 2013 Annual Awards Banquet in Logan.
Jan 28	– Service Area Management to attend Davis Homelessness Meeting.
Jan 29	– USU Student Employment and Summer Job Fair for the Bear Lake area to promote summer jobs.
Jan 29	– Staff in Ogden and Clearfield will participate in the Davis County and Weber County homeless "point in time" counts.



**WDD Operational Update page 2**

**Date: Month in Review/Details:**

Dec 12 – Non-Destructive Inspection of Composite Program meeting held at the Ogden Weber Applied Technology College. The new training program will be offered by OWATC. DWS Workforce Development Specialist attended the meeting and was provided with a preview of the program outline, and course descriptions.

Dec 16 – Work Keys meeting with Weber County Planner Doug Larsen. Reviewed Work Keys website with Mr. Larsen and provided information and testimonials.

**Date: Upcoming Events/Details:**



# WDD Operational Update Date: 01/31/14

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence • Exceptional Customer Service • Employee Success • Community Connection

### **Date:**                      **Month in Review/Details:**

Jan 2 - Catholic Community Services has been approved for an AmeriCorps Vista volunteer. The goal will be to increase utilization of SNAP and SNAP Employment and Training benefits of food pantry clientele.

Jan 7 - WDS working with HR Director at Pepperidge Farm to assist with Work Keys testing in the Logan EC. They are planning to use it with incumbent workers for promotional opportunities. Weekly testing session will be offered.

Jan 7 - Service Area Management met with Ogden City Economic Development by attending the E-Commerce Workforce Strategy Meeting.

Jan 8 - Service Area Management attended United Way of Northern Utah / Promised Neighborhood meeting with Leslie Herold, Director Collective Impact, and Tim Jackson, Promised Neighborhood and Spark Point.

Jan 8 - Service Area Management attended USTAR Meeting with Jeff Jackson, USTAR North Director.

Jan 8 - HAFB / DWS Workforce Alliance Work-group meeting.

### **Date:**                      **Upcoming Events/Details:**

HAFB briefings are hosted by DWS at the Clearfield Employment Center from 1:00 PM to 2:30 PM on the 4th Thursday of each month

Feb 3 - 7 - Military Work Success Workshop piloted at Clearfield Employment Center. Participants will be provided with training on; resume writing, interviewing, networking, job search, employment and retention.

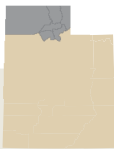
Feb 5 - Service Area Director to attend Bear Meetings with Utah State University.

Feb 6 - Service Area Director to attend Box Elder Economic Development Alliance (BEEDA) meeting at the USU Brigham Campus.

Feb 6 - The Ogden Employment Center is partnering with Wasatch Front North leadership and will host a meeting for the Ogden Area Leadership that helped to develop and assist our local workforce. We will develop a strategy on how to best collaborate with new and expanding employers.

Feb 11 - Service Area Director to meet with Weber State University staff, Julie Snowball, Director of Applied Technology Education and Community Partnerships.

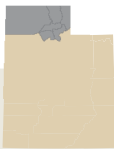
Feb 13 - Bridges Out of Poverty Conference in Logan. The training will help staff gain a better understanding of the population they work and patterns in general poverty. They will also learn about the hidden rules among classes.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Jan 9 – The WDS attended the Bear Lake Chamber meetings to assist employers in posting their summer positions on-line. Follow-up visits resulted in twelve newly engaged employers. Currently, there are twenty-seven Bear Lake jobs in our system.</p> <p>Jan 10 - Service Area Director attended State Workforce Investment Board State Council Meeting.</p> <p>Jan 13 - Preparation meeting for Veteran Work Success.</p> <p>Jan 14 - DWS Employer Seminar attended by seventy-seven employers. Seminar was co-sponsored by Ogden and Davis Chambers, DATC, OWATC and WSU. Seminar was held at the Davis Applied Technology College.</p> <p>Jan 16 - Rapid response training with local representatives.</p> <p>Jan 16 - Service Area Director met with Jan Zogmaister, Weber County Commissioner.</p> <p>Jan 17 - Attended Brigham City Chamber of Commerce Awards Banquet. Met with Ronda Menlove, Legislator.</p> <p>Jan 21 - The following people were selected to receive the awards in January for their service to Veteran customers. They will receive \$225 and a Vet Coin. Bob Wilson: veteran placements: 10, Phil Redlinger: success story and community partner activities.</p> <p>Jan 22 - Weber State University held their annual Career Fair. WDS staff attended and provided DWS information.</p> <p>Jan 22 - HAFB / DWS Workforce Alliance strategic planning meeting. Director met to create strategies of engagement for USTAR and educational Partners.</p> <p>Jan 23 - Service Area Director attended, Cache County Chamber of Commerce Annual Award Banquet in Logan, Keynote Speaker Lt. Governor Spencer J. Cox.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Feb 18 - Service Area Director to meet with Helyse Turner, Clearfield Job Corps Admissions, Business &amp; Community Director.</p>



**WDD Operational Update page 3**

**Date: Month in Review/Details:**

Jan 23 - United Way of Northern Utah sponsored a tour in San Francisco to provide an overview of the Spark Point Program which helps customers improve their credit score, gain employment, set-up savings accounts, learn about banking and how to file their taxes. Customers are treated with respect, and community partners are pulled together to help families. Bank of Utah, Cottages of Hope, LDS Employment Services, Weber State University, and Department of Housing and Community Development were included in the tour.

Jan 27 - Service Area Management and Workforce Development staff attended a meeting with Melissa Freigang of Logistic Specialties, Inc (LSI). The goal was to implement a strategy on how we can better communicate with each other and use LSI as a resource.

Jan 27 - Service Management met with DATC President Michael Bouwhuis, Brent Petersen VP of Operations and Ann Mackin VP of Instruction to brainstorm ideas of how we can help them boost enrollment into certain areas of instruction. Areas of focus will include welding, diesel, composites, and machines. DWS will tour the facility so our employment counselors can see first hand what is available for our customers.

Jan 28 - Seventy-eight letters were sent to UI / Veteran claimants in Weber and Davis County to invite them to attend the Military Experience Matters RSS Workshop. Thirty-nine Veteran customers attended the workshop.

Jan 29 - Area management attended Weber Morgan Drug Court graduation. There were five graduates.

Jan 29 - USU Student Employment and Summer Job Fair promoted the positions for Bear Lake. DWS provided information about employers and positions to educate students on how to apply. Direct services were provided to job seekers (268), Veterans (5), and employers (12). DWS served Rich County employers (12) to fill job listings (27).

Jan 30 - Homeless outreach conducted over three days in Davis, Weber and Moran County.

Jan 30- Eight Sudan refugees moving to Logan. They will be interviewing at JBS. Logan Employment Center staff coordinated with the DWS Refugee team to support customers and transition them from Salt Lake City to Logan.

**Date: Upcoming Events/Details:**

# WDD Operational Update Date: 02/28/14

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

Feb - The nine offices of Intermountain Staffing in Utah and Ogden Weber Tech College have pledged their support as Utah Patriot Partners.

Feb - DWS and Weber Economic Development Partnership are engaging OWATC, DATC and BATC to have students complete WorkKeys testing. Wasatch Front North Bear River Economic Service Area Northern Utah Chamber Coalition and County Economic Developers National ACT WorkKeys specialist to launch Work Keys to the manufacturing sector May, 2014.

Feb 5 - Service Area Director and Workforce Development Specialists (WDS) attended Business Expansion and Retention (BEAR) meetings with Utah State University.

Feb 5 - DWS staff completed point in time homeless count in Davis, Weber and Cache. Staff also participate regularly Homeless Coordination Committee meetings.

Feb 6 - Service Area Director attends monthly Box Elder Economic Development Alliance (BEEDA) meeting at the USU Brigham Campus.

Feb 6 - Service Area Director and Workforce Development Specialists (WDS) attended Ogden Workforce Partnership Meeting representation from Economic Development Corporation of Utah, LDS Employment, Northern Utah HR Association, Ogden City, Ogden /Weber Schools, Weber State University, and Ogden Weber Applied Technology College. The goal is to connect with local partners and meet workforce needs.

### Date: Upcoming Events/Details:

Mar 4 - Ogden Weber Tech College Community Career Fair.

Mar 5 - Logan Community Meeting for Refugee Services.

Mar 6 - Service Area Director to attend monthly Box Elder Economic Development Alliance (BEEDA) meeting at the USU Brigham Campus.

Mar 6 - Service Area Director to attend Ogden Workforce Partnership Meeting which will include employer work site visits.

Mar 11 - Service Area Director and managers to participate in Certified Work Ready Communities Conference Call. The Northern Utah Certified Work Ready Community launch will be targeted to the manufacturing industry & Utah Manufacturing Association Northern Region. The following Northern Wasatch Front partners will be sponsoring/supporting: DWS, County Economic Development Directors, UCAT and NUCC.

Mar 13 - Service Area Director and Area Management to attend Quarterly Choose to Work Meeting for Northern Utah. DWS and Vocational Rehabilitation staff will participate.

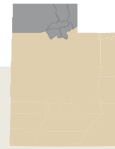
Mar 20 - Service Area Director and Area Management to attend Cache Business Summit in Logan.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	Feb 11 - Service Area Director met with Weber State University staff.
	Feb 13 - The Home Depot Contact Center Recruitment. Approximately 75 job seekers attended the recruitment. Over 125 job seekers completed assessments and 75 were interviewed.
	Feb 13 - Service Area Director and Logan area staff attended Bridges Over Poverty Conference. Those who attended gained perspective on the challenging processes our shared customers navigate for services.
	Feb 14 - Bear River Service Area's FEP verified participation rates led the state and exceeded the goal (50%) in October, November, and December 2013. The staff have been nominated to be recognized with by the DWS Cornerstone Award.
	Feb 18 - Service Area Director met with Clearfield Job Corps staff. Helyse Turner, Admissions, Business & Community Director, Clearfield Job Corps Center.
	Feb 20 - Service Area Connection Team meeting was held to provide training on the Connection Team Triage Model. This was a Service Area wide meeting that included all staff.
	Feb 24 - Service Area Director attended Military Experience Matters RSS Workshop and Work Success debriefing meeting. The goal of the meeting was to share feedback and provide areas of improvements to move forward with the Military RSS Workshop and Military Work Success.
	Feb 24 - Two homeless Veterans were hired on On the Job Training as a result of efforts from Workforce Development Specialists, Training Team, and Vet Rep from an on-site recruitment in Ogden.
	Feb 26 - Service Area Director, managers and supervisors met for monthly Supervisor's meeting. Cynthia Barlow, Senior Business Analyst, presented information about reports and goals. Cathy Lewis continued Supervisor Nuts and Bolts series.
	Feb 26 - Tyson Smith, DWS Service Area Labor Market Economist, met with Service Area Workforce Development Specialists to provide overview of reports, and information that can be provided to area employers.

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	Mar 25 - Service Area Director and Area Management to attend Davis County Local Homeless Coordination Meeting.
	Mar 26 - Service Area Director, managers and supervisors met for monthly Supervisor's meeting.
	Mar 27 - Service Area Director, management and supervisor will participate in the Quarterly Conference Call: Update on Veterans Program.



**WDD Operational Update page 3**

**Date: Month in Review/Details:**

Feb 28 - Area Management to attended Ogden United Board meeting to support Promised Neighborhood and Spark Point initiatives.

**Date: Upcoming Events/Details:**

# WDD Operational Update Date: 03/31/2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date: Month in Review/Details:**

Networking Opportunity Workshop - WDS staff facilitate this meeting every Friday morning. They invite three to four employers to educate the audience about their business. Each employer is hiring and looking for well qualified applicants. Our FEP, Choose To Work, Veteran, and case managed customers are invited to meet with employers. Connection Team staff direct job seekers.

Mar 4 - Ogden Weber Tech College Community Career Fair. DWS Workforce Development Specialists met with employers and job seekers. Approximately 3500 job seekers attended and over 70 businesses participated.

Mar 5 - Service Area Director attended Logan Community Meeting to coordinate Refugee Services.

Mar 6 - DWS Workforce Development Specialists presented to a respective employer with Economic Development Corporation of Utah (EDC Utah) and Davis County Unified Economic Development (DUED). The employer was provided labor market information and job seeker data. Tele-Performance and Black Turtle were introduced by the DWS Workforce Development Division Service Area Director to the respective employer.

Mar 6 - Service Area Director attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at the USU Brigham Campus.

Mar 6 - Workforce Development Specialists provided a presentation to Bear Lake Chamber of Commerce.

### **Date: Upcoming Events/Details:**

Apr 2 - Services Area Director and Workforce Development Specialist to attend Business Expansion and Retention (BEAR) Meeting.

Apr 3 - Service Area Director to attend monthly Box Elder Economic Development Alliance (BEEDA) meeting at the USU Brigham Campus.

Apr 10 - Service Area Director to attend State Youth Council and Coordination Meeting and State Workforce Council Meeting.

Apr 15 - Logan DWS staff will host a youth activity for approximately 10 customers. Utah State University faculty will present a course on building healthy relationships.

Apr 23 - Department of Workforce Services, Workforce Development Division monthly Supervisor Meeting.

Apr 25 - Service Area Director to attend Ogden United Board Meeting.

Apr 28 - Ogden Weber Workforce Partnership is sponsoring an industry Customer Service Community Career Fair from 3:00 PM to 6:30 PM as a community career fair at Weber High School. All job seekers and secondary school students are invited.

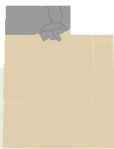


**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Mar 6 - Service Area Director attended Ogden Workforce Partnership Meeting which included employer work site visits.</p>
	<p>Mar 11 - Service Area Director and managers participated in Certified Work Ready Communities Conference Call. The Northern Utah Certified Work Ready Community launch will be targeted to the manufacturing industry &amp; Utah Manufacturing Association of Northern Utah. The following Northern Wasatch Front partners will be sponsoring / supporting: DWS, County Economic Development Directors, UCAT, and NUCC.</p>
	<p>Mar 11 - DWS Workforce Development Specialists provided an Employer Seminar on recruiting services. Gary Trewitt from Home Depot presented strategies for large recruitments of staff. Over 30 employers attended.</p>
	<p>Mar 13 - Service Area Director and Area Management attended Quarterly Choose to Work Meeting for Northern Utah. DWS and Vocational Rehabilitation staff participated.</p>
	<p>Mar 14 - Service Area Director attended FIRST Robotics Competition. Utah students were provided with the opportunity to build robots to compete in the event. The goal of the event was to interest students in science and math classes that will support them in their career choices.</p>
	<p>Mar 17 - DWS staff will work to support Community</p>
	<p>Mar 20 - Sandy Emile, Cache Chamber President, County Economic Director, met with the Governor's office Thursday to promote "Branding Cache Valley". This campaign is designed as an economic tool to help bring in prospecting companies.</p>
	<p>Mar 20 - Service Area Director and Area Management attended Cache Business Summit in Logan.</p>
	<p>Mar 21 - The WIA Youth Leadership Activity assisted the Boys and Girls Club with their annual Spring Carnival. The youth participated in setting up the carnival, running food and game booths, and taking the carnival down. Seven youth participated.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Apr 30 - Logan DWS will host an evening financial class from 5:30 to 6:30. Monthly classes will be offered in conjunction with local bankers who will lead open format question and answer sessions. Bruce Rigby, of Cache Valley Bank, will conduct the class. Topics will include on-line banking, credit rating, avoiding scams, short and long term financial goal setting and budgeting. The public is invited with special invitations to WIA Youth participants.</p>
	<p>May 13 - Employer Seminars: Employing and Retaining Individuals with Disabilities. Presenters will be Sharon Cook, Utah State Office of Rehabilitation, Business Relations Specialist and Leah Lobato, Director of Governor's Committee on Employment of People with Disability. The location will be the Davis Applied Technology College.</p>





**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Mar 24 - Military RSS Workshop and Resume / Interviewing Lab Meeting.</p> <p>Mar 25 - Area Management attended Davis County Local Homeless Coalition Meeting. DWS will be supporting area outreach efforts.</p> <p>Mar 25 - Hiring Our Heroes Job Fair 11 am - 3 pm at the South Towne Expo Center.</p> <p>Mar 25 - Service Area Director and Area Management attended Davis County Local Homeless Coordination Meeting.</p> <p>Mar 26 - Northern Utah Certified Work Ready Communities Planning Meeting. DWS Workforce Development Specialists will be partnering with Davis Applied Technology College, Ogden Weber Applied Technology College and Bridgerland Applied Technology College partners to facilitate a video conferencing meeting. ACT Economic Development representative, Tony Garife, traveled to Utah to launch Certified Work Ready Community (CWRC) and WorkKeys tentatively in May or June. The Northern part of the State will be Certified Work Ready. This will attract employers to the area. The Applied Technology Colleges will administer WorkKeys testing. Box Elder and Weber Counties are Certified Work Ready. Davis and Cache counties are striving to attain the Work Ready status as well.</p> <p>Mar 27 - Service Area Director, management and supervisors participated in the Quarterly Conference Call: Update on Veterans Program.</p> <p>Mar 27 - Box Elder and Bear River Schools reported they have received sufficient enrollment numbers to add another STEM course to expand their existing curriculum. The school district worked in conjunction with area employers to gather feedback regarding which course in the Project Lead the Way offerings would be most beneficial to meet local workforce needs. The Computer Integrated Manufacturing (CIM) course ranked the highest. Approximately 60 students are enrolled in the course. The STEM program and courses were initiated in Fall 2013 with the assistance of job growth funding from DWS.</p> <p>Mar 27 - Twelve Logan Employment Counselors toured Bridgerland Applied Technology College campus. The tour provided staff with knowledge and understanding of training programs. DWS staff gained contacts to improve pathways, awareness of programs and increased their understanding of matching students with careers.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# WDD Operational Update Date: 04/30/2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*



## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### Date: Month in Review/Details:

Apr 2 - Bear River Manager and Workforce Development Specialist attended Business Expansion and Retention (BEAR) Meeting.

Apr 2 - Service Area Director attended Dream Builder Breakfast. Catholic Community Services and their partners were recognized for all of their efforts in the community.

Apr 3 - Service Area Director and staff attended Governor's Economic Summit.

Apr 3 - Bear River Area Manager attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at USU Brigham Campus.

Apr 10 - Service Area Director attended State Youth Council and State Workforce Council Meeting.

Apr 12 - Department of Workforce Services sponsored a Workforce Investment Act Youth Leadership Project for Davis County. Youth from the area participated in the project by volunteering at the local food bank. The food bank was delighted with the help and the youth felt they contributed to the community. Training was provided on the importance of professionalism and leadership. Seven youth attended.

### Date: Upcoming Events/Details:

May 1 - Service Area Director meeting with Hill Air Force Base (HAFB) leaders to discuss a plan that will directly impact the Department of Workforce Services / Hill AFB STEM Workforce Alliance.

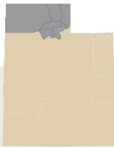
May 2 - Service Area Director meeting with Brad Smith Ogden City School Superintendent.

May 6 - Certified Work Ready Community Meeting.

May 7 - Three Department of Workforce Services Employment Counselors will attend the Troubled Youth Conference at Snowbird.

May 7 - United Way of Northern Utah 2014 Bravo Night, sponsored by ATK. Awards will be presented to community partners, advocates, and leaders. Representation from DWS will be in attendance.

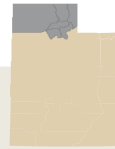
May 15 - "Hiring Our Hero's" Job Fair will be held at the Davis Events Center. It is estimated there will be fifty employers and five resource providers.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Apr 14 - Workforce Development Specialist in the Bear River Area provided an overview of services by Department of Workforce Services and Vocational Rehabilitation Choose to Work to an employer Thermo Fisher. They currently employ 800 staff. The CTW counselor was introduced to employers promote who promote the CTW program.</p> <p>Apr 15 - Department of Workforce Services sponsored a Workforce Investment Act Youth Leadership Project for Cache County for approximately 10 customers. Utah State University presented a course on building healthy relationships.</p> <p>Apr 18 - Military Experience Matters (MEM) Workshop held at the Logan Employment Center. John Sweigart Cache Valley Advocate from Veteran's Benefit Help Centers and Linda Yeates Readjustment Counseling Therapist from SLC Veteran's Center presented. Eleven customers attended. Workforce Development Specialist provided an employment connection to the Veterans in attendance.</p> <p>Apr 21 - DWS is working with Marlin Eldred, Davis County Economic Development, as an official participant with Utah's Work Ready Community Initiative to support them with becoming a Certified Work Ready Community.</p> <p>Apr 21 - Service Area Director met with Julie Snowball, CTE Director, Weber State University, to schedule quarterly meetings to allow area Department of Workforce Services and education to collaborate.</p> <p>Apr 22 - Service Area Director attended Lantern House Ground Breaking Ceremony. Jennifer Canter, Executive Director St. Anne's, Ron Frost, Board Director of St. Anne's, Pamela Atkinson, Community Advocate represented Governor Gary R. Herbert, Gordon D. Walker Director Housing &amp; Community Development Division were guest speakers for the ground breaking ceremony.</p> <p>Apr 23 - Service Area Director and Managers attended Department of Workforce Services, Workforce Development Division monthly Supervisor Meeting. Service Area Supervisors rotate leadership. Best practices, Veteran's Awards and Human Resource protocol discussed.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>May 15th and 16th, the Logan Employment Center will offer the first Employment Essentials Workshop especially for teens. The first day will be in the classroom format, with the second day in the resume lab.</p> <p>A UCAP grant project in Box Elder County will expand a robotics lab at the Bridgerland Applied Technology College Brigham City Campus. Box Elder School District, Utah State University, and Economic Development representatives are working together on this. Additional information will be available in the near future.</p>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Apr 24 - Davis Area Manager attended STEM Coalition Meeting. The goal is to identify ways to move forward with internships and job shadows for educators and students.</p>
	<p>Apr 25 - Service Area Director attended Ogden United Way Board Meeting. Intergenerational Poverty and Promised Neighborhood were discussed.</p>
	<p>Apr 25 - WIA Youth Project for Weber County. Students at the Ogden Weber Applied Technology College transformed a "fixer-upper" into a beautiful home for homeless Veterans. The youth build program is made up of teens who had lost direction as some dropped out of high school. Through the program the youth gain work experience and learn who to work in the construction industry. The homeless Veterans will start moving in any day now and the students will complete the program with a college certificate in hand.</p>
	<p>Apr 28 - Ogden Weber Workforce Partnership Customer Service Fair was held at Weber High School. Department of Workforce Services Workforce Development Specialists were on-site at the event. Job seekers were able to complete resumes and hiring occurred at the event. Over 400 people were in attendance.</p>
	<p>Apr 28 - Bear River Manager and WDS met with BATC testing center staff to update them on WorkKeys and the CWRC initiatives in the area.</p>
	<p>Apr 28 - Utah Career Days held at Davis Applied Technology College. Twenty-eight employers attended. Over 3,400 high school and junior high students from across the state from nine counties were represented; Carbon, Davis, Duchene, Granite, Morgan, Salt Lake, Summit, Utah, Weber.</p>
	<p>Apr 29 - Service Area Director and Clearfield Employment Center Manager meet with Helyse Turner from Clearfield Job Corps and Ron Pizel from Weber Basin Job Corps. The goal of the meeting is to establish a partnership to serve WIA Youth.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>

# WDD Operational Update Date: 05/31/2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence
- Exceptional Customer Service
- Employee Success
- Community Connection

### **Date:**                      **Month in Review/Details:**

May 1 - Bear River Area Manager attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at USU Brigham Campus.

May 1 - The Service Area Director and Clearfield Employment Center Manager attended the Hill Innovation, Technology, Engineering, Collaboration (HITEC) Institute concept meeting to discuss how DWS will fit into the plan for statewide STEM outreach, UCAP activities and shaping the high-tech workforce Utah needs to attract and retain living wage businesses in the state of Utah.

May 2 - Service Area Director met with Brad Smith, Ogden School District Superintendent, and their federal grants team. Space was secured for the Intergenerational Poverty Pilot (IGP) at Madison Elementary. The partnership will strengthen the W.I.A. Youth, the schools and the GEAR UP Program. The school district will be presenting to the DWS Ogden Supervisor Team to discuss plans, goals, and opportunities to serve the community.

May 2 - Bear River Workforce Development Specialists participated in Box Elder STEM / UCAP Employer Collaboration Meeting at Brigham City Utah State University Campus. DWS was recognized with the "Wind Beneath My Wings" award presented by Box Elder School District.

### **Date:**                      **Upcoming Events/Details:**

Jun 4 - Employer Seminars 2015 Planning meeting with DWS, DATC, OWATC, Davis Chamber, and Ogden / Weber Chamber.

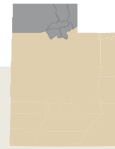
Jun 4 - Bear River Manager and Workforce Development Specialist attended Business Expansion Retention (BEAR) Meeting.

Jun 5 - Bear River Area Manager attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at USU Brigham Campus.

Jun 10 - Ben Hart, Employer Initiative Consultant, will train Service Area Management and Workforce Development Specialists on BRIDGE Program requirements for the new fiscal year.

Jun 19 - Service Area Economist will provide a Labor Market Information tutorial and working session with the primary economic development teams in Weber County, Ogden City, Box elder County and Ogden School District Grant Writer.

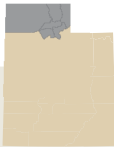
Jun 24 - Northern Utah Certified Work Ready Communities (CWRC) Employer Conference Planning Meeting.



**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>May 6 - Certified Work Ready Community Meeting. Service Area Director, Workforce Development Specialists and Weber Economic Development Partnership Director facilitated a call with Northern Utah Certified Work Ready Community Partners in Cache, Box Elder, Rich, Weber and Davis Counties. The Northern Utah National Career Readiness Certificate Employer Launch meeting is scheduled for 9/9/14 from 11:30 A.M. to 1:30 P.M. at Ogden Weber Technology College.</p>
	<p>May 6 - The Ogden Youth Employment Counselors attended Youth Visions staffing with Utah Juvenile Justice Services. The meetings are directed towards youth exiting Mill Creek Youth Center. The outreach is being done the first Tuesday of each month.</p>
	<p>May 7 - United Way of Northern Utah 2014 Bravo Night, sponsored by ATK. Awards were presented to community partners, advocates, and leaders. DWS representatives were in attendance.</p>
	<p>May 8 - WIA Youth Employment Counselors attended Troubled Youth Conference. The theme was the Power of Dreams and the Gift of Hope.</p>
	<p>May 9 - Service Area Director met with Chris Swaner, Director for Cottages of Hope to promote DWS partnership.</p>
	<p>May 12 - Service Area Director completed Continuity of Operations Planning spearheaded by the DWS.</p>
	<p>May 13 - Employer Seminar "Hiring and Retaining Individuals with Disabilities" approximately 16 employers were in attendance.</p>
	<p>May 13 - Service Area Director and staff from Clearfield and Ogden Employment Centers trained twenty-five Job Corps Counselors on pathway to eliminate the duplication of services. Provided training on how to fill gaps in service with DWS programs. May 14 Bear River held the second Military Experience Matters Workshop for veterans. Three veterans attended the class, and six attended the resume lab on the following day.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>A UCAP grant project in Box Elder County will expand a robotics lab at the Bridgerland Applied Technology College Brigham City Campus. Box Elder School District, Utah State University, and Economic Development representatives are working together on this. Additional information will be available in the near future.</p>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>May 15 - "Hiring Our Hero's" Job Fair held at the Davis Events Center. Sixty employers and eleven resource providers participated. In total, 647 resumes accepted, 123 interviews conducted, 61 conditional job offers, 32 firm offers extended, 277 estimated hires from this job fair over the next 12 months.</p> <p>May 15th and 16th - Logan Employment Center offered the first Employment Essentials Workshop especially for teens. The first day was conducted in classroom format, and the second day in the resume lab.</p> <p>May 16 - Bear River Service Area hosted a FEP best practice exchange with Mountainlands Service Area FEP staff at the Brigham City Employment Center. The goal is to increase FEP participation rates. Best practices were shared and discussed.</p> <p>May 19 - The Dr. Ezekiel R. Dumke College of Health Professions has received a \$2.5 million "capacity-building grant" to double the size of two high-demand programs: health information technology and health information management. The money was awarded by the U.S. Department of Labor through its Trade Adjustment Assistance Community College and Career Training program. The grant is called "Health Information Technology Career Mobility".</p> <p>On May 19th a Budgeting workshop was offered in Spanish at the Logan EC. This is in response to requests from a SWIB Council member and BRAG staff. DWS will be coordinating budgeting and financial classes BRAG, to avoid duplication and increase attendance at both locations.</p> <p>May 21 - Service Area Director attended Weber County Local Homeless Coalition Meeting.</p> <p>May 22 - Workforce Development Specialists have obtained Certified Work Ready Communities agreements with Weber, Davis, Box Elder and Cache Counties. They are now working with Rich and Morgan Counties to implement the Certified Work Ready status.</p> <p>May 28 - Bear River and Wasatch Front North Workforce Development Specialists met with Mountainlands Workforce Development Specialists to schedule a collaboration meeting to have complimentary Certified Work Ready Community conference in September, 2014.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>

# WDD Operational Update Date: 06/30/2014

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

## DWS Cornerstone Principles

- Operational Excellence • Exceptional Customer Service • Employee Success • Community Connection

### **Date: Month in Review/Details:**

Jun 2 - Service Area Manager attended STEM meeting in Salt Lake. HAFB, ATK, Global Digital Alliance, Adobe, IM Flash, Tesoro attended. The media campaign is in full swing to address air, marketing will be in schools. Davis STEM will be at Davis School District in September. Reports on Hour of Code, STEM Un-conference, IM Flash Call to Action, Global Digital STEM Outreach, and Tesoro \$80K to West High for STEM education.

Jun 3 - Workforce Development Specialists attended the Vernor Summit. They talked with 25 - 30 employers about DWS services, promoted UPP, Vet Tax Credit, EIO, on-site recruiting, and other services.

Jun 4 - 2015 Planning Meeting for Employer Seminars which included DWS, Davis Applied Technology College, Ogden Weber Applied Technology College, Davis Chamber of Commerce and Ogden / Weber Chamber.

Jun 3 - Workforce Development Specialists attended the Governor's Energy Summit.

Jun 4 - Bear River Manager and Workforce Development Specialist attended Business Expansion Retention (BEAR) Meeting.

Jun 5 - Bear River Area Manager attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at USU Brigham Campus.

Jun 7 - Two Logan staff attended World Refugee Day in Salt Lake.

### **Date: Upcoming Events/Details:**

Jul 1 - Governor Gary Herbert, Jon Pierpont, Department of Workforce Services, Executive Director, and local leaders will celebrate the UCAIR Grant for Caffè Ibis. It will be held at the roasting facility in downtown Logan.

Jul 1 - Governor Gary Herbert will speak at the governing board of the Bear River Association of Governments (BRAG) as they celebrate and pay tribute to local government in Box Elder, Cache and Rich Counties to plan for the future.

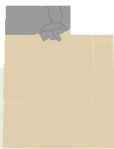
Jul 3 - Bear River Area Manager attended monthly Box Elder Economic Development Alliance (BEEDA) meeting at USU Brigham Campus.

Jul 14 - Service Area Director and Management Team Planning Retreat FY15.

Jul 15 - Service Area Director and Workforce Development Specialists will participate in UCAIR / BRIDGE Update Call for updates on the programs.

Jul 22 - Service Area Manager will attend the Local Homeless Coordinating Council Meeting.

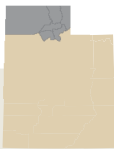




**WDD Operational Update page 2**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Jun 10 - Ben Hart, Employer Initiative Consultant, trained Service Area Management and Workforce Development Specialist on BRIDGE Program requirements for FY15.</p> <p>Jun 10 - Service Area Director attended Spark Point meeting. This is a collaborative effort of Ogden City, United Way of Northern Utah and Department of Workforce Services which is being planned along with the Promised Neighborhood initiative.</p> <p>Jun 16 - Unisys held an on-site recruitment at the Clearfield Employment Center. Unisys is looking forward to building a partnership with DWS. They expressed satisfaction with the success of the recruitment and were impressed with the professional delivery.</p> <p>Jun 17 - Service Area Director scheduled conference calls with Davis Area Technology Center and Ogden Weber Technology Center to support WIA partnership activities. Employment Counselors are available to students to provide information about supportive services programs.</p> <p>Jun 18 - TANF RFG Bidder's Meetings were held for community partners at the Logan and Ogden Employment Centers.</p> <p>Jun 19 - Service Area Economist provided a Labor Market information tutorial and work session with the primary economic development teams in Weber County, Ogden City and Box Elder County and included the Ogden School District Grant Writer.</p> <p>Jun 19 - TANF RFG Bidder's Meetings were held for community partners at the Brigham and South Davis Service Area Employment Centers.</p> <p>Jun 23 &amp; 24 - The new Big Lots store recruited in the Logan E.C. A total of 149 job seekers were interviewed over the two day event.</p> <p>Jun 23 - Century Link Rapid Response was held in the Logan Employment Center and scheduled during the Big Lots recruitment to afford an opportunity for Century Link employees (eighteen) to receive the presentation.</p> <p>Jun 24 - West Liberty Foods recruited in the Brigham City E.C. Twenty-five applicants attended and hiring results are pending.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>
	<p>Jul 31 - Service Area Director to attend State Workforce Investment Board Council Meeting.</p>



**WDD Operational Update page 3**

<b>Date:</b>	<b>Month in Review/Details:</b>
	<p>Jun 24 -Service Area Director and Workforce Development Specialists collaborated with Weber County Economic Development for the Northern Utah Certified Work Ready Communities (NUCWRC) Employer Conference Planning Meeting. The goal of the meeting was to connect key DWS staff with Applied Technology Colleges, Universities, Chambers of Commerce and EDC Utah staff. The marketing strategy was designed for the NUCWRC Employer Conference scheduled Sep 9, 2014 from 11:30 A.M. to 1:30 P.M. at Ogden Weber Technology College.</p>
	<p>Jun 24 - Service Area Manager serves on the Davis County Local Homeless Coordinating Council. A point in time count of homeless people residing in Davis County will be July 31. A report was provided on the Balance of State Continuum of Care. The goal is to develop a long term strategic plan for homeless prevention and disseminate best practices.</p>
	<p>Jun 25 - Logan staff met with BRAG and financial institutions to plan to offer "Family Financial Wellness" classes at employer work sites. The class will be offered in Spanish / English and will include topics such as credit repair, home ownership, banking skills, budgeting, and information about the IDA and VITA programs.</p>
	<p>Jun 25 - Service Area Director and Managers attended bimonthly WDD Supervisors Meeting. Supervisors rotate leadership responsibilities. This meeting was planned by Ogden Employment Center Supervisors.</p>
	<p>Jun 27 - TANF RFG Bidder's Meeting was held for community partners at the Clearfield Employment Centers.</p>
	<p>Jun 27 - Service Area Director attended Ogden United Board Meeting. Those in attendance included Next Generation Kids Pilot Leslie Johnston, DWS Program Manager, and Tracy Gruber, DWS Research Consultant, attended and updated the group on the Next Generation Kids Pilot that will be in Ogden.</p>
	<p>First Year Bridge Program outcomes for Box Elder County: It is anticipated businesses will receive nearly \$185,000 in Bridge incentives from crating 46+ new positions. Cache Valley's numbers are \$139,500 and 40 hires.</p>

<b>Date:</b>	<b>Upcoming Events/Details:</b>



# Workforce Research & Analysis

## Operational Update

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

OPERATIONS		TOTALS
<b>LABOR MARKET INFORMATION AND BLS PROGRAMS</b>		
External data requests		30
Internal data requests		39
Speaking engagements		3
Audience Numbers		105
<b>Topics</b> Using Econometrics in Labor Economics, DWS Job Fair and Customer Service jobs, Mountainland Economic Overview		
<b>Target Groups</b> Students, teachers and school counselors, Businesses, Business Service Representatives, Job Seekers, Job Counselors, Researchers, Economists, Economic Developers, State and local Workforce Board Members and staff, Other WIA Admin		
Web updates/UEDV		6
Publication updates		--
Hard copy publications distributed		12,502
<b>MANAGEMENT INFORMATION SYSTEMS (MIS)</b>		
Federal Reports		243
Timeliness	34/34	100%
External data requests		29
Internal data requests		214

**Month in Review:**

The 4th quarter 2013 QCEW deliverable was submitted to BLS on April 8th.

Industry employment projections have been completed and the final report will be written up this month.

Articles have been written for the Summer issue of Local Insights and are currently in the process to move into editing.

**Upcoming Events:**

There will be a discussion on May 9 with the Utah Economic Council surrounding the concept of full employment and what we should use as Utah's long-term average annual employment growth rate.

The OES 2013/02 survey final master file is due to BLS on June 3rd.

Annual Bureau of Labor Statistics (BLS) Budget Negotiations will occur June 25th - 27th.

The new Inter-generational Poverty Research Consultant, Tracy Gruber, will start on May 5th.

Data from industry employment projections will be used to make the occupational projections for sub-state areas and state.

We are in the process of starting a "Difficult to Fill" Survey and will include more data and analysis than the survey's predecessor, the Job Vacancy Survey.



# Workforce Research & Analysis

## Operational Update

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

OPERATIONS		TOTALS
<b>LABOR MARKET INFORMATION AND BLS PROGRAMS</b>		
External data requests		43
Internal data requests		32
Speaking engagements		3
Audience Numbers		42
<b>Topics</b> Underemployment, Local Area Economic Update		
<b>Target Groups</b> Researchers, Economists, Economic Developers, State and local Workforce Board Members and staff		
Web updates/UEDV		6
Publication updates		--
Hard copy publications distributed		357
<b>MANAGEMENT INFORMATION SYSTEMS (MIS)</b>		
Federal Reports		23
Timeliness	23	100%
External data requests		61
Internal data requests		142

**Month in Review:**

- Data was collected for the first round of grants for SB43, "Intergenerational Poverty Interventions in Schools", attempting to appropriately target school districts with high concentrations of IGP students.
- Data was also collected in relation to the annual Standard Utility Allowances survey for the food stamp program and Food and Nutrition Service, and the annual Standard Utility Allowances was submitted for state approval.
- The Underemployment report was produced and presented to EDO and GOED.

**Upcoming Events:**

- Along with the annual Intergenerational Poverty Report due in September, we are assisting in the creation of "Next Generational Kids", a pilot program to address the diverse needs of intergenerational poverty families.
- The OES master file for the 2013/04 panel will be submitted to the BLS regional office and the 2014/1 QCEW data is due to BLS in June.
- Research items include giving a stress test to General Assistance, analyzing the CPS data and those "not in the Labor Force" and better ways of gathering data from refugee customers.
- Data collection and analysis is in progress for Hot STEM Jobs list, the Utah Agricultural Wages survey findings, as well as Prison Industry wages.
- DWS will create a workgroup to develop recommendations to adjust or enhance current programs to help reduce the incidence of underemployment among DWS customers.



# Workforce Research & Analysis

## Operational Update

*Value Proposition Statement: We identify employers' current and future workforce needs and promote access and connection of trained, skilled and qualified job seekers.*

OPERATIONS		TOTALS
<b>LABOR MARKET INFORMATION AND BLS PROGRAMS</b>		
External data requests		43
Internal data requests		27
Speaking engagements		3
Audience Numbers		33
<b>Topics</b> Local Economic Updates, Data Source Training		
<b>Target Groups</b> Researchers, Economists, Economic Developers, State and local Workforce Board Members and staff, Other WIA Administrators, Planners, Policy Makers, Businesses, Business Service Representatives		
Web updates/UEDV		12
Publication updates		2
Hard copy publications distributed		225
<b>MANAGEMENT INFORMATION SYSTEMS (MIS)</b>		
Federal Reports		22
Timeliness	22	100%
External data requests		11
Internal data requests		120

### Month in Review:

- The November 2013/04 OES Master File was submitted to BLS.
- A landing page has been created for public DWS operational reports using Tableau.
- The National Projections System Release on June 26th allows states using the system to self-publish their own occupational projections to the website.
- Attended the Labor Market Information Forum and presented at the National Projections Managing Partnership Summit, both in Pittsburgh.

### Upcoming Events:

- QCEW 2014 1st quarter EQUI deliverable is due for submission on July 9th.
- MIS is working on a project for UIPL 11-14 for collection and analysis of demographic data to ensure nondiscrimination of UI clients.
- Attending the National Association of Business Economists writing and speaking workshops in Washington D.C. to evaluate as a training tool for the economist unit.
- Continue to work on "Difficult to Fill" Survey sample.
- Research economists are working on predictive analytics in regards to the department's data, and finishing up the General Assistance forecast and simulation.
- Presenting and training about Labor Market Information in the Uintah Basin.

## AT A GLANCE REPORTS

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# DWS: AT A GLANCE ESD

September 27, 2013

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Aug 2013	91.6%	95%
Jul 2013	91.0%	95%
Jun 2013	91.8%	95%
May 2013	90.8%	95%

Measure	Utah Apr 2013	Utah FFY 13 YTD (Thru Apr 2013)	National FFY 13 YTD (Thru Apr 2013)
FSQC Active Rate:	97.04%	97.89%	96.94%
FSQC Negative Rate:	75.44%	79.33%	75.66%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Aug 2013	\$4,112,560.16	\$4,808,963.97
Jul 2013	\$4,273,417.43	\$4,838,813.35
Jun 2013	\$3,963,232.85	\$4,928,361.47
May 2013	\$4,069,493.40	\$4,928,361.47

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Aug 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs:	750.9	810.9	750

## THROUGHPUT

### Decisions

Month	Decisions
Aug 2013	122,596
Jul 2013	115,024
Jun 2013	111,971
May 2013	125,116

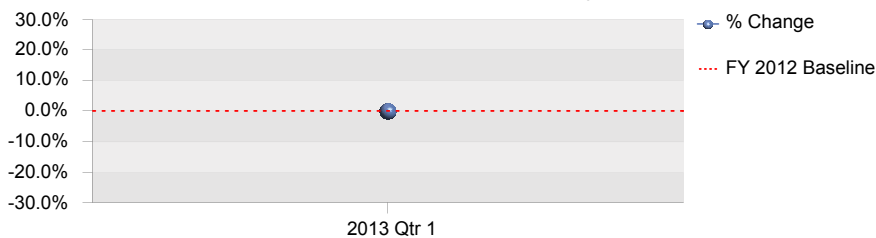
Measure	Aug 2013	2012 Baseline - Avg Mo
Decisions/FTE/ Day:	7.42	7.07
Cost Per Decision:	\$33.55	\$36.40

## OTHER OUTCOMES

Measure	Aug 2013	2012 Baseline Avg Mo
Non-Med Timeliness %:	89.53%	92.73%
Med Timeliness %:	81.92%	87.95%
Non-Med Days to Det:	13.95	13.31
Med Days to Det:	21.83	17.48
HHs on Assistance:	173,241	168,431
Ind. on Assistance:	377,797	364,243
Applications:	24,043	23,088

Measure	9/20/13	Aug 2013 Avg	2012 Baseline - Avg
Backlog - sups not < 7 days:	10/39	13/42	11/45
Phones - Avg Speed of Ans. (Goal 10:00):	9:25	9:58	9:52

QT/OE \*\* As GOMB makes changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - 2011 Avg	0.0%	0.0%
-	-	-

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a -----.

# DWS: AT A GLANCE ESD

October 25, 2013

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Sep 2013	91.6%	95%
Aug 2013	91.6%	95%
Jul 2013	91.0%	95%
Jun 2013	91.8%	95%

Measure	Utah May 2013	Utah FFY 13 YTD (Thru May 2013)	National FFY 13 YTD (Thru May 2013)
FSQC Active Rate:	99.80%	98.14%	96.99%
FSQC Negative Rate:	86.36%	80.35%	75.66%

## THROUGHPUT

### Decisions

Month	Decisions
Aug 2013	122,596
Jul 2013	115,024
Jun 2013	111,971

Measure	Aug 2013	2012 Baseline - Avg Mo
Decisions/FTE/ Day:	7.42	7.07
Cost Per Decision:	\$33.55	\$36.40

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Aug 2013	\$4,112,560.16	\$4,808,963.97
Jul 2013	\$4,273,417.43	\$4,838,813.35
Jun 2013	\$3,963,232.85	\$4,928,361.47

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

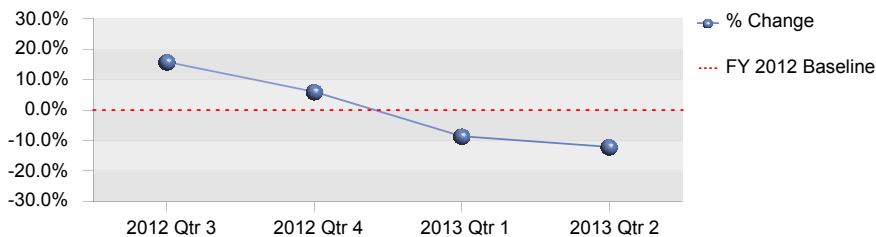
	Aug 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs:	750.9	810.9	750

## OTHER OUTCOMES

Measure	Sep 2013	2012 Baseline Avg Mo
Non-Med Timeliness %:	86.25%	92.23%
Med Timeliness %:	81.26%	87.53%
Non-Med Days to Det:	15.83	13.56
Med Days to Det:	21.69	17.67
HHs on Assistance:	173,275	168,360
Ind. on Assistance:	377,965	363,330
Applications:	21,894	22,504

Measure	10/18/13	Aug 2013 Avg	2012 Baseline - Avg
Backlog - sups not < 7 days:	12/39	13/43	11/45
Phones - Avg Speed of Ans. (Goal 10:00):	9:39	9:43	9:52

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	15.8%	15.8%
2012 Qtr 4	0.6%	-13.2%
2013 Qtr 1	-8.6%	-9.1%
2013 Qtr 2	-12.1%	-3.9%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 2.1% decrease.



# DWS: AT A GLANCE ESD

November 27, 2013

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Oct 2013	92.0%	95%
Sep 2013	91.6%	95%
Aug 2013	91.6%	95%
Jul 2013	91.0%	95%

Measure	Utah Jun 2013	Utah FFY 13 YTD (Thru Jun 2013)	National FFY 13 YTD (Thru Jun 2013)
FSQC Active Rate:	97.74%	98.10%	97.01%
FSQC Negative Rate:	86.36%	80.82%	76.31%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Oct 2013	\$4,106,607.17	\$4,808,963.97
Sep 2013	\$4,178,591.89	\$4,808,963.97
Aug 2013	\$4,112,560.16	\$4,808,963.97
Jul 2013	\$4,273,417.43	\$4,838,813.35

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Oct 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs:	751.8	810.9	750

## THROUGHPUT

### Decisions

Month	Decisions
Oct 2013	111,863
Sep 2013	115,056
Aug 2013	122,596
Jul 2013	115,024

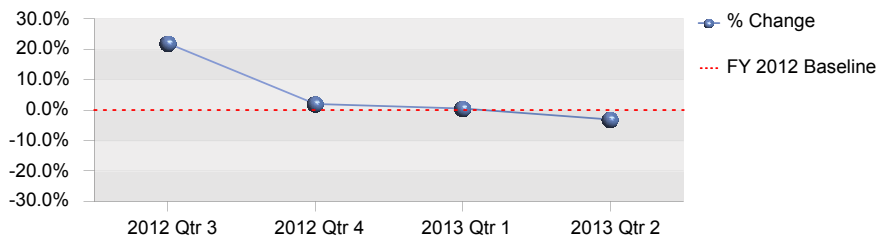
Measure	Oct 2013	2012 Baseline - Avg Mo
Decisions/FTE/ Day:	6.76	7.07
Cost Per Decision:	\$36.71	\$36.40

## OTHER OUTCOMES

Measure	Oct 2013	2012 Baseline Avg Mo
Non-Med Timeliness %:	87.92%	91.92%
Med Timeliness %:	80.70%	87.30%
Non-Med Days to Det:	15.02	13.65
Med Days to Det:	21.90	17.66
HHs on Assistance:	172,989	169,383
Ind. on Assistance:	377,339	365,688
Applications:	21,457	22,572

Measure	11/22/13	Oct 2013 Avg	2012 Baseline - Avg
Backlog - sups not < 7 days:	3/37	11/39	11/45
Phones - Avg Speed of Ans. (Goal 10:00):	6:15	8:12	9:52

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	21.9%	21.9%
2012 Qtr 4	2.0%	-16.3%
2013 Qtr 1	0.5%	-1.5%
2013 Qtr 2	-3.1%	-3.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 4.6% increase.

# DWS: AT A GLANCE ESD

December 27, 2013

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Nov 2013	93.6%	95%
Oct 2013	92.0%	95%
Sep 2013	91.6%	95%
Aug 2013	91.6%	95%

Measure	Utah Jul 2013	Utah FFY 13 YTD (Thru Jul 2013)	National FFY 13 YTD (Thru Jul 2013)
FSQC Active Rate:	94.82%	97.86%	97.08%
FSQC Negative Rate:	83.33%	81.08%	76.34%

## THROUGHPUT

### Decisions

Month	Decisions
Nov 2013	105,585
Oct 2013	111,863
Sep 2013	115,056
Aug 2013	122,596

Measure	Nov 2013	2012 Baseline - Avg Mo
Decisions/FTE/ Day:	7.25	7.07
Cost Per Decision:	\$40.75	\$36.40

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Nov 2013	\$4,302,919.23	\$4,808,963.97
Oct 2013	\$4,106,607.17	\$4,808,963.97
Sep 2013	\$4,178,591.89	\$4,808,963.97
Aug 2013	\$4,112,560.16	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

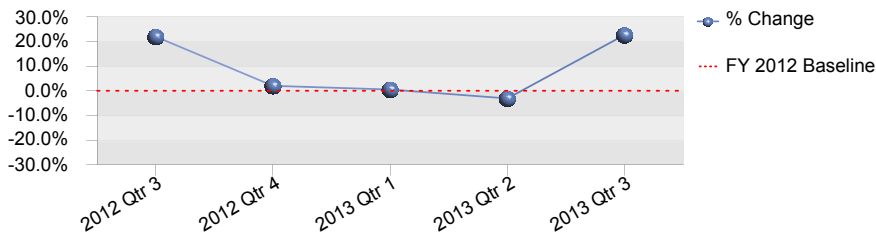
	Nov 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs:	766.3	810.9	763

## OTHER OUTCOMES

Measure	Nov 2013	2012 Baseline Avg Mo
Non-Med Timeliness %:	88.78%	91.52%
Med Timeliness %:	80.39%	86.93%
Non-Med Days to Det:	14.07	13.59
Med Days to Det:	22.26	17.74
HHs on Assistance:	171,350	170,398
Ind. on Assistance:	373,535	367,490
Applications:	19,618	21,608

Measure	12/20/13	Nov 2013 Avg	2012 Baseline - Avg
Backlog - sups not < 7 days:	7/39	11/39	11/45
Phones - Avg Speed of Ans. (Goal 10:00):	7:14	6:47	9:52

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	21.9%	21.9%
2012 Qtr 4	2.0%	-16.3%
2013 Qtr 1	0.5%	-1.5%
2013 Qtr 2	-3.1%	-3.5%
2013 Qtr 3	22.6%	26.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 4.6% increase.

# DWS: AT A GLANCE ESD

January 24, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Dec 2013	92.1%	95%
Nov 2013	93.6%	95%
Oct 2013	92.0%	95%
Sep 2013	91.7%	95%

Measure	Utah Aug 2013	Utah FFY 13 YTD (Thru Jul 13)	National FFY 13 YTD (Thru Jul 13)
FSQC Active Rate:	97.43%	97.86%	97.08%
FSQC Negative Rate:	84.13%	81.08%	76.34%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Dec 2013	\$4,127,497.32	\$4,808,963.97
Nov 2013	\$4,302,919.23	\$4,808,963.97
Oct 2013	\$4,106,607.17	\$4,808,963.97
Sep 2013	\$4,178,591.89	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Dec 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs:	754.6	810.9	763

## THROUGHPUT

### Decisions

Month	Decisions
Dec 2013	107,506
Nov 2013	105,585
Oct 2013	111,863
Sep 2013	115,056

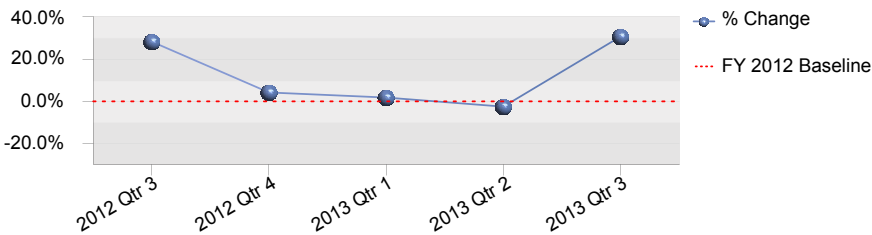
Measure	Dec 2013	2012 Baseline - Avg Mo
Decisions/FTE/ Day:	6.78	7.07
Cost Per Decision:	\$38.39	36.40

## OTHER OUTCOMES

Measure	Dec 2013	2012 Baseline Avg Mo
Non-Med Timeliness %:	88.87%	91.43%
Med Timeliness %:	82.66%	85.70%
Non-Med Days to Det:	14.45	13.57
Med Days to Det:	20.17	18.34
HHs on Assistance:	169,644	169,678
Ind. on Assistance:	369,094	365,233
Applications:	22,980	19,979

Measure	1/17/14	Dec 2013 Avg	2012 Baseline - Avg
Backlog - sups not < 7 days:	25/39	13/39	11/45
Phones - Avg Speed of Ans. (Goal 10:00):	17:54	7:25	9:52

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	28.2%	28.2%
2012 Qtr 4	4.2%	-18.7%
2013 Qtr 1	1.8%	-2.3%
2013 Qtr 2	-2.5%	-4.2%
2013 Qtr 3	30.6%	33.9%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.

# DWS: AT A GLANCE ESD

February 28, 2014

## QUALITY Internal Accuracy Rate

Month	Accuracy	Goal
Dec 2013	92.1%	95%
Nov 2013	93.6%	95%
Oct 2013	92.0%	95%

Measure	Utah Aug 2013	Utah FFY 13 YTD (Thru Aug 2013)	National FFY 13 YTD (Thru Aug 2013)
FSQC Active Rate:	97.45%	97.85%	97.11%
FSQC Negative Rate:	84.13%	81.08%	76.34%

## THROUGHPUT Decisions

Month	Decisions
Jan 2014	137,733
Dec 2013	107,506
Nov 2013	105,585
Oct 2013	111,863

Measure	Jan 2014	2013 Baseline - Avg Mo
Decisions/FTE/ Day:	8.82	7.36
Cost Per Decision:	\$29.65	\$35.66

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Jan 2014	\$4,084,114.06	\$4,808,963.97
Dec 2013	\$4,127,497.32	\$4,808,963.97
Nov 2013	\$4,302,919.23	\$4,808,963.97
Oct 2013	\$4,106,607.17	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

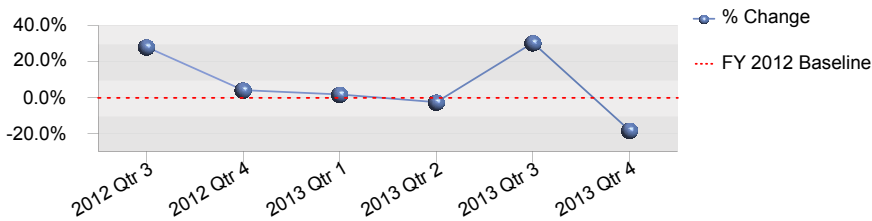
	Jan 2014	2013 Baseline - Avg Mo	Budgeted
Number of FTEs:	743.7	760.2	763

## OTHER OUTCOMES

Measure	Jan 2014	2013 Baseline Avg Mo
Non-Med Timeliness %:	89.63%	92.07%
Med Timeliness %:	82.50%	86.15%
Non-Med Days to Det:	14.11	13.67
Med Days to Det:	19.40	20.25
HHs on Assistance:	171,049	171,634
Ind. on Assistance:	372,446	369,926
Applications:	35,364	23,885

Measure	2/21/14	Jan 2014 Avg	2013 Baseline - Avg
Backlog - sups not < 7 days:	14/39	21/33	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	16:27	17:43	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	28.3%	15.8%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.

# DWS: AT A GLANCE ESD

March 28, 2014

## QUALITY Internal Accuracy Rate

Month	Accuracy	Goal
Feb 2014	84.5%	95%
Jan 2014	85.4%	95%
Dec 2013	92.1%	95%
Nov 2013	93.6%	95%

Measure	Utah Sep 2013	Utah FFY 13 YTD (Thru Sep 2013)	National FFY 13 YTD (Thru Sep 2013)
FSQC Active Rate:	99.47%	97.97%	97.13%
FSQC Negative Rate:	91.94%	82.33%	76.48%

## STAFF PAYROLL EXPENSE

No Data Available

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Feb 2014	2013 Baseline - Avg Mo	Budgeted
Number of FTEs:		764.4	763

## THROUGHPUT Decisions

Month	Decisions	
Measure	Feb 2014	2013 Baseline - Avg Mo
Decisions/FTE/ Day:		7.48
Cost Per Decision:		\$35.71

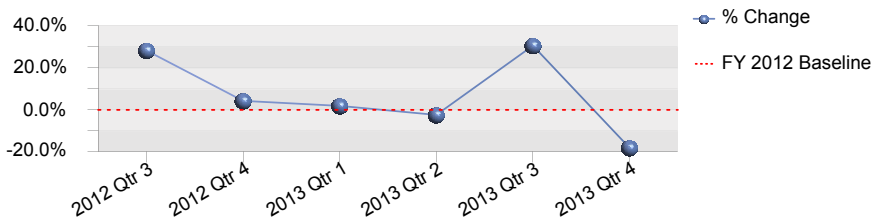
## OTHER OUTCOMES

Measure	Feb 2014	2013 Baseline Avg Mo
Non-Med Timeliness %:	84.47%	91.43%
Med Timeliness %:	86.81%	85.49%
Non-Med Days to Det:	15.95	13.99
Med Days to Det:	13.98	20.65
HHs on Assistance:	170,883	172,465
Ind. on Assistance:	372,256	373,306
Applications:	29,254	23,621

Measure	3/21/14	Feb 2014 Avg	2013 Baseline - Avg
Backlog - sups not < 7 days:	9/39	18/39	11/43
Phones - Avg Speed of Ans. (Goal 10:00):	8:31	16:17	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	28.3%	15.8%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.

# DWS: AT A GLANCE ESD

April 24, 2014

## QUALITY Internal Accuracy Rate

Month	Accuracy	Goal
Mar 2014	85.4%	95%
Feb 2014	84.5%	95%
Jan 2014	85.4%	95%
Dec 2013	92.1%	95%

Measure	Utah Sep 2013	Utah FFY 13 YTD (Thru Sep 2013)	National FFY 13 YTD (Thru Sep 2013)
FSQC Active Rate:	99.47%	97.97%	97.13%
FSQC Negative Rate:	91.94%	82.33%	76.48%

## THROUGHPUT Decisions

Month	Decisions
Mar 2014	147,462
Feb 2014	122,299
Jan 2014	137,733
Dec 2013	107,506

Measure	Mar 2014	2013 Baseline - Avg Mo
Decisions/FTE/ Day:	9.54	7.36
Cost Per Decision:	\$26.82	\$35.66

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Mar 2014	\$3,954,792.54	\$4,808,963.97
Feb 2014	\$4,063,570.48	\$4,808,963.97
Jan 2014	\$4,084,114.06	\$4,808,963.97
Dec 2013	\$4,127,497.32	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

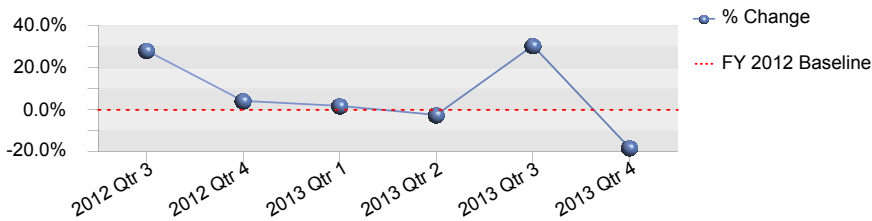
	Mar 2014	2013 Baseline - Avg Mo	Budgeted
Number of FTEs:	735.9	760.2	763

## OTHER OUTCOMES

Measure	Mar 2014	2013 Baseline Avg Mo
Non-Med Timeliness %:	86.87%	90.93%
Med Timeliness %:	84.75%	84.96%
Non-Med Days to Det:	14.90	14.09
Med Days to Det:	17.68	21.07
HHs on Assistance:	170,915	170,326
Ind. on Assistance:	374,061	370,723
Applications:	28,472	23,932

Measure	4/18/14	Mar 2014 Avg	2013 Baseline - Avg
Backlog - sups not < 7 days:	7/39	14/39	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	12:01	12:28	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	28.3%	15.8%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.

# DWS: AT A GLANCE ESD

May 15, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Apr 2014	90.6%	95%
Mar 2014	85.4%	95%
Feb 2014	84.5%	95%
Jan 2014	85.4%	95%

Measure	Utah Sep 2013	Utah FFY 13 YTD (Thru Sep 2013)	National FFY 13 YTD (Thru Sep 2013)
FSQC Active Rate:	99.47%	97.97%	97.13%
FSQC Negative Rate:	91.94%	82.33%	76.48%

## THROUGHPUT

### Decisions

Month	Decisions
Apr 2014	124,398
Mar 2014	147,462
Feb 2014	122,299
Jan 2014	137,733

Measure	Apr 2014	2013 Comparison - Avg Mo
Decisions/FTE/ Day:	7.45	7.36
Cost Per Decision:	\$33.50	\$35.66

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Apr 2014	\$4,167,905.27	\$4,808,963.97
Mar 2014	\$3,954,792.54	\$4,808,963.97
Feb 2014	\$4,063,570.48	\$4,808,963.97
Jan 2014	\$4,084,114.06	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

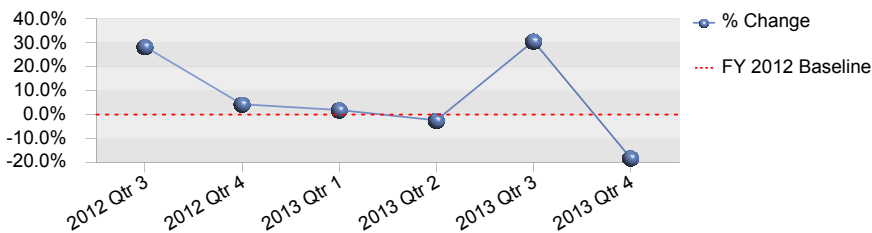
	Apr 2014	2013 Comparison - Avg Mo	Budgeted
Number of FTEs:	758.8	760.2	763

## OTHER OUTCOMES

Measure	Apr 2014	2013 Comparison - Avg Mo
Non-Med Timeliness %:	88.06%	90.51%
Med Timeliness %:	82.75%	84.38%
Non-Med Days to Det:	14.34	14.27
Med Days to Det:	19.76	21.49
HHs on Assistance:	169,577	173,875
Ind. on Assistance:	371,353	377,853
Applications:	23,066	24,225

Measure	5/9/14	Apr 2014 Avg	2013 Comparison - Avg
Backlog - sups not < 7 days:	2/40	10/39	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	10:27	7:55	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 3	28.3%	15.8%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.

# DWS: AT A GLANCE ESD

June 25, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
May 2014	91.7%	95%
Apr 2014	90.7%	95%
Mar 2014	85.4%	95%
Feb 2014	84.5%	95%

Measure	Utah Dec 2013	Utah FFY 13 YTD (Thru Dec 2013)	National FFY 13 YTD (Thru Dec 2013)
FSQC Active Rate:	97.94%	97.97%	97.13%
FSQC Negative Rate:	95.24%	82.33%	76.48%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
May 2014	\$4,082,944.08	\$4,808,963.97
Apr 2014	\$4,167,905.27	\$4,808,963.97
Mar 2014	\$3,954,792.54	\$4,808,963.97
Feb 2014	\$4,063,570.48	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	May 2014	2013 Comparison - Avg Mo	Budgeted
Number of FTEs:	756.6	760.2	763

## THROUGHPUT

### Decisions

Month	Decisions
May 2014	108,354
Apr 2014	124,398
Mar 2014	147,462
Feb 2014	122,299

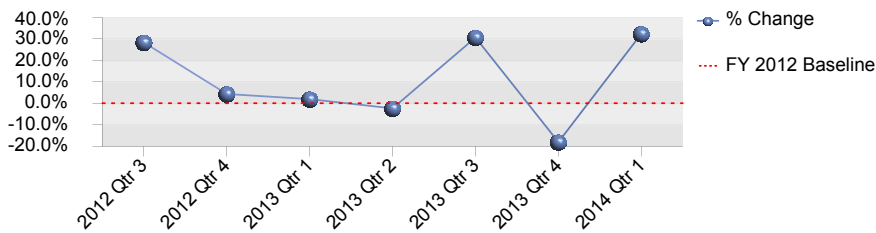
Measure	May 2014	2013 Comparison - Avg Mo
Decisions/FTE/ Day:	6.82	7.36
Cost Per Decision:	\$37.68	\$35.66

## OTHER OUTCOMES

Measure	May 2014	2013 Comparison - Avg Mo
Non-Med Timeliness %:	88.41%	90.06%
Med Timeliness %:	78.60%	83.72%
Non-Med Days to Det:	14.50	14.60
Med Days to Det:	21.69	21.77
HHs on Assistance:	169,369	174,557
Ind. on Assistance:	371,388	379,531
Applications:	21,180	23,548

Measure	6/20/14	May 2014 Avg	2013 Comparison - Avg
Backlog - sups not < 7 days:	11/40	5/40	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	10:00	8:22	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%
2014 Qtr 1	32.3%	61.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.



# DWS: AT A GLANCE ESD

July 25, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Jun 2014	91.6%	95%
May 2014	91.7%	95%
Apr 2014	90.7%	95%
Mar 2014	85.4%	95%

Measure	Utah Jan 2014	Utah FFY 13 YTD (Thru Jan 2014)	National FFY 13 YTD (Thru Jan 2014)
FSQC Active Rate:	98.62%	97.97%	97.13%
FSQC Negative Rate:	80.95%	82.33%	76.48%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Jun 2014	\$4,028,136.48	\$4,808,963.97
May 2014	\$4,063,675.56	\$4,808,963.97
Apr 2014	\$4,167,905.27	\$4,808,963.97
Mar 2014	\$3,954,792.54	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Jun 2014	2013 Comparison - Avg Mo	Budgeted
Number of FTEs:	743.7	760.2	778

## THROUGHPUT

### Decisions

Month	Decisions
Jun 2014	121,657
May 2014	108,354
Apr 2014	124,398
Mar 2014	147,462

Measure	Jun 2014	2013 Comparison - Avg Mo
Decisions/FTE/ Day:	7.79	7.36
Cost Per Decision:	\$33.11	\$35.66

## OTHER OUTCOMES

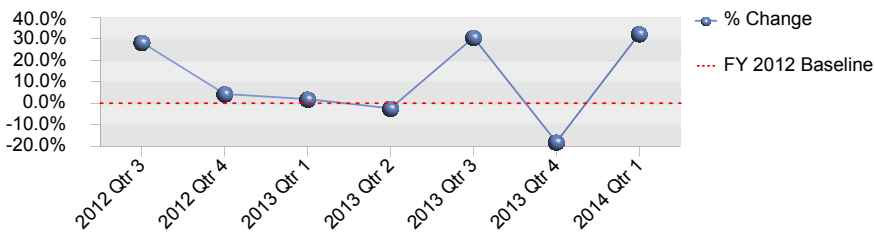
Measure	Jun 2014	2013 Comparison - Avg Mo
Non-Med Timeliness %:	89.83%	89.79%
Med Timeliness %:	86.04%	82.00%
Non-Med Days to Det:	13.78	14.66
Med Days to Det:	19.35	22.01
HHs on Assistance:	169,493	173,822
Ind. on Assistance:	370,346	377,912
Applications:	26,822	23,034

Measure	7/18/14	Jun 2014 Avg	2013 Comparison - Avg
Backlog - sups not < 7 days:	1/40	10/40	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	12:13	11:01	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.

QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2012 Qtr 4	4.3%	-18.7%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%
2014 Qtr 1	32.3%	61.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 6.9% increase.



# DWS: AT A GLANCE ESD

August 28, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Jul 2014	92.6%	95%
Jun 2014	91.7%	95%
May 2014	91.7%	95%
Apr 2014	90.7%	95%

Measure	Utah Feb 2014	Utah FFY 13 YTD (Thru Feb 2014)	National FFY 13 YTD (Thru Feb 2014)
FSQC Active Rate:	99.19%	97.97%	97.13%
FSQC Negative Rate:	83.72%	82.33%	76.48%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Jul 2014	\$4,123,588.69	\$4,598,195.74
Jun 2014	\$4,028,136.48	\$4,808,963.97
May 2014	\$4,063,675.56	\$4,808,963.97
Apr 2014	\$4,167,905.27	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Jul 2014	2013 Comparison - Avg Mo	Budgeted
Number of FTEs:	738.2	760.2	775

## THROUGHPUT

### Decisions

Month	Decisions
Jul 2014	116,983
Jun 2014	121,657
May 2014	108,354
Apr 2014	124,398

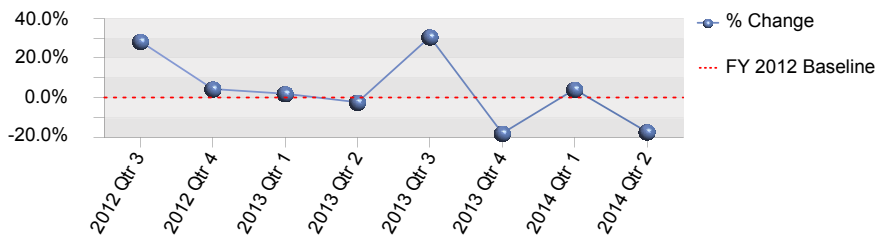
Measure	Jul 2014	2013 Comparison - Avg Mo
Decisions/FTE/ Day:	7.55	7.36
Cost Per Decision:	\$35.25	\$35.66

## OTHER OUTCOMES

Measure	Jul 2014	2013 Comparison - Avg Mo
Non-Med Timeliness %:	88.96%	89.68%
Med Timeliness %:	82.55%	83.22%
Non-Med Days to Det:	14.56	14.66
Med Days to Det:	20.25	21.55
HHs on Assistance:	169,034	173,782
Ind. on Assistance:	370,370	378,145
Applications:	24,764	23,336

Measure	8/22/14	Jul 2014 Avg	2013 Comparison - Avg
Backlog - sups not < 7 days:	2/40	13/40	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	8:58	12:31	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
2013 Qtr 1	1.9%	-2.3%
2013 Qtr 2	-2.4%	-4.2%
2013 Qtr 3	30.6%	33.9%
2013 Qtr 4	-18.1%	-37.3%
2014 Qtr 1	4.1%	27.1%
2014 Qtr 2	-17.4%	-20.7%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2014 resulted in a 3.4% decrease.

# DWS: AT A GLANCE ESD

September 19, 2014

## QUALITY

### Internal Accuracy Rate

Month	Accuracy	Goal
Aug 2014	92.9%	95%
Jul 2014	92.6%	95%
Jun 2014	91.7%	95%
May 2014	91.7%	95%

Measure	Utah Mar 2014	Utah FFY 14 YTD (Thru Mar 2014)	National FFY 14 YTD (Thru Mar 2014)
FSQC Active Rate:	96.80%	97.92%	96.75%
FSQC Negative Rate:	80.00%	82.33%	76.48%

## STAFF PAYROLL EXPENSE

Month	Adjusted Monthly Costs	Budgeted Costs
Aug 2014	\$4,222,007.42	\$4,387,427.51
Jul 2014	\$4,123,588.69	\$4,598,195.74
Jun 2014	\$4,028,136.48	\$4,808,963.97
May 2014	\$4,063,675.56	\$4,808,963.97

\*Adjusted monthly costs are payroll data adjusted by factoring for the number of pay periods in a month.

	Aug 2014	2013 Comparison - Avg Mo	Budgeted
Number of FTEs:	761.4	760.2	775

## THROUGHPUT

### Decisions

Month	Decisions
Aug 2014	118,125
Jul 2014	116,983
Jun 2014	121,657
May 2014	108,354

Measure	Aug 2014	2013 Comparison - Avg Mo
Decisions/FTE/ Day:	7.39	7.36
Cost Per Decision:	\$35.74	\$35.66

## OTHER OUTCOMES

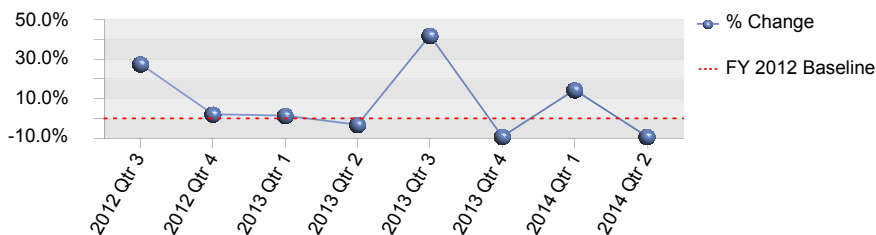
Measure	Aug 2014	2013 Comparison - Avg Mo
Non-Med Timeliness %:	90.45%	89.46%
Med Timeliness %:	82.95%	83.24%
Non-Med Days to Det:	14.10	14.72
Med Days to Det:	20.49	21.42
HHs on Assistance:	169,335	174,942
Ind. on Assistance:	371,176	380,879
Applications:	24,394	23,356

Measure	9/12/14	Aug 2014 Avg	2013 Comparison - Avg
Backlog - sups not < 7 days:	3/40	4/40	10/43
Phones - Avg Speed of Ans. (Goal 10:00):	10:53	11:03	8:11

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.

QT/OE Target = 25%		
Report Period	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
2013 Qtr 1	1.4%	-0.7%
2013 Qtr 2	-3.2%	-4.6%
2013 Qtr 3	41.9%	46.6%
2013 Qtr 4	-9.2%	-36.0%
2014 Qtr 1	14.4%	26.1%
2014 Qtr 2	-9.2%	-20.7%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2014 resulted in a 6.2% increase.



# DWS: AT A GLANCE UI

September 30, 2013

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Aug 2013	92.6%	95%
Jul 2013	91.9%	95%
Jun 2013	90.9%	95%
May 2013	93.4%	95%

Federal Measures	Measure	Goal
Timeliness (Aug 2013):	91.99%	95%
Federal BTQ Score (2013 Qtr 2):	89.67%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Aug 2013	33,144	\$40,673,979
Jul 2013	32,993	\$61,050,695
Jun 2013	30,292	\$1,915,892
May 2013	36,915	\$65,883,084

Measure	Aug 2013	Year Over Baseline Aug 2012
Determinations/FTE/Month:	291.68	334.6
Avg Cost Per Determination:	\$18.74	\$15.34
Deposits/FTE/Month:	\$515,032.98	\$455,643.50
Avg Cost Per \$100 Deposit:	\$1.29	\$1.26

## STAFF PAYROLL EXPENSE

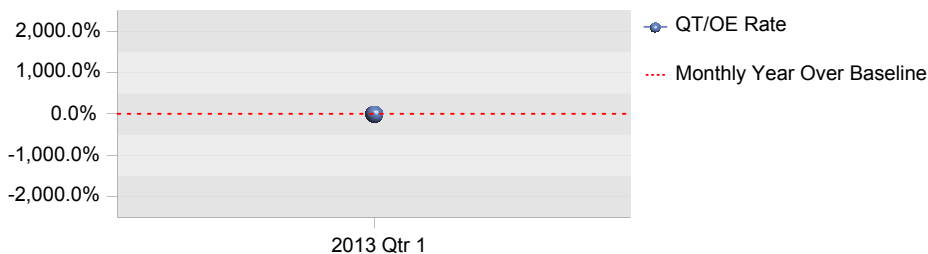
Month	Payroll	Budgeted
Aug 2013	\$1,235,872.32	\$1,597,407.32
Jul 2013	\$1,200,587.95	\$1,583,107.14
Jun 2013	\$1,199,893.50	\$1,540,208.72
May 2013	\$1,210,659.79	\$1,540,208.72

	Aug 2013	Year Over Baseline Aug 2012	Budgeted
<b>Benefits - FTEs Charged:</b>	113.63	116.82	124.75
<b>Contributions - FTEs Charged:</b>	80.65	87.8	88

## OTHER OUTCOMES

	Measure	Goal
<b>Volume Count (Aug 2013):</b>	8,411	N/A
<b>Reemployment Rate (2012 Qtr 4):</b>	57.63%	65%
<b>Duration Rate (2013 Qtr 1):</b>	12.7	13
<b>Exhaustion Rate (2013 Qtr 1):</b>	35.45%	35%
<b>Phones - Total Calls Week Ending 9/21/2013:</b>	3,496	N/A
<b>Phones - Avg Speed of Answer Week Ending 9/21/2013:</b>	5:20	10:00
<b>Trust Fund Balance (8/31/13):</b>	\$639,877,316.49	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB makes changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	0.0%	0.0%
-	-	-

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a ----- .

# DWS: AT A GLANCE UI

October 25, 2013

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Sep 2013	94.0%	95%
Aug 2013	92.6%	95%
Jul 2013	91.9%	95%
Jun 2013	90.9%	95%

Federal Measures	Measure	Goal
Timeliness (Sep 2013):	92.16%	95%
Federal BTQ Score (2013 Qtr 2):	89.67%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Aug 2013	33,144	\$40,673,979
Jul 2013	32,993	\$61,050,695
Jun 2013	30,292	\$1,915,892

Measure	Aug 2013	Year Over Baseline Aug 2012
Determinations/FTE/Month:	291.68	334.65
Avg Cost Per Determination:	\$18.74	\$15.34
Deposits/FTE/Month:	\$515,032.98	\$468,246.63
Avg Cost Per \$100 Deposit:	\$1.29	\$1.26

## STAFF PAYROLL EXPENSE

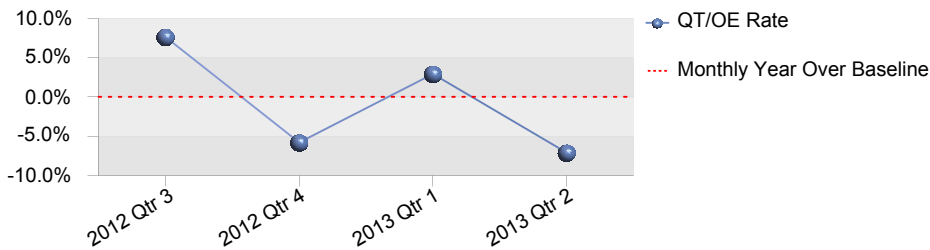
Month	Payroll	Budgeted
Aug 2013	\$1,235,872.32	\$1,597,407.32
Jul 2013	\$1,200,587.95	\$1,583,107.14
Jun 2013	\$1,199,893.50	\$1,540,208.72

	Aug 2013	Year Over Baseline Aug 2012	Budgeted
Benefits - FTEs Charged:	113.63	116.82	124.75
Contributions - FTEs Charged:	80.65	87.80	88

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Sep 2013):	8,332	N/A
Reemployment Rate (2012 Qtr 4):	57.63%	65%
Duration Rate (2013 Qtr 3):	13.5	13
Exhaustion Rate (2013 Qtr 3):	39.19%	35%
Phones - Total Calls Week Ending 10/19/2013:	3,536	N/A
Phones - Avg Speed of Answer Week Ending 10/19/2013:	21:14	10:00
Trust Fund Balance (8/31/13):	\$639,877,316.49	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB makes changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	7.6%	41.6%
2012 Qtr 4	-5.8%	-15.9%
2013 Qtr 1	2.9%	1.6%
2013 Qtr 2	-7.1%	-23.2%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 0.4% decrease .

# DWS: AT A GLANCE UI

November 29, 2013

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Oct 2013	92.1%	95%
Sep 2013	94.0%	95%
Aug 2013	92.6%	95%
Jul 2013	91.9%	95%

Federal Measures	Measure	Goal
Timeliness (Oct 2013):	96.63%	95%
Federal BTQ Score (2013 Qtr 3):	87.18%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Oct 2013	41,905	\$40,974,965
Sep 2013	32,253	\$1,967,282
Aug 2013	33,144	\$40,673,979
Jul 2013	32,993	\$61,050,695

Measure	Oct 2013	Year Over Baseline Oct 2012
Determinations/FTE/Month:	387.15	335.87
Avg Cost Per Determination:	\$14.38	\$15.23
Deposits/FTE/Month:	\$550,680.73	\$433,433.70
Avg Cost Per \$100 Deposit:	\$1.13	\$1.37

## STAFF PAYROLL EXPENSE

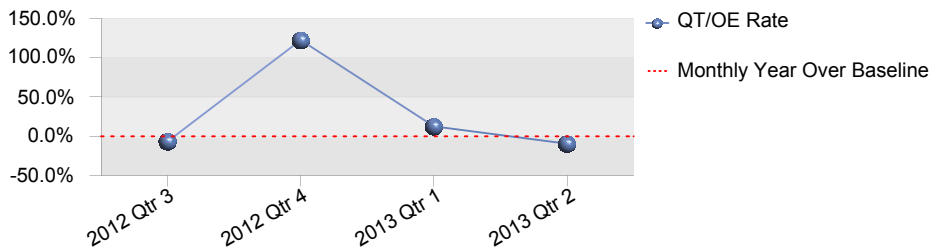
Month	Payroll	Budgeted
Oct 2013	\$1,227,453.28	\$1,591,694.54
Sep 2013	\$1,222,772.73	\$1,591,694.54
Aug 2013	\$1,300,886.17	\$1,591,694.54
Jul 2013	\$1,270,988.63	\$1,580,250.74

	Oct 2013	Year Over Baseline Oct 2012	Budgeted
Benefits - FTEs Charged:	108.24	121.01	118.75
Contributions - FTEs Charged:	76.96	86.39	82

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Oct 2013):	15,998	N/A
Reemployment Rate (2013 Qtr 1):	72.06%	65%
Duration Rate (2013 Qtr 3):	13.5	13
Exhaustion Rate (2013 Qtr 3):	39.09%	35%
Phones - Total Calls Week Ending 11/23/2013:	4,337	N/A
Phones - Avg Speed of Answer Week Ending 11/23/2013:	16:22	10:00
Trust Fund Balance (10/31/13):	\$644,877,415.18	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	-6.4%	12.6%
2012 Qtr 4	122.3%	135.0%
2013 Qtr 1	12.7%	-66.0%
2013 Qtr 2	-9.4%	-16.6%

**\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 20.3% increase .**

# DWS: AT A GLANCE UI

December 27, 2013

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Nov 2013	90.5%	95%
Oct 2013	92.1%	95%
Sep 2013	94.0%	95%
Aug 2013	92.6%	95%

Federal Measures	Measure	Goal
Timeliness (Nov 2013):	94.35%	95%
Federal BTQ Score (2013 Qtr 3):	87.18%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Nov 2013	32,599	\$32,540,674
Oct 2013	41,905	\$40,974,965
Sep 2013	32,253	\$1,967,282
Aug 2013	33,144	\$40,673,979

Measure	Nov 2013	Year Over Baseline Nov 2012
Determinations/FTE/Month:	298.25	316.48
Avg Cost Per Determination:	\$19.39	\$17.17
Deposits/FTE/Month:	\$439,024.03	\$421,482.13
Avg Cost Per \$100 Deposit:	\$1.51	\$1.67

## STAFF PAYROLL EXPENSE

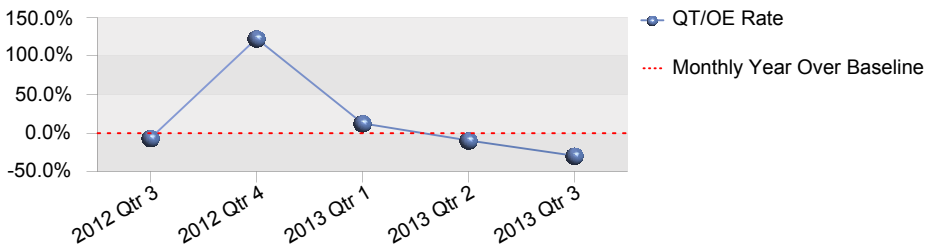
Month	Payroll	Budgeted
Nov 2013	\$1,295,402.95	\$1,591,694.54
Oct 2013	\$1,227,453.28	\$1,591,694.54
Sep 2013	\$1,222,772.73	\$1,591,694.54
Aug 2013	\$1,235,872.32	\$1,591,694.54

	Nov 2013	Year Over Baseline Nov 2012	Budgeted
Benefits - FTEs Charged:	109.3	122.6	118.75
Contributions - FTEs Charged:	76.71	85.36	82

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Nov 2013):	11,054	N/A
Reemployment Rate (2013 Qtr 1):	72.06%	65%
Duration Rate (2013 Qtr 3):	13.5	13
Exhaustion Rate (2013 Qtr 3):	39.05%	35%
Phones - Total Calls Week Ending 12/21/2013:	4,850	N/A
Phones - Avg Speed of Answer Week Ending 12/21/2013:	16:53	10:00
Trust Fund Balance (11/30/13):	\$675,568,541.44	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	-6.4%	12.6%
2012 Qtr 4	122.3%	135.0%
2013 Qtr 1	12.7%	-66.0%
2013 Qtr 2	-9.4%	-16.6%
2013 Qtr 3	-29.2%	-14.7%

**\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 20.3% increase .**

# DWS: AT A GLANCE UI

January 24, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Dec 2013	96.5%	95%
Nov 2013	90.5%	95%
Oct 2013	92.1%	95%
Sep 2013	94.0%	95%

Federal Measures	Measure	Goal
Timeliness (Dec 2013):	95.08%	95%
Federal BTQ Score (2013 Qtr 4):	93.88%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Dec 2013	37,531	\$2,501,000
Nov 2013	32,599	\$33,677,534
Oct 2013	41,905	\$42,380,389
Sep 2013	32,253	\$2,874,492

Measure	Dec 2013	Year Over Baseline Dec 2012
Determinations/FTE/Month:	350.49	344.27
Avg Cost Per Determination:	\$16.18	\$15.16
Deposits/FTE/Month:	\$36,341.17	\$35,375.67
Avg Cost Per \$100 Deposit:	\$16.29	\$15.65

## STAFF PAYROLL EXPENSE

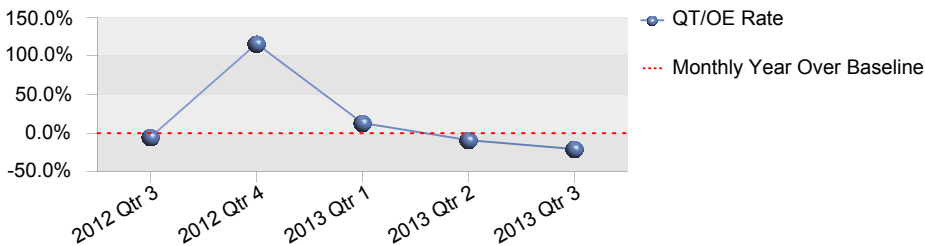
Month	Payroll	Budgeted
Dec 2013	\$1,246,241.05	\$1,591,694.54
Nov 2013	\$1,295,402.95	\$1,591,694.54
Oct 2013	\$1,227,453.28	\$1,591,694.54
Sep 2013	\$1,222,772.73	\$1,591,694.54

	Dec 2013	Year Over Baseline Dec 2012	Budgeted
Benefits - FTEs Charged:	107.08	111.72	113.75
Contributions - FTEs Charged:	68.82	73.53	76

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Dec 2013):	14,724	N/A
Reemployment Rate (2013 Qtr 1):	72.06%	65%
Duration Rate (2013 Qtr 3):	13.1	13
Exhaustion Rate (2013 Qtr 3):	34.54%	35%
Phones - Total Calls Week Ending 01/17/2014:	4,921	N/A
Phones - Avg Speed of Answer Week Ending 01/17/2014:	07:51	10:00
Trust Fund Balance (11/30/13):	\$675,568,541.44	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	-5.1%	8.6%
2012 Qtr 4	115.6%	140.1%
2013 Qtr 1	13.1%	-66.1%
2013 Qtr 2	-9.0%	-15.8%
2013 Qtr 3	-20.5%	0.9%

**\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 19.7% increase .**



# DWS: AT A GLANCE UI

February 28, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Jan 2014	91.5%	95%
Dec 2013	96.5%	95%
Nov 2013	90.5%	95%
Oct 2013	92.1%	95%

Federal Measures	Measure	Goal
Timeliness (Jan 2014):	94.75%	95%
Federal BTQ Score (2013 Qtr 4):	93.88%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Jan 2014	36,056	\$34,080,290
Dec 2013	37,531	\$2,501,000
Nov 2013	32,599	\$33,677,534
Oct 2013	41,905	\$42,380,389

Measure	Jan 2014	Year Over Baseline Jan 2013
Determinations/FTE/Month:	348.50	365.75
Avg Cost Per Determination:	\$15.90	\$13.98
Deposits/FTE/Month:	\$506,619.45	\$445,942.52
Avg Cost Per \$100 Deposit:	\$1.38	\$1.90

## STAFF PAYROLL EXPENSE

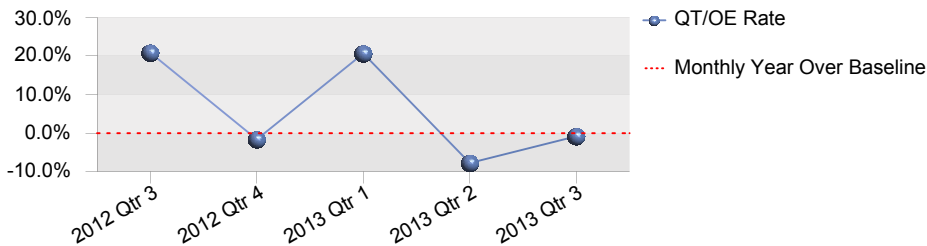
Month	Payroll	Budgeted
Jan 2014	\$1,292,397.25	\$1,587,507.89
Dec 2013	\$1,246,241.05	\$1,591,694.54
Nov 2013	\$1,295,402.95	\$1,591,694.54
Oct 2013	\$1,227,453.28	\$1,591,694.54

	Jan 2014	Year Over Baseline Jan 2013	Budgeted
Benefits - FTEs Charged:	103.46	111.24	113.75
Contributions - FTEs Charged:	67.27	68.67	76.67

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Jan 2014):	11,289	N/A
Reemployment Rate (2013 Qtr 2):	65.80%	65%
Duration Rate (2013 Qtr 3):	13.1	13
Exhaustion Rate (2013 Qtr 3):	34.33%	35%
Phones - Total Calls Week Ending 02/21/2014:	3,333	N/A
Phones - Avg Speed of Answer Week Ending 02/21/2014:	06:02	10:00
Trust Fund Balance (1/31/14):	\$656,988,412.71	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .

# DWS: AT A GLANCE UI

March 26, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Feb 2014	91.8%	95%
Jan 2014	91.5%	95%
Dec 2013	96.5%	95%
Nov 2013	90.5%	95%

Federal Measures	Measure	Goal
Timeliness (Feb 2014):	92.61%	95%
Federal BTQ Score (2013 Qtr 4):	93.88%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Feb 2014	29,046	\$24,258,623
Jan 2014	36,056	\$34,080,290
Dec 2013	37,531	\$2,501,000
Nov 2013	32,599	\$33,677,534

Measure	Feb 2014	Year Over Baseline Feb 2013
Determinations/FTE/Month:	348.50	365.75
Avg Cost Per Determination:	\$15.90	\$13.98
Deposits/FTE/Month:	\$506,619.45	\$445,942.52
Avg Cost Per \$100 Deposit:	\$1.38	\$1.90

## STAFF PAYROLL EXPENSE

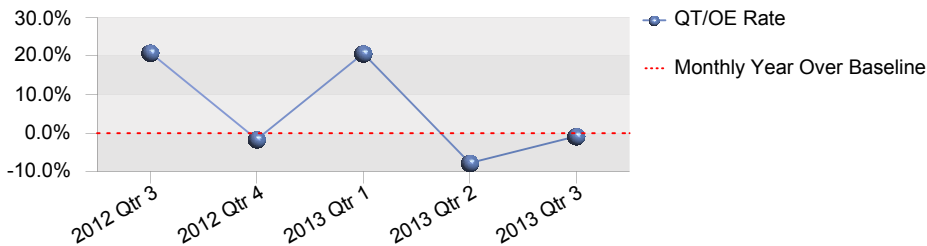
Month	Payroll	Budgeted
Feb 2014	\$1,194,381.98	\$1,591,694.54
Jan 2014	\$1,292,397.25	\$1,587,507.89
Dec 2013	\$1,246,241.05	\$1,591,694.54
Nov 2013	\$1,295,402.95	\$1,591,694.54

	Feb 2014	Year Over Baseline Feb 2013	Budgeted
Benefits - FTEs Charged:	103.46	111.24	113.75
Contributions - FTEs Charged:	67.27	68.67	76.67

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Feb 2014):	7,077	N/A
Reemployment Rate (2013 Qtr 2):	65.80%	65%
Duration Rate (2013 Qtr 4):	13.1	13
Exhaustion Rate (2013 Qtr 4):	34.18%	35%
Phones - Total Calls Week Ending 03/21/2014:	3,174	N/A
Phones - Avg Speed of Answer Week Ending 03/21/2014:	04:36	10:00
Trust Fund Balance (2/28/14):	\$671,434,348.73	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .

# DWS: AT A GLANCE UI

April 24, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Mar 2014	91.2%	95%
Feb 2014	91.8%	95%
Jan 2014	91.5%	95%
Dec 2013	96.5%	95%

Federal Measures	Measure	Goal
Timeliness (Mar 2014):	91.97%	95%
Federal BTQ Score (2013 Qtr 4):	93.88%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Mar 2014	28,171	\$4,646,119
Feb 2014	29,046	\$24,258,623
Jan 2014	36,056	\$34,080,290
Dec 2013	37,531	\$2,501,000

Measure	Mar 2014	Year Over Baseline Mar 2013
Determinations/FTE/Month:	280.98	323.57
Avg Cost Per Determination:	\$18.67	\$15.80
Deposits/FTE/Month:	\$68,295.14	\$90,879.46
Avg Cost Per \$100 Deposit:	\$8.81	\$6.42

## STAFF PAYROLL EXPENSE

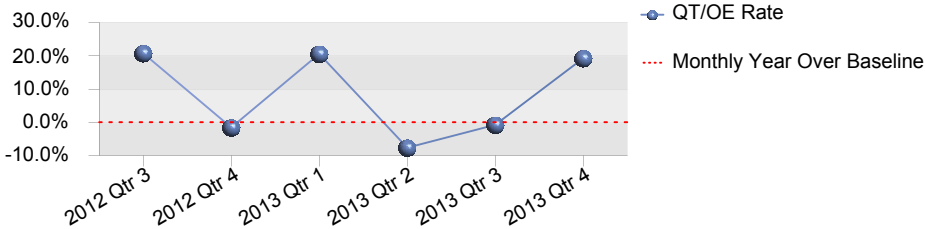
Month	Payroll	Budgeted
Mar 2014	\$1,181,170.23	\$1,597,069.54
Feb 2014	\$1,194,381.98	\$1,591,694.54
Jan 2014	\$1,292,397.25	\$1,587,507.89
Dec 2013	\$1,246,241.05	\$1,591,694.54

	Mar 2014	Year Over Baseline Mar 2013	Budgeted
Benefits - FTEs Charged:	100.26	111.24	113.75
Contributions - FTEs Charged:	68.03	68.67	77

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Mar 2014):	6,565	N/A
Reemployment Rate (2013 Qtr 2):	65.80%	65%
Duration Rate (2014 Qtr 1):	12.4	13
Exhaustion Rate (2014 Qtr 1):	32.54%	35%
Phones - Total Calls Week Ending 04/18/2014:	3,480	N/A
Phones - Avg Speed of Answer Week Ending 04/18/2014:	05:12	10:00
Trust Fund Balance (2/28/14):	\$671,434,348.73	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%
2013 Qtr 4	19.3%	-2.6%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .

# DWS: AT A GLANCE UI

May 14, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Apr 2014	92.9%	95%
Mar 2014	91.2%	95%
Feb 2014	91.8%	95%
Jan 2014	91.5%	95%

Federal Measures	Measure	Goal
Timeliness (Mar 2014):	91.97%	95%
Federal BTQ Score (2013 Qtr 4):	93.88%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Apr 2014	29,434	\$58,169,262
Mar 2014	28,171	\$4,646,119
Feb 2014	29,046	\$24,258,623
Jan 2014	36,056	\$34,080,290

Measure	Apr 2014	Year Over Comparison Apr 2013
Determinations/FTE/Month:	300.04	373.34
Avg Cost Per Determination:	\$17.56	\$14.08
Deposits/FTE/Month:	\$847,701.28	\$910,638.18
Avg Cost Per \$100 Deposit:	\$0.71	\$0.66

## STAFF PAYROLL EXPENSE

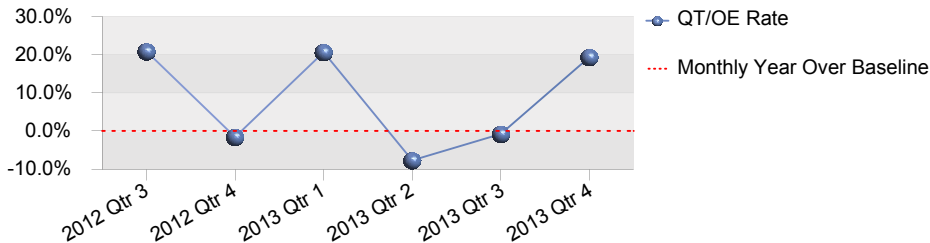
Month	Payroll	Budgeted
Apr 2014	\$1,197,456.48	\$1,602,444.54
Mar 2014	\$1,181,170.23	\$1,597,069.54
Feb 2014	\$1,194,381.98	\$1,591,694.54
Jan 2014	\$1,292,397.25	\$1,587,507.89

	Apr 2014	Year Over Comparison Avg 2013 Q 2	Budgeted
Benefits - FTEs Charged:	98.1	104.85	113.75
Contributions - FTEs Charged:	68.62	70.83	77

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Apr 2014):	7,822	N/A
Reemployment Rate (2013 Qtr 2):	65.80%	65%
Duration Rate (2014 Qtr 1):	12.4	13
Exhaustion Rate (2014 Qtr 1):	32.45%	35%
Phones - Total Calls Week Ending 05/09/2014:	3,140	N/A
Phones - Avg Speed of Answer Week Ending 05/09/2014:	06:52	10:00
Trust Fund Balance (3/31/14):	\$658,061,261.11	\$577,651,861 - \$772,804.517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%
2013 Qtr 4	19.3%	-2.6%

**\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .**

# DWS: AT A GLANCE UI

June 25, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
May 2014	90.4%	95%
Apr 2014	92.9%	95%
Mar 2014	91.2%	95%
Feb 2014	91.8%	95%

Federal Measures	Measure	Goal
Timeliness (May 2014):	93.87%	95%
Federal BTQ Score (2014 Qtr 1):	96.00%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
May 2014	29,263	\$55,715,223
Apr 2014	29,434	\$58,169,262
Mar 2014	28,171	\$4,646,119
Feb 2014	29,046	\$24,258,623

Measure	May 2014	Year Over Comparison May 2013
Determinations/FTE/Month:	298.82	352.07
Avg Cost Per Determination:	\$17.74	\$14.92
Deposits/FTE/Month:	\$823,337.12	\$950,472.53
Avg Cost Per \$100 Deposit:	\$0.74	\$0.63

## STAFF PAYROLL EXPENSE

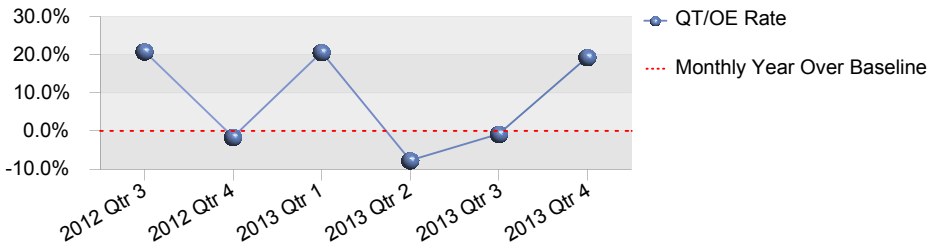
Month	Payroll	Budgeted
May 2014	\$1,174,245.08	\$1,602,444.54
Apr 2014	\$1,197,456.48	\$1,602,444.54
Mar 2014	\$1,181,170.23	\$1,597,069.54
Feb 2014	\$1,194,381.98	\$1,591,694.54

	May 2014	Year Over Comparison Avg 2013 Q 2	Budgeted
Benefits - FTEs Charged:	97.93	104.85	113.75
Contributions - FTEs Charged:	67.67	70.83	77

## OTHER OUTCOMES

	Measure	Goal
Volume Count (May 2014):	6,774	N/A
Reemployment Rate (2013 Qtr 3):	63.41%	65%
Duration Rate (2014 Qtr 1):	12.4	13
Exhaustion Rate (2014 Qtr 1):	32.29%	35%
Phones - Total Calls Week Ending 06/20/2014:	3,010	N/A
Phones - Avg Speed of Answer Week Ending 06/20/2014:	04:45	10:00
Trust Fund Balance (4/30/14):	\$667,970,956.27	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%
2013 Qtr 4	19.3%	-2.6%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .

# DWS: AT A GLANCE UI

July 25, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Jun 2014	91.0%	95%
May 2014	90.4%	95%
Apr 2014	92.9%	95%
Mar 2014	91.2%	95%

Federal Measures	Measure	Goal
Timeliness (Jun 2014):	92.35%	95%
Federal BTQ Score (2014 Qtr 1):	96.00%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Jun 2014	26,135	\$2,416,574
May 2014	29,263	\$55,715,223
Apr 2014	29,434	\$58,169,262
Mar 2014	28,171	\$4,646,119

Measure	Jun 2014	Year Over Comparison Jun 2013
Determinations/FTE/Month:	267.37	288.91
Avg Cost Per Determination:	\$19.61	\$18.19
Deposits/FTE/Month:	\$36,553.84	\$40,458.91
Avg Cost Per \$100 Deposit:	\$16.73	\$14.75

## STAFF PAYROLL EXPENSE

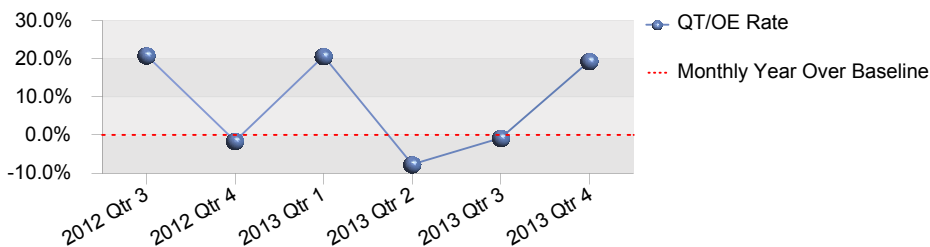
Month	Payroll	Budgeted
Jun 2014	\$1,164,823.87	\$1,602,444.54
May 2014	\$1,174,245.08	\$1,602,444.54
Apr 2014	\$1,197,456.48	\$1,602,444.54
Mar 2014	\$1,181,170.23	\$1,597,069.54

	Jun 2014	Year Over Comparison Avg 2013 Q 3	Budgeted
Benefits - FTEs Charged:	97.75	104.85	113.75
Contributions - FTEs Charged:	66.11	73.91	77

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Jun 2014):	6,755	N/A
Reemployment Rate (2013 Qtr 3):	63.41%	65%
Duration Rate (2014 Qtr 2):	12.6	13
Exhaustion Rate (2014 Qtr 2):	32.38%	35%
Phones - Total Calls Week Ending 07/18/2014:	2,841	N/A
Phones - Avg Speed of Answer Week Ending 07/18/2014:	04:07	10:00
Trust Fund Balance (5/31/14):	\$738,747,323.72	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Yr Over	-	-
2012 Qtr 3	20.8%	27.0%
2012 Qtr 4	-1.6%	-30.3%
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-0.8%	16.5%
2013 Qtr 4	19.3%	-2.6%

\*Note: When compared to the 2012 Fiscal Year Baseline QT/OE results for Fiscal Year 2013 resulted in a 12.2% increase .

# DWS: AT A GLANCE UI

August 29, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Jul 2014	90.7%	95%
Jun 2014	91.0%	95%
May 2014	90.4%	95%
Apr 2014	92.9%	95%

Federal Measures	Measure	Goal
Timeliness (Jul 2014):	93.84%	95%
Federal BTQ Score (2014 Qtr 2):	92.52%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Jul 2014	25,762	\$49,254,629
Jun 2014	26,135	\$2,416,574
May 2014	29,263	\$55,715,223
Apr 2014	29,434	\$58,169,262

Measure	Jul 2014	Year Over Comparison Jul 2013
Determinations/FTE/Month:	264.28	303.38
Avg Cost Per Determination:	\$20.59	\$17.07
Deposits/FTE/Month:	\$737,234.38	\$808,289.21
Avg Cost Per \$100 Deposit:	\$0.84	\$0.67

## STAFF PAYROLL EXPENSE

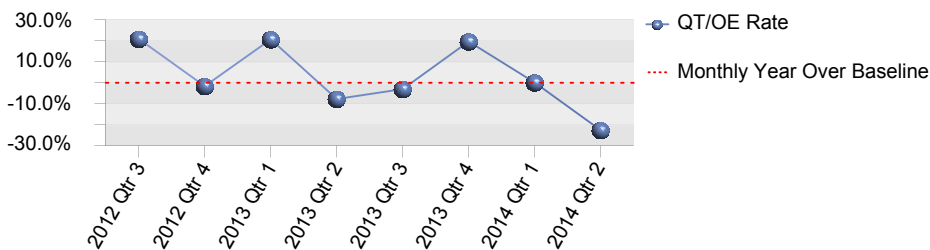
Month	Payroll	Budgeted
Jul 2014	\$1,180,053.99	\$1,464,998.47
Jun 2014	\$1,164,823.87	\$1,602,444.54
May 2014	\$1,174,245.08	\$1,602,444.54
Apr 2014	\$1,197,456.48	\$1,602,444.54

	Jul 2014	Year Over Comparison Avg 2013 Q 3	Budgeted
Benefits - FTEs Charged:	97.48	104.85	113.25
Contributions - FTEs Charged:	66.81	73.91	76

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Jul 2014):	6,410	N/A
Reemployment Rate (2013 Qtr 4):	47.85%	65%
Duration Rate (2014 Qtr 2):	12.6	13
Exhaustion Rate (2014 Qtr 2):	32.31%	35%
Phones - Total Calls Week Ending 08/22/2014:	2,873	N/A
Phones - Avg Speed of Answer Week Ending 08/22/2014:	01:02	10:00
Trust Fund Balance (7/31/14):	\$745,411,007.68	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress. UI FY 2014 QT/OE data is still preliminary as there is a lag period of 1 quarter for a component of the benefits quality measure.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
2013 Qtr 1	20.6%	41.5%
2013 Qtr 2	-7.7%	-21.5%
2013 Qtr 3	-3.0%	13.7%
2013 Qtr 4	19.6%	0.3%
2014 Qtr 1	0.1%	-3.9%
2014 Qtr 2	-22.5%	-20.8%

\*Note: When compared to the 2012 Fiscal Year Baseline preliminary QT/OE results for Fiscal Year 2014 resulted in a 2.8% decrease .

# DWS: AT A GLANCE UI

September 19, 2014

## QUALITY

### Initial Adjudication In-House BTQ Scores

Month	Score	Goal
Aug 2014	91.5%	95%
Jul 2014	90.7%	95%
Jun 2014	91.0%	95%
May 2014	90.4%	95%

Federal Measures	Measure	Goal
Timeliness (Aug 2014):	90.59%	95%
Federal BTQ Score (2014 Qtr 2):	92.52%	95%

## THROUGHPUT

### Monthly Determinations & Contributions

Month	Determinations	Contributions
Aug 2014	24,042	\$40,890,556
Jul 2014	25,762	\$49,254,629
Jun 2014	26,135	\$2,416,574
May 2014	29,263	\$55,715,223

Measure	Aug 2014	Year Over Comparison Aug 2013
Determinations/FTE/Month:	252.17	305.05
Avg Cost Per Determination:	\$21.51	\$16.83
Deposits/FTE/Month:	\$595,117.97	\$555,907.51
Avg Cost Per \$100 Deposit:	\$1.03	\$1.08

## STAFF PAYROLL EXPENSE

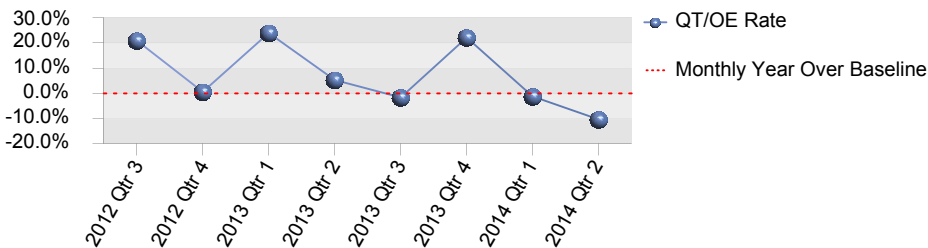
Month	Payroll	Budgeted
Aug 2014	\$1,173,553.86	\$1,503,895.20
Jul 2014	\$1,180,053.99	\$1,553,169.87
Jun 2014	\$1,164,823.87	\$1,602,444.54
May 2014	\$1,174,245.08	\$1,602,444.54

	Aug 2014	Year Over Comparison Avg 2013 Q 3	Budgeted
Benefits - FTEs Charged:	95.34	104.85	113
Contributions - FTEs Charged:	68.71	73.91	69

## OTHER OUTCOMES

	Measure	Goal
Volume Count (Aug 2014):	5,789	N/A
Reemployment Rate (2013 Qtr 4):	47.85%	65%
Duration Rate (2014 Qtr 2):	12.6	13
Exhaustion Rate (2014 Qtr 2):	32.26%	35%
Phones - Total Calls Week Ending 09/12/2014:	2,595	N/A
Phones - Avg Speed of Answer Week Ending 09/12/2014:	02:13	10:00
Trust Fund Balance (7/31/14):	\$745,411,007.68	\$577,651,861 - \$772,804,517

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress. UI FY 2014 QT/OE data is still preliminary as there is a lag period of 1 quarter for a component of the benefits quality measure.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
2013 Qtr 1	23.9%	47.4%
2013 Qtr 2	5.3%	-26.3%
2013 Qtr 3	-1.6%	19.9%
2013 Qtr 4	22.1%	-2.5%
2014 Qtr 1	-1.2%	-3.9%
2014 Qtr 2	-10.3%	-21.1%

\*Note: When compared to the 2012 Fiscal Year Baseline preliminary QT/OE results for Fiscal Year 2014 resulted in a 2.6% increase .



# DWS: AT A GLANCE WDD

September 27, 2013

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Aug 2013	41.1%
Jul 2013	34.5%
Jun 2013	12.5%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 2	58.5%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Aug 2013	41.3%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
July 2013	74.78%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Aug 2013	\$3,561,408	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Aug 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	620.15	705.74	641

Job Placements (All) / FTE	
2013 Qtr 2	83.04
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 2	\$199.97
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 2	54,808
2012 Qtr 2	63,344
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 2	
All FS Recipients	15,209
-Able Bodied Adults Without Dependents	3,382
-Employment & Training	645

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	567

Job Placements - Refugees Enrolled	
2013 Qtr 2	95
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 2	1,445
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 2	7,922
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 2	4,314
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 2	813
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
August 2013	17,736
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 2	15.4%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
July 2013	28.0%
2012 Baseline - Avg Mo	27.9%

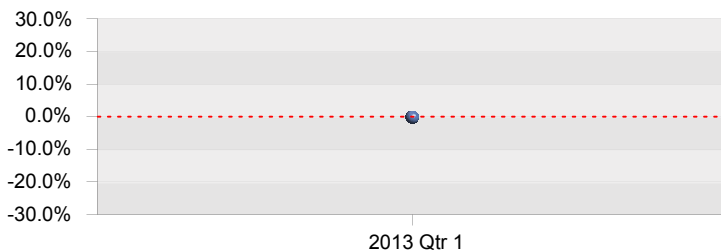
Total DWS Case Managed Customers (Unique Count)	
July 2013	15,105
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 2	19,584
2012 Baseline - Yrly Target	41,708

General Assistance August 2013		
GA Case Count (August 2013): 787	Yrly Budget	YTD Expenditures
	\$5,009,495	\$353,069

\* Updated thru 08/31/13 - 16.6% of State Fiscal Year elapsed / 7.05% of budgeted funds expended

QT/OE \*\* As GOMB makes changes to QT/OE process, this section remains a work in progress.



● Percent Change  
 --- FY 2012 Baseline

QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
Baseline - FY 2012 Avg	0.0%	0.0%
-	-	-
-	-	-
-	-	-

# DWS: AT A GLANCE WDD

October 25, 2013

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Sep 2013	31.2%
Aug 2013	41.1%
Jul 2013	34.5%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 2	58.5%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Sep 2013	63.7%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
September 2013	70.09%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Aug 2013	\$3,561,408	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Aug 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	620.15	705.74	641

Job Placements (All) / FTE	
2013 Qtr 2	83.04
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 2	\$199.97
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 2	54,808
2012 Qtr 2	63,344
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 2	
All FS Recipients	15,209
-Able Bodied Adults Without Dependents	3,382
-Employment & Training	645
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	567

Job Placements - Refugees Enrolled	
2013 Qtr 2	95
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 2	1,445
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 2	7,922
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 2	4,314
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 2	813
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
September 2013	15,419
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 2	15.4%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
August 2013	23.8%
2012 Baseline - Avg Mo	27.9%

Total DWS Case Managed Customers (Unique Count)	
September 2013	15,078
2012 Baseline - Avg Mo	17,730

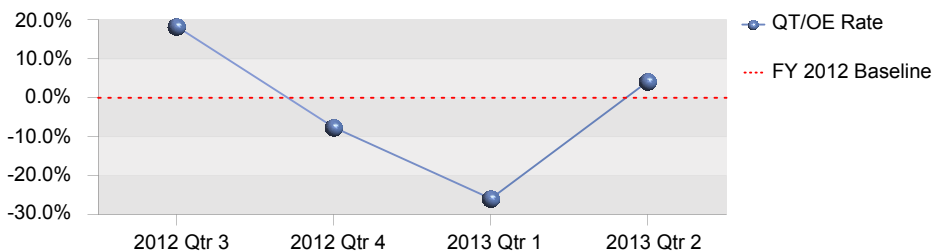
Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 2	19,584
2012 Baseline - Yrly Target	41,708

General Assistance August 2013		
GA Case Count (August 2013): 787	Yrly Budget	YTD Expenditures
	\$5,009,495	\$353,069

\* Updated thru 08/31/13 - 16.6% of State Fiscal Year elapsed / 7.05% of budgeted funds expended

QT/OE \*\* As GOMB makes changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	18.3%	18.3%
2012 Qtr 4	-7.6%	-13.4%
2013 Qtr 1	-25.9%	-15.0%
2013 Qtr 2	4.2%	87.2%

\*FY 2013 results in a 4.6% decrease .

# DWS: AT A GLANCE WDD

November 27, 2013

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Oct 2013	53.3%
Sep 2013	39.8%
Aug 2013	46.8%
Jul 2013	42.0%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 3	52.7%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Oct 2013	53.6%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Oct 2013	73.3%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Oct 2013	\$3,402,388	\$4,263,232
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Oct 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	608.42	705.74	641

Job Placements (All) / FTE	
2013 Qtr 3	87.18
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 3	\$200.37
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 3	54,076
2012 Qtr 3	61,821
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 3	
All FS Recipients	14,349
-Able Bodied Adults Without Dependents	2,897
-Employment & Training	673
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	567

Job Placements - Refugees Enrolled	
2013 Qtr 3	75
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 3	1,478
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 3	7,093
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 3	4,109
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 3	696
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
October 2013	16,928
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 3	16.0%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
September 2013	27.7%
2012 Baseline - Avg Mo	27.9%

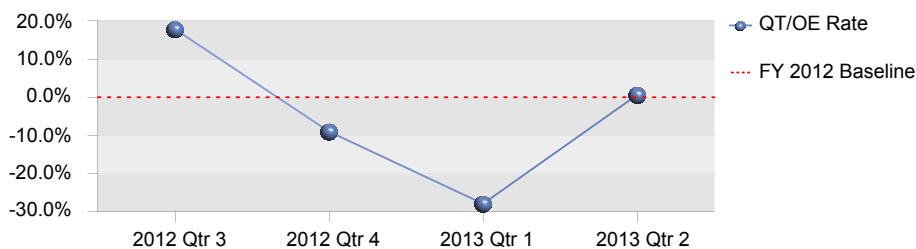
Total DWS Case Managed Customers (Unique Count)	
October 2013	14,794
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 2	19,584
2012 Baseline - Yrly Target	41,708

General Assistance October 2013		
GA Case Count (October 2013): 814	Yrly Budget	YTD Expenditures
	\$5,009,495	\$1,340,728

\* Updated thru 10/31/13 - 33.3% of State Fiscal Year elapsed / 26.8% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	17.8%	17.8%
2012 Qtr 4	-9.0%	-13.4%
2013 Qtr 1	-27.9%	-15.0%
2013 Qtr 2	0.6%	87.4%

\*FY 2013 results in a 6.6% decrease .

# DWS: AT A GLANCE WDD

December 27, 2013

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Nov 2013	52.3%
Oct 2013	53.3%
Sep 2013	39.8%
Aug 2013	46.8%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 3	52.7%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Nov 2013	39.2%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Nov 2013	77.1%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Nov 2013	\$3,418,885	\$4,263,232
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Nov 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	616.66	705.74	641

Job Placements (All) / FTE	
2013 Qtr 3	87.18
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 3	\$200.37
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 3	54,076
2012 Qtr 3	61,821
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 3	
All FS Recipients	14,349
-Able Bodied Adults Without Dependents	2,897
-Employment & Training	673
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	567

Job Placements - Refugees Enrolled	
2013 Qtr 3	75
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 3	1,478
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 3	7,093
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 3	4,109
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 3	696
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
November 2013	12,206
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 3	16.0%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
October 2013	29.8%
2012 Baseline - Avg Mo	27.9%

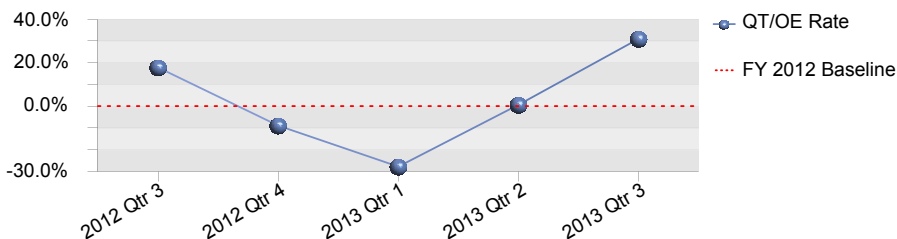
Total DWS Case Managed Customers (Unique Count)	
November 2013	14,860
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 3	28,857
2012 Baseline - Yrly Target	41,708

General Assistance November 2013		
GA Case Count (November 2013): 757	Yrly Budget	YTD Expenditures
	\$5,009,495	\$1,703,018

\* Updated thru 11/30/13 - 41.7% of State Fiscal Year elapsed / 34.0% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	17.8%	17.8%
2012 Qtr 4	-9.0%	-13.4%
2013 Qtr 1	-27.9%	-15.0%
2013 Qtr 2	0.6%	87.4%
2013 Qtr 3	32.0%	57.8%

\*FY 2013 results in a 6.6% decrease .

# DWS: AT A GLANCE WDD

January 24, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Dec 2013	55.2%
Nov 2013	52.3%
Oct 2013	53.3%
Sep 2013	39.8%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 3	52.7%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Dec 2013	65.8%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Dec 2013	75.3%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Dec 2013	\$5,143,786	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Dec 2013	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	620.59	705.74	641

Job Placements (All) / FTE	
2013 Qtr 3	87.18
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 3	\$200.37
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 3	54,076
2012 Qtr 3	61,821
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 3	
All FS Recipients	14,349
-Able Bodied Adults Without Dependents	2,897
-Employment & Training	673
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	567

Job Placements - Refugees Enrolled	
2013 Qtr 3	75
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 3	1,478
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 3	7,093
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 3	4,109
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 3	696
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
December 2013	16,969
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 3	16.0%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
November 2013	Not Currently Available
2012 Baseline - Avg Mo	27.9%

Total DWS Case Managed Customers (Unique Count)	
December 2013	14,272
2012 Baseline - Avg Mo	17,730

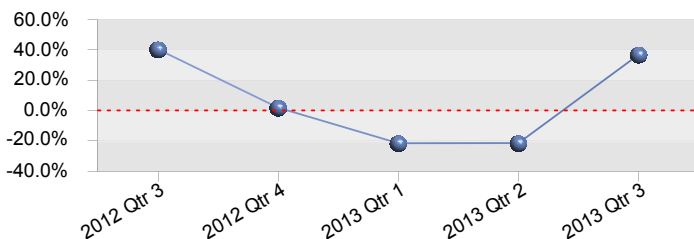
Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 3	28,857
2012 Baseline - Yrly Target	41,708

General Assistance November 2013		
GA Case Count (December 2013): 765	<b>Yrly Budget</b>	<b>YTD Expenditures</b>
	\$5,009,495	\$2,010,078

\* Updated thru 12/31/13 - 50% of State Fiscal Year elapsed / 40.1% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



● QT/OE Rate  
 --- FY 2012 Baseline

QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	40.2%	40.2%
2012 Qtr 4	-1.8%	-13.8%
2013 Qtr 1	-21.6%	-14.7%
2013 Qtr 2	-21.5%	89.5%
2013 Qtr 2	36.7%	59.0%

\*FY 2013 results in a 6.6% decrease .

# DWS: AT A GLANCE WDD

March 1, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Jan 2014	42.2%
Dec 2013	55.3%
Nov 2013	52.3%
Oct 2013	53.3%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 4	44.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Jan 2014	60.7%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Jan 2014	76.4%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Jan 2014	\$3,455,714	\$4,263,232
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Jan 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	614.43	705.74	641

Job Placements (All) / FTE	
2013 Qtr 4	76.36
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 4	\$221.37
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 4	46,920
2012 Qtr 4	53,030
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 4	
All FS Recipients	12,082
-Able Bodied Adults Without Dependents	2,342
-Employment & Training	699

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2013 Qtr 4	83
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 4	1,393
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 4	6,435
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 4	3,888
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 4	570
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
January 2014	14,862
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 4	15.9%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
January 2014	23.8%
2012 Baseline - Avg Mo	27.9%

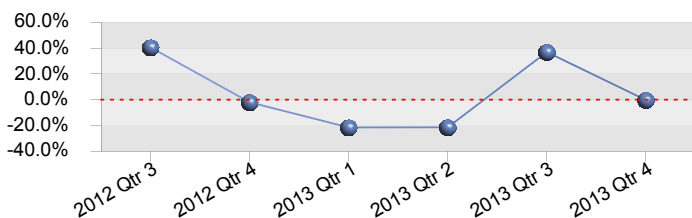
Total DWS Case Managed Customers (Unique Count)	
January 2014	14,222
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 3	28,857
2012 Baseline - Yrly Target	41,708

General Assistance January 2014		
GA Case Count (January 2014): 799	Yrly Budget	YTD Expenditures
	\$5,009,495	\$2,354,578

\* Updated thru 01/31/2014- 58.3% of State Fiscal Year elapsed / 47.0% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



● QT/OE Rate  
 --- FY 2012 Baseline

QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	40.5%	62.5%
2012 Qtr 4	-2.0%	-24.5%
2013 Qtr 1	-21.5%	-20.7%
2013 Qtr 2	-21.4%	0.5%
2013 Qtr 3	36.9%	76.8%
2013 Qtr 4	-0.3%	-26.0%

\*FY 2013 results in a 3.2% decrease .

# DWS: AT A GLANCE WDD

March 26, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Feb 2014	57.0%
Jan 2014	42.2%
Dec 2013	55.3%
Nov 2013	52.5%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 4	44.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Feb 2014	59.7%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Feb 2014	75.2%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Feb 2014	\$3,508,699	\$4,263,232
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Feb 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	616.61	705.74	641

Job Placements (All) / FTE	
2013 Qtr 4	76.26
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 4	\$237.21
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 4	46,920
2012 Qtr 4	53,030
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 4	
All FS Recipients	12,082
-Able Bodied Adults Without Dependents	2,342
-Employment & Training	699

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2013 Qtr 4	83
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 4	1,393
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 4	6,435
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 4	3,896
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 4	570
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
February 2014	15,802
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 4	15.9%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
January 2014	23.5%
2012 Baseline - Avg Mo	27.9%

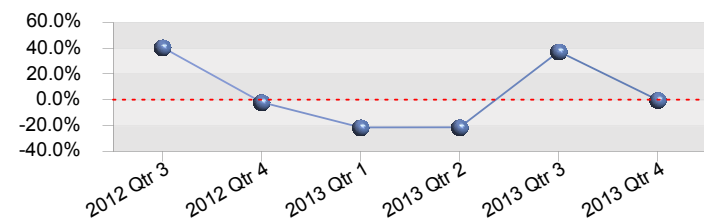
Total DWS Case Managed Customers (Unique Count)	
February 2014	13,971
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 4	42,100
2012 Baseline - Yrly Target	41,708

General Assistance February 2014		
GA Case Count (February 2014): 801	Yrly Budget	YTD Expenditures
	\$5,009,495	\$2,677,877

\* Updated thru 02/28/2014- 66.67% of State Fiscal Year elapsed / 53.46% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



● QT/OE Rate  
 --- FY 2012 Baseline

QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	40.5%	62.5%
2012 Qtr 4	-2.0%	-24.5%
2013 Qtr 1	-21.5%	-20.7%
2013 Qtr 2	-21.4%	0.5%
2013 Qtr 3	37.3%	77.1%
2013 Qtr 4	-0.3%	-26.0%

\*FY 2013 results in a 3.2% decrease .

# DWS: AT A GLANCE WDD

April 24, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Mar 2014	48.7%
Feb 2014	57.0%
Jan 2014	42.2%
Dec 2013	55.3%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 4	44.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Mar 2014	60.0%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Mar 2014	71.3%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Mar 2014	\$3,480,570	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Mar 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	621.24	705.74	641

Job Placements (All) / FTE	
2013 Qtr 4	76.26
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 4	\$237.21
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 4	46,920
2012 Qtr 4	53,030
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 4	
All FS Recipients	12,082
-Able Bodied Adults Without Dependents	2,342
-Employment & Training	699

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2013 Qtr 4	83
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 4	1,393
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 4	6,435
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 4	3,893
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 4	570
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
March 2014	30,117
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 4	15.9%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
February 2014	23.7%
2012 Baseline - Avg Mo	27.9%

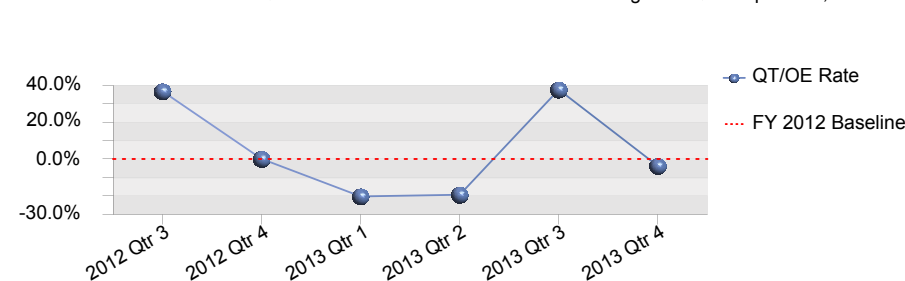
Total DWS Case Managed Customers (Unique Count)	
March 2014	16,028
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 4	42,100
2012 Baseline - Yrly Target	41,708

General Assistance March 2014		
GA Case Count (March 2014): 832	Yrly Budget	YTD Expenditures
	\$5,009,495	\$3,042,906

\* Updated thru 03/31/2014- 75% of State Fiscal Year elapsed / 60.74% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	36.7%	57.7%
2012 Qtr 4	0.03%	-24.3%
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-19.4%	1.7%
2013 Qtr 3	37.6%	71.6%
2013 Qtr 4	-3.8%	-29.5%

\*FY 2013 results in a 3.5% decrease .



# DWS: AT A GLANCE WDD

May 14, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Apr 2014	69.5%
Mar 2014	49.0%
Feb 2014	57.1%
Jan 2014	42.3%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2013 Qtr 4	44.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Apr 2014	59.8%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Apr 2014	71.4%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Apr 2014	\$3,458,970	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Apr 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	618.73	705.74	641

Job Placements (All) / FTE	
2013 Qtr 4	76.26
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2013 Qtr 4	\$237.21
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2013 Qtr 4	46,920
2012 Qtr 4	53,030
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2013 Qtr 4	
All FS Recipients	12,082
-Able Bodied Adults Without Dependents	2,342
-Employment & Training	699

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2013 Qtr 4	83
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2013 Qtr 4	1,393
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2013 Qtr 4	6,435
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2013 Qtr 4	3,893
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2013 Qtr 4	570
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
April 2014	20,556
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2013 Qtr 4	15.9%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
March 2014	22.7%
2012 Baseline - Avg Mo	27.9%

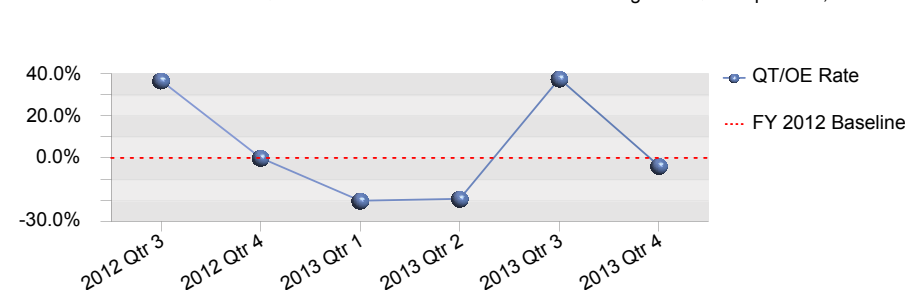
Total DWS Case Managed Customers (Unique Count)	
April 2014	15,525
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2013 Qtr 4	42,100
2012 Baseline - Yrly Target	41,708

General Assistance April 2014		
GA Case Count (April 2014): 856	Yrly Budget	YTD Expenditures
	\$5,009,495	\$3,389,161

\* Updated thru 03/31/2014- 83.3% of State Fiscal Year elapsed / 67.7% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 3	36.7%	57.7%
2012 Qtr 4	0.03%	-24.3%
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-19.4%	1.7%
2013 Qtr 3	37.6%	71.6%
2013 Qtr 4	-3.8%	-29.5%

\*FY 2013 results in a 3.5% decrease .

# DWS: AT A GLANCE WDD

June 25, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
May 2014	74.1%
Apr 2014	69.5%
Mar 2014	49.0%
Feb 2014	57.1%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2014 Qtr 1	45.2%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
May 2014	63.0%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
May 2014	87.4%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
May 2014	\$3,458,736	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	May 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	617.43	705.74	641

Job Placements (All) / FTE	
2014 Qtr 1	73.54
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2014 Qtr 1	\$249.54
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2014 Qtr 1	45,377
2013 Qtr 1	48,365
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2014 Qtr 1	
All FS Recipients	10,089
-Able Bodied Adults Without Dependents	2,394
-Employment & Training	589

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2014 Qtr 1	76
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2014 Qtr 1	1,272
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2014 Qtr 1	6,816
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2014 Qtr 1	3,633
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2014 Qtr 1	648
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
May 2014	19,431
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2014 Qtr 1	16.4%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
May 2014	15.4%
2012 Baseline - Avg Mo	27.9%

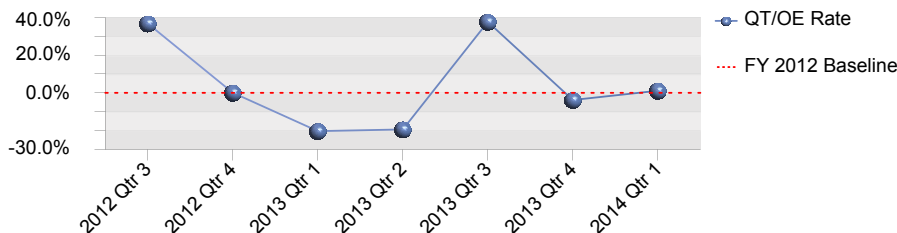
Total DWS Case Managed Customers (Unique Count)	
May 2014	14,989
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2014 Qtr 1	8,455
2012 Baseline - Yrly Target	41,708

General Assistance May 2014		
GA Case Count (May 2014):	899	
	Yrly Budget	YTD Expenditures
	\$5,009,495	\$3,753,635

\* Updated thru 05/31/2014- 91.7% of State Fiscal Year elapsed / 74.9% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 4	0.00%	-24.3%
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-19.4%	1.7%
2013 Qtr 3	37.6%	71.7%
2013 Qtr 4	-3.8%	-29.6%
2014 Qtr 1	1.1%	5.4%

\*FY 2013 results in a 3.5% decrease .

# DWS: AT A GLANCE WDD

July 25, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Jun 2014	76.2%
May 2014	74.2%
Apr 2014	69.5%
Mar 2014	49.0%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2014 Qtr 1	45.2%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Jun 2014	73.4%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Jun 2014	79.2%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	Budgeted
Jun 2014	\$3,500,551	\$4,263,232
2012 Baseline -Avg Mo	\$3,747,464	\$5,913,122

	Jun 2014	2012 Baseline - Avg Mo	Budgeted
Number of FTEs	619.77	705.74	641

Job Placements (All) / FTE	
2014 Qtr 1	73.54
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2014 Qtr 1	\$249.54
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2014 Qtr 1	45,377
2013 Qtr 1	48,365
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2014 Qtr 1	
All FS Recipients	10,089
-Able Bodied Adults Without Dependents	2,394
-Employment & Training	589

2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2014 Qtr 1	76
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2014 Qtr 1	1,272
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2014 Qtr 1	6,816
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2014 Qtr 1	3,633
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2014 Qtr 1	648
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 12,500	
June 2014	19,503
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2014 Qtr 1	16.4%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
May 2014	22.3%
2012 Baseline - Avg Mo	27.9%

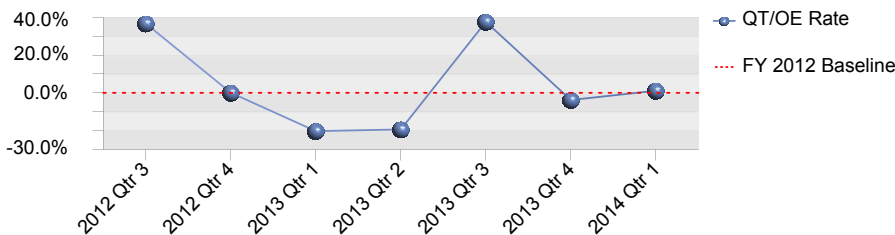
Total DWS Case Managed Customers (Unique Count)	
June 2014	14,530
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2014 Qtr 1	8,455
2012 Baseline - Yrly Target	41,708

General Assistance June 2014		
GA Case Count (June 2014): 940	Yrly Budget	YTD Expenditures
	\$5,009,495	\$4,179,667

\* Updated thru 06/30/2014- 100% of State Fiscal Year elapsed / 83.4% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
FY 2012 Avg	-	-
2012 Qtr 4	0.00%	-24.3%
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-19.4%	1.7%
2013 Qtr 3	37.6%	71.7%
2013 Qtr 4	-3.8%	-29.6%
2014 Qtr 1	1.1%	5.4%

\*FY 2013 results in a 3.5% decrease .

# DWS: AT A GLANCE WDD

August 28, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Jul 2014	76.0%
Jun 2014	76.2%
May 2014	74.2%
Apr 2014	69.5%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2014 Qtr 2	49.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Jul 2014	67.7%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Jul 2014	93.2%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	FY 15 Budgeted
Jul 2014	\$3,727,407	\$3,991,759
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Jul 2014	2012 Baseline - Avg Mo	FY 15 Budgeted
Number of FTEs	642.27	705.74	641

Job Placements (All) / FTE	
2014 Qtr 2	77.68
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2014 Qtr 2	\$201.82
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2014 Qtr 2	48,020
2013 Qtr 2	54,808
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2014 Qtr 2	
All FS Recipients	11,138
-Able Bodied Adults Without Dependents	2,431
-Employment & Training	753
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2014 Qtr 2	74
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2014 Qtr 2	1,434
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2014 Qtr 2	5,958
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2014 Qtr 2	3,834
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2014 Qtr 2	882
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 15,085	
July 2014	19,372
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2014 Qtr 2	17.0%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
June 2014	26.3%
2012 Baseline - Avg Mo	27.9%

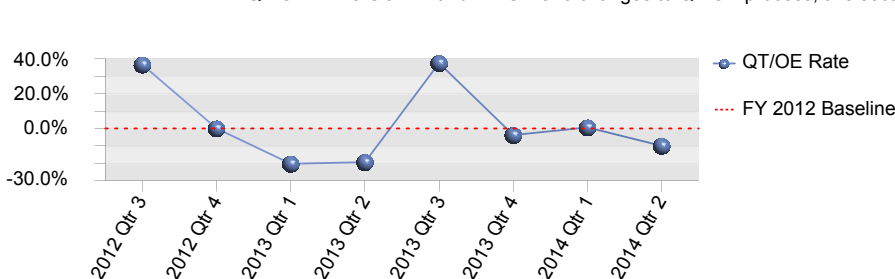
Total DWS Case Managed Customers (Unique Count)	
July 2014	13,985
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2014 Qtr 1	8,455
2012 Baseline - Yrly Target	41,708

General Assistance July 2014		
GA Case Count (July 2014):	<b>Yrly Budget</b>	<b>YTD Expenditures</b>
957	\$5,508,362.27	\$313,666

\* Updated thru 07/31/2014- 8.3% of State Fiscal Year elapsed / 5.7% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-19.4%	1.7%
2013 Qtr 3	37.6%	71.7%
2013 Qtr 4	-3.8%	-29.6%
2014 Qtr 1	0.6%	4.6%
2014 Qtr 2	-10.0%	-9.9%

\*Compared to FY 2012, FY 2014 results in a 3.5% increase .

# DWS: AT A GLANCE WDD

September 19, 2014

## QUALITY

Compliance Case Accuracy Rate - All Programs (Internal) Target 80%	
Aug 2014	76.2%
Jul 2014	76.1%
Jun 2014	76.2%
May 2014	74.2%
2012 Baseline - Avg Mo	33.3%

Job Placements % Self Directed Target between 55-65%	
2014 Qtr 2	49.4%
2012 Baseline - Avg Qtr	33.3%

Positive Closure Rate - TANF Target 70%	
Aug 2014	71.7%
2012 Baseline - Avg Mo	58.8%

Positive Closure Rate - WIA Adult & Dislocated Workers Target 70%	
Aug 2014	93.0%
2012 Baseline - Avg Mo	59.9%

## STAFF PAYROLL EXPENSE

Period	Payroll	FY 15 Budgeted
Aug 2014	\$3,706,672	\$3,720,286
2012 Baseline - Avg Mo	\$3,747,464	\$5,913,122

	Aug 2014	2012 Baseline - Avg Mo	FY 15 Budgeted
Number of FTEs	639.33	705.74	662

Job Placements (All) / FTE	
2014 Qtr 2	77.68
2012 Baseline - Avg Qtr	82.94

Cost / Job Placement (All)	
2014 Qtr 2	\$201.82
2012 Baseline - Avg Qtr	\$192.05

## THROUGHPUT

Total Job Placements - DWS Labor Exchange Target 50,000	
2014 Qtr 2	48,020
2013 Qtr 2	54,808
2012 Baseline - Avg Qtr	58,536

Job Placements - Food Stamp Recipients	
2014 Qtr 2	
All FS Recipients	11,138
-Able Bodied Adults Without Dependents	2,431
-Employment & Training	753
2012 Baseline - Avg Qtr	
All FS Recipients	16,112
-Able Bodied Adults Without Dependents	N/A
-Employment & Training	664

Job Placements - Refugees Enrolled	
2014 Qtr 2	74
2012 Baseline - Avg Qtr	83

Job Placements - TANF	
2014 Qtr 2	1,434
2012 Baseline - Avg Qtr	1,652

Job Placements - Unemployment Insurance Recipients	
2014 Qtr 2	5,958
2012 Baseline - Avg Qtr	9,148

Job Placements - Veterans Target 4,700	
2014 Qtr 2	3,834
2012 Baseline - Avg Qtr	4,489

Job Placements - WIA Adult & Dislocated Workers	
2014 Qtr 2	882
2012 Baseline - Avg Qtr	957

## OTHER OUTCOMES

Job Orders Target 15,085	
August 2014	21,732
2012 Baseline - Avg Mo	12,732

Employer Marketshare	
2014 Qtr 2	17.0%
2012 Baseline - Avg Qtr	15.2%

FEP Participation Rate (Non-Adjusted) Target 50%	
July 2014	25.5%
2012 Baseline - Avg Mo	27.9%

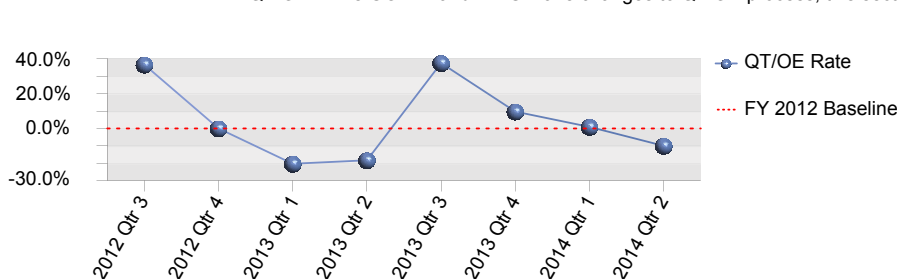
Total DWS Case Managed Customers (Unique Count)	
August 2014	14,268
2012 Baseline - Avg Mo	17,730

Closures of Temporary Assistance Customers	
Total as of 2014 Qtr 2	16,590
2012 Baseline - Yrly Target	41,708

General Assistance August 2014		
GA Case Count (August 2014): 956	<b>Yrly Budget</b>	<b>YTD Expenditures</b>
	\$5,508,362.27	\$712,363

\* Updated thru 08/31/2014- 16.7% of State Fiscal Year elapsed / 12.9% of budgeted funds expended

QT/OE \*\* As GOMB and DWS make changes to QT/OE process, this section remains a work in progress.



QT/OE Target = 25%		
	QT/OE % Change From Baseline	QT/OE % Change From Previous Quarter
2013 Qtr 1	-20.3%	-18.2%
2013 Qtr 2	-18.3%	3.1%
2013 Qtr 3	37.6%	69.4%
2013 Qtr 4	9.7%	-19.7%
2014 Qtr 1	0.9%	-7.6%
2014 Qtr 2	-10.0%	-10.2%

\*Compared to FY 2012, FY 2014 results in a 6.8% increase .

## **SFY 2013 AND 2014 FINANCIAL**

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**Department of Workforce Services  
State Fiscal Year 2013**

PROGRAM	BUDGETED	ACTUAL	SOURCE OF FUNDS						FTES
	EXPENDITURES	EXPENDITURES	GENERAL FUND	FEDERAL FUNDS	DED CREDIT	RESTRICTED	MINERAL LEASE	TRANSFER	
<b>ADMINISTRATION-NJAA</b>									
NJA Executive Director	3,020,452	2,724,685	733,332	1,757,815	28,327	-	-	205,212	24.23
NJT Admin. Support	6,326,429	6,212,006	2,578,310	2,962,376	111,229	-	134,100	425,991	52.35
NJE Communications	1,085,703	1,035,326	271,770	641,107	9,867	-	-	112,582	9.01
NUJ Internal Audit	641,440	632,779	166,486	391,281	6,101	-	-	68,911	6.96
NJH Human Resources	1,159,645	1,167,667	308,922	718,939	11,260	-	-	128,546	-
<b>TOTAL NJAA</b>	<b>12,233,669</b>	<b>11,772,463</b>	<b>4,058,820</b>	<b>6,471,517</b>	<b>166,785</b>	<b>-</b>	<b>134,100</b>	<b>941,241</b>	<b>92.55</b>
<b>OPERATIONS AND POLICY-NJBA</b>									
NJL Workforce Research and Analysis	2,469,779	2,291,811	124,215	2,078,898	49,359	42	-	39,297	27.47
NJP Eligibility Services Division	59,598,790	57,322,842	24,576,445	18,606,583	2,954,111	1,756	-	11,183,947	778.83
NJD Workforce Development Division	70,849,804	62,595,906	11,712,393	48,371,352	601,176	464,011	-	1,446,975	666.53
2265 DWS Refugee Services Fund	15,000	14,964	-	-	-	14,964	-	-	-
NJB Facilities and Pass-Through	13,036,062	23,172,033	2,516,214	16,394,650	132,497	1,503,083	-	2,625,589	-
NJY Information Technology	28,692,365	26,103,677	5,299,486	13,462,096	1,227,588	272,080	-	5,842,426	-
NJF TANF	33,000,000	34,243,828	6,537,741	27,706,086	-	-	-	-	-
NJS SNAP	410,000,000	388,000,098	145,771	387,854,327	-	-	-	-	-
NJG Refugee Programs	6,000,000	7,801,018	-	7,815,567	-	(14,549)	-	-	-
NJW Workforce Investment Act	8,500,000	5,105,776	-	5,105,776	-	-	-	-	-
NJR Child Care	46,500,000	45,508,366	4,199,688	41,160,652	-	-	-	148,026	-
NJM Trade Training & Subsidies	3,500,000	1,298,758	-	1,298,758	-	-	-	-	-
NJX Other Assistance	12,560,595	5,297,858	263,620	1,449,663	-	3,432,429	-	152,146	-
<b>Total Client Services</b>	<b>694,722,395</b>	<b>658,756,935</b>	<b>55,375,573</b>	<b>571,304,408</b>	<b>4,964,731</b>	<b>5,673,816</b>	<b>-</b>	<b>21,438,406</b>	<b>1,472.83</b>
<b>GENERAL ASSISTANCE-NKAA</b>									
NKA General Assistance	5,413,800	5,241,604	5,241,605	-	-	-	-	-	12.26
<b>TOTAL NKAA</b>	<b>5,413,800</b>	<b>5,241,604</b>	<b>5,241,605</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12.26</b>
<b>UNEMPLOYMENT INSURANCE-NLAA</b>									
NLA Unemployment Insurance	18,625,780	16,486,433	375,272	15,485,242	257,374	278,901	-	89,645	218.98
NLJ Adjudication	3,252,018	3,015,623	204,328	2,738,187	1,961	8,614	-	62,533	33.13
<b>TOTAL NLAA</b>	<b>21,877,798</b>	<b>19,502,056</b>	<b>579,600</b>	<b>18,223,429</b>	<b>259,334</b>	<b>287,515</b>	<b>-</b>	<b>152,177</b>	<b>252.11</b>
<b>UNEMPLOYMENT TRUST FUND-NMAA</b>									
NMA UI Benefits	677,050,000	314,226,867	-	72,454,326	-	241,772,541	-	-	-
<b>TOTAL NMAA</b>	<b>677,050,000</b>	<b>314,226,867</b>	<b>-</b>	<b>72,454,326</b>	<b>-</b>	<b>241,772,541</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HCD-NSAA</b>									
NSA HCD Administration	688,000	657,571	139,100	-	-	-	518,471	-	4.69
NSC Community Development	7,757,800	8,289,789	354,376	7,398,903	-	-	536,510	-	7.94
NSE Housing Development	1,028,700	789,643	288,146	501,497	-	-	-	-	9.10
NSF Community Services	3,716,800	3,365,741	41,800	3,323,941	-	-	-	-	3.34
NSG HEAT	28,439,400	18,711,244	-	18,686,001	25,243	-	-	-	4.38
NSH Homeless Committee	8,210,300	4,820,136	2,296,866	2,498,294	24,976	-	-	-	9.09
NSJ Emergency Food Network	295,100	289,679	289,100	579	-	-	-	-	-
NSM Special Housing	145,000	464,680	-	464,680	-	-	-	-	0.05
NSN Weatherization Assistance	10,375,000	9,194,024	14,900	8,405,393	773,731	-	-	-	5.74
<b>TOTAL NSAA</b>	<b>60,656,100</b>	<b>46,582,507</b>	<b>3,424,288</b>	<b>41,279,288</b>	<b>823,950</b>	<b>-</b>	<b>1,054,981</b>	<b>-</b>	<b>44.33</b>
<b>COMMUNITY DEVELOPMENT CAPITAL BUDGET-NTAA</b>									
NTE Permanent Comm. Impact Board	103,651,500	43,367,719	-	-	-	-	43,367,719	-	-
NWA Special Services Districts	6,575,900	6,405,265	-	-	-	-	6,405,265	-	-
<b>TOTAL NTAA</b>	<b>110,227,400</b>	<b>49,772,984</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>49,772,984</b>	<b>-</b>	<b>-</b>
<b>HCD ZOOS-NVAA</b>									
NVA HCD Zoos	908,400	908,400	908,400	-	-	-	-	-	-
<b>TOTAL NVAA</b>	<b>908,400</b>	<b>908,400</b>	<b>908,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HOUSING AND COMMUNITY DEVELOPMENT ENTERPRISE FUNDS</b>									
2135 DWS Uintah Basin Revitalization Fund	6,000,000	3,754,462	-	-	-	3,754,462	-	-	-
2115 DWS Navajo Revitalization Fund	2,000,000	(86,550)	-	-	-	(86,550)	-	-	-
2151 DWS Qualified Emergency Food Agencies Fund	915,000	875,226	-	-	-	875,226	-	-	-
2153 DWS Intmn Weatherization Training Fund	30,000	847,627	-	-	-	847,627	-	-	-
5700 DWS State Small Business Credit Initiative Program Fund	7,000,000	18,669	-	-	18,669	-	-	-	-
HOUSING ENTERPRISE (Grants)	3,000,000	959,926	373,162	-	-	586,764	-	-	-
	<b>18,945,000</b>	<b>6,369,360</b>	<b>373,162</b>	<b>-</b>	<b>18,669</b>	<b>5,977,529</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>1,602,034,562</b>	<b>1,113,133,176</b>	<b>69,961,448</b>	<b>709,732,969</b>	<b>6,233,470</b>	<b>253,711,401</b>	<b>50,962,065</b>	<b>22,531,824</b>	<b>1,874.08</b>

**Department of Workforce Services  
State Fiscal Year 2014**

PROGRAM	BUDGETED	ACTUAL	SOURCE OF FUNDS						FTES
	EXPENDITURES	EXPENDITURES	GENERAL FUND	FEDERAL FUNDS	DED CREDIT	RESTRICTED	MINERAL LEASE	TRANSFER	
<b>ADMINISTRATION-NJAA</b>									
NJA Executive Director	1,946,105	1,719,950	466,391	982,397	19,866	-	-	251,297	11.00
NJT Admin. Support	6,385,523	6,279,314	1,844,923	3,091,150	79,473	-	134,400	1,129,368	51.71
NJE Communications	1,111,715	952,012	241,058	536,803	11,053	-	-	163,099	8.55
NJU Internal Audit	673,322	604,727	153,539	332,763	7,735	-	-	110,691	6.51
NJH Human Resources	1,193,088	1,193,088	301,090	649,534	10,124	-	-	232,341	-
<b>TOTAL NJAA</b>	<b>11,309,753</b>	<b>10,749,092</b>	<b>3,007,000</b>	<b>5,592,646</b>	<b>128,250</b>	<b>-</b>	<b>134,400</b>	<b>1,886,796</b>	<b>77.77</b>
<b>OPERATIONS AND POLICY-NJBA</b>									
NJL Workforce Research and Analysis	2,494,530	2,232,584	193,041	1,944,742	54,428	1,740	-	38,634	25.84
NJP Eligibility Services Division	59,663,687	56,932,598	19,416,176	15,653,582	1,064,787	12,909	-	20,785,144	751.09
NJD Workforce Development Division	66,829,736	59,794,049	6,003,726	45,460,494	374,325	5,732,252	-	2,223,251	617.37
2265 DWS Refugee Services Fund	12,000	11,684	-	-	-	-	-	-	-
NJB Facilities and Pass-Through	8,856,964	8,704,753	1,977,456	5,709,294	93,355	32,697	-	891,951	-
NJY Information Technology	33,352,912	30,103,875	4,546,469	11,127,305	770,028	2,398,288	-	11,261,784	-
NJF Temporary Assistance to Needy Families	35,000,000	32,090,130	12,018,398	20,071,733	-	-	-	-	-
NJS Supplemental Nutrition Assistance Program	365,007,234	329,416,276	158,647	329,257,629	-	-	-	-	-
NJG Refugee Programs	6,829,746	8,132,917	201,958	7,904,943	26,017	-	-	-	-
NJW Workforce Investment Act	6,000,000	5,168,528	-	5,168,528	-	-	-	-	-
NJR Child Care	67,686,529	43,968,449	4,151,604	39,816,845	-	-	-	-	-
NJM Trade Training & Subsidies	1,500,000	926,774	-	926,774	-	-	-	-	-
NJX Other Assistance	9,436,100	5,337,576	134,214	(99,236)	639	5,143,619	-	158,342	-
<b>Total Client Services</b>	<b>662,669,438</b>	<b>582,820,192</b>	<b>48,801,688</b>	<b>482,942,630</b>	<b>2,383,579</b>	<b>13,333,190</b>	<b>-</b>	<b>35,359,106</b>	<b>1,394.30</b>
<b>GENERAL ASSISTANCE-NKAA</b>									
NKA General Assistance	5,835,160	4,235,684	4,235,684	-	-	-	-	-	12.06
<b>TOTAL NKAA</b>	<b>5,835,160</b>	<b>4,235,684</b>	<b>4,235,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12.06</b>
<b>UNEMPLOYMENT INSURANCE-NLAA</b>									
NLA Unemployment Insurance	19,458,966	16,211,213	250,291	14,859,619	356,753	684,746	-	59,805	208.44
NLJ Adjudication	3,282,895	2,919,289	287,709	2,473,538	3,282	12,851	-	141,909	31.40
<b>TOTAL NLAA</b>	<b>22,741,861</b>	<b>19,130,503</b>	<b>538,000</b>	<b>17,333,156</b>	<b>360,035</b>	<b>697,597</b>	<b>-</b>	<b>201,715</b>	<b>239.84</b>
<b>UNEMPLOYMENT TRUST FUND-NMAA</b>									
NMA Unemployment Insurance Benefits	676,050,000	238,963,645	-	17,750,911	-	221,212,733	-	-	-
<b>TOTAL NMAA</b>	<b>676,050,000</b>	<b>238,963,645</b>	<b>-</b>	<b>17,750,911</b>	<b>-</b>	<b>221,212,733</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HOUSING AND COMMUNITY DEVELOPMENT-NSAA</b>									
NSA HCD Administration	688,000	565,800	500	-	-	-	565,300	-	4.90
NSC Community Development	7,757,800	5,822,155	366,600	4,737,258	134,138	-	584,159	-	8.08
NSE Housing Development	1,028,700	733,505	296,200	437,305	-	-	-	-	12.28
NSF Community Services	3,716,800	3,227,288	43,100	3,184,188	-	-	-	-	2.73
NSG HEAT	28,439,400	18,500,627	-	18,440,865	59,762	-	-	-	4.34
NSH Homeless Committee	8,210,300	5,724,230	2,096,527	2,506,653	41,725	1,079,325	-	-	6.83
NSJ Emergency Food Network	295,100	289,400	289,400	-	-	-	-	-	-
NSM Special Housing	145,000	376,031	-	376,031	-	-	-	-	-
NSN Weatherization Assistance	10,375,000	7,817,669	14,865	6,722,677	1,038,402	41,725	-	-	4.30
<b>TOTAL NSAA</b>	<b>60,656,100</b>	<b>43,056,705</b>	<b>3,107,193</b>	<b>36,404,977</b>	<b>1,274,027</b>	<b>1,121,050</b>	<b>1,149,459</b>	<b>-</b>	<b>43.46</b>
<b>COMMUNITY DEVELOPMENT CAPITAL BUDGET-NTAA</b>									
NTE Permanent Comm. Impact Board	103,651,500	40,147,327	-	-	-	6,329,826	33,817,501	-	-
NWA Special Services Districts	6,575,900	7,956,310	-	-	-	2,303,846	5,652,464	-	-
<b>TOTAL NTAA</b>	<b>110,227,400</b>	<b>48,103,637</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,633,671</b>	<b>39,469,966</b>	<b>-</b>	<b>-</b>
<b>HCD ZOOS-NVAA</b>									
NVA HCD Zoos	908,400	908,400	908,400	-	-	-	-	-	-
<b>TOTAL NVAA</b>	<b>908,400</b>	<b>908,400</b>	<b>908,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HCD ENTERPRISE FUNDS</b>									
2135 DWS Uintah Basin Revitalization Fund	6,000,000	6,417,553	-	-	-	6,417,553	-	-	-
2115 DWS Navajo Revitalization Fund	2,000,000	414,798	-	-	-	414,798	-	-	-
2151 DWS Qualified Emergency Food Agencies Fund	915,000	828,715	-	-	-	828,715	-	-	-
2153 DWS Intmn. Weatherization Training Fund	30,000	12,543	-	3,198	9,345	-	-	-	-
5700 DWS State Small Business Credit Initiative Program Fund	7,000,000	1,350,126	-	1,205,597	-	144,529	-	-	-
HOUSING ENTERPRISE (Grants)	12,000,000	1,138,332	772,846	(43,704)	-	409,190	-	-	-
<b>TOTAL ENTERPRISE FUNDS</b>	<b>27,945,000</b>	<b>10,162,067</b>	<b>772,846</b>	<b>1,165,091</b>	<b>9,345</b>	<b>8,214,785</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>1,578,343,112</b>	<b>958,129,925</b>	<b>61,370,811</b>	<b>561,189,412</b>	<b>4,155,236</b>	<b>253,213,026</b>	<b>40,753,825</b>	<b>37,447,616</b>	<b>1,767.43</b>



# PROGRAM BRIEFS

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## Department of Workforce Services Internal Program Brief

August 2014

### **PROGRAM NAME AND CONTACT:**

Small Business Bridge Program  
Anthony Baker  
[anbaker@utah.gov](mailto:anbaker@utah.gov)  
801-400-9924 (W&C)

### **PROGRAM PURPOSE:**

The Utah Department of Workforce Services (DWS) has created the Small Business Bridge (Bridge program) Grant to help facilitate the growth of small businesses. This grant provides a limited reimbursement opportunity to offset training costs from the creation of new jobs. The Grant can provide between \$2,000 and \$4,000 to expanding small businesses. There is a bonus built into the program that incentivizes businesses to hire veterans or other individuals struggling to find quality employment. The program was just reopened again on July 1, 2014. The Bridge program is funded from the Unemployment Insurance Special Administration Fund (UISAF).

The key program guidelines are as follows:

- Businesses must have fewer than 100 employees.
- Jobs must pay at least 80 percent of the County Small Business Average Wage to qualify.
- Businesses must apply, be approved and sign an agreement before hiring employees and request payment by June 30, 2015.
- Businesses must be current on Unemployment Insurance reports and tax contributions.
- Newly created jobs cannot be seasonal or temporary and must be in addition to current staffing levels.

### **KEY INITIATIVES AND STRATEGIES:**

The Bridge program was designed to help small businesses that need support to create jobs and bring on more employees. The program has been particularly effective in creating job growth in rural counties. For the FY 2015, changes were made to the Bridge Program that require participating businesses to hire within 75 days of signing their agreement.

### **FUNDING UPDATE:**

For SFY15 \$1,000,000 was allocated to the Bridge program.

**NUMBER SERVED:**

For FY 2015 the Bridge program so far has approved applications from 29 businesses, who are scheduled to create 85 new jobs.

**OUTCOMES AND KEY MEASURES:**

The outcomes and key measure for the Bridge program are new jobs created and companies served.

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The Bridge program has been embraced by local governments as a great way to facilitate job growth in their communities.

**FUTURE IMPACTS AND CONSIDERATIONS:**

Bridge was created as a tool to help reach the Governor's 100,000 jobs in a 1,000 days initiative. With that goal being achieved and underemployment/finding qualified workforce now becoming more critical economic issues the Bridge program will probably need to be relooked at during FY 2015 for future consideration.



## DEPARTMENT OF WORKFORCE SERVICES - PROGRAM BRIEFS

July 31, 2014

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### PROGRAM NAME AND CONTACT:

*Office of Child Care*

*Kristen Floyd*

*[klfloyd@utah.gov](mailto:klfloyd@utah.gov)*

*801-526-9265 (W)*

*385-315-0015 (C)*

### PROGRAM PURPOSE:

Quality child care is a key component of Utah's economy; supporting employment and economic stability for communities and promoting the safety and health of developing children. The Office of Child Care addresses all stakeholder needs through a comprehensive system including subsidies, grants, quality indicators, child care resources, provider help lines, head start collaboration, and after school program support. OCC develops effective partnerships with educational partners, child care providers, parents, and the community in order to provide appropriate care for Utah's children

### KEY INITIATIVES AND STRATEGIES:

Quality Environment grants assist providers in improving quality in their centers

- 102 total grants were provided (17 family providers and 85 center providers)
- \$578,000 was spent
- Approximately 6200 children were served in total between all of the grant recipients

### Child Care Subsidy

- We served an average of 12,681 children per month
- \$46.8 million was issued for subsidy assistance for the year
  - 51% licensed center care
  - 21% licensed family care
  - 2% residential certificate
  - 1% license exempt care
  - 25% FFN/ license exempt
- A minimum of 23,926 children were served at least one time during the year

## Professional Development for Providers

- 1116 providers have received annual professional development awards for a total of \$1,609,435
- 37 providers have received scholarships for CDA certificates for a total of \$9975
- 49 school age providers have received credentials for a total of \$20,300

## After School Grants/ Pre K

- Elementary School grants
  - Aspire- served 9,600 children and utilized \$2,445,851
  - CCDF match partnerships- served 2,600 children and utilized \$1,044,127
  - Kindergarten match partnerships – served 1,200 children and utilized \$300,000
- Middle/High School
  - Safe passages 2012/2013- served 9,200 children and utilized \$1,663,001
- SB 43 will bring in \$2.2 million to coordinate grants for after school programming with USOE
- HB96 allowed us to utilize \$575,000 for private providers to facilitate a Pre K program partnership
- UAN will provide technical assistance for the after school grant recipients and Carolyn Christensen will provide technical assistance to all recipients from the HB96 release

## CAC Data –

CAC criteria: 6 Quality areas

- 113 Centers earned 2757 criteria
- 256 Family earned 5435 criteria

CAC grants: Awarded for achieving the criteria

- Center: 80 grants: \$112,300
- Family: 198 grants: \$72,400

Professional Coaching Grants:

- 68 programs completed the entire coaching course during this time frame, receiving over 1360 hours of on-site coaching

## Provider Assistance Line (PAL) Feb-June 2014

- 1300 phone call for status or case assistance
- 800 email correspondence between OCC and child care providers
- 5 community events for public awareness

### **FUNDING UPDATE:**

Child Care is funded through several sources. CCDF is the main source of funding with a component of TANF. CCDF is provided through mandatory, discretionary, and match funds. OCC has developed an enhancement to our draw down process through community partnerships by utilizing a match process from public funds.

- Utah was able to utilize all of the assigned federal match dollars for the first time
- Utah will apply for funding reallocated due to the lack of use by other states in order to further enhance our programs
- The budget was increased from \$14 million to \$24 million with the addition of CCDF match and TANF funds

### Funding Goals

- Identify qualified funds in the community and state general funds that can be used to draw down CCDF federal match dollars
- Increase access to out-of-school time/ after school programs in rural areas by competitively releasing and distributing funds according to youth population 5-12 years old
- Increase subsidy rates for licensed providers
- Increase connection to quality programs for children receiving subsidy

### **OUTCOMES AND KEY MEASURES:**

Internal (performance review team) child care edit accuracy FY 2012-13: 87.4%

OCC submits an annual State plan to ACF. The plan must include the following:

- Key initiatives
- Implementation plans
- Monitoring and outcome report processes
- Funding plans
- State rule and regulation requirements

### **FEDERAL/STATE/LOCAL TOUCH-POINTS:**

- USOE
- Local child care providers
- Child care Licensing
- Child care advocacy groups
- Children with Disabilities
- Head Start
- Utah Private Child Care Association

- Department of Health and Human Services
- Professional Family Child Care Association
- UAN
- AUA

**FUTURE IMPACTS AND CONSIDERATIONS:**

OCC has implemented the following into an overhaul plan:

- Policy and eligibility simplification
- Subsidy rate increase
- New payment to provider system
- Simplified grant system
- New quality identification process connected to Care About Child Care
- New guidelines for FFN providers
- Streamlined provider assistance processes
- Additional outreach meetings
- Expedited and job search child care
- QRIS (quality identification system)

As these new strategies are solidified and implemented, so to will the corresponding outcomes and key measures.

**MISCELLANEOUS COMMENTS:**

Due to the overhaul processes and other simplification methods, we have been able to reduce the volume of complaints from parents and providers. The public has been responding favorably and the internal overhaul processes are moving at a good pace.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Choose to Work

Anthony Baker

(801) 400 9924

anbaker@utah.gov

### PROGRAM PURPOSE:

The Choose to Work Program is a partnership with the Utah State Office of Rehabilitation, designed to offer individualized job development to customers with disabilities. The purpose of the program is to provide assistance to case managed customers with disabilities, from DWS and USOR alike. Case management includes FEP, Food Stamps E&T and ABAWDs, as well as anyone with an open case with USOR. This assistance consists of job development activities including job search, resume editing, interviewing skills, and retention follow-up, tailored to each individual customer needs in order to gain and maintain permanent employment.

### KEY INITIATIVES AND STRATEGIES:

In the last year, the program specialists involved with the Choose to Work Program, on the DWS and USOR sides, have focused on a realignment of the program's focus. In doing so, the partnership between the two agencies has strengthened, standardizing the program statewide, generating more referrals in the areas where Choose to Work was prominent, as well as, generating referrals for the first time in rural areas such as Grand and San Juan Counties.

- A quality edit tool was rolled out to ensure quality of service to customers in finding and maintaining permanent employment.
- A placement report was created to enhance monitoring capabilities, providing reliable data on a statewide and individual service area level, including quarter over quarter averages of placements, enrollments, percentages placed, and temporary assistance customers also involved in the Choose to Work program that were placed in employment.
- A standard packet of marketing materials was put into place for CTW Specialists, referring counselors, and customers alike, including eligibility information, referral guidelines, and what to expect from participation in the program.

Since the implementation of these items, referrals have increased, showing a concurrent increase in enrollments from an average of 500 per quarter to over 700. Placements showed an increase as well of nearly 33% overall, and amongst TA customers. In the coming year Choose to Work will be monitored using the edit tool and placement report, to provide training and guidance for staff to apply in their job duties, further increasing the growth and potential of placing customers with disabilities into quality employment.

### FUNDING UPDATE:

The Choose to Work Program is funded mutually by DWS and USOR case management funds, as outlined in the MOU.

### NUMBER SERVED:

As of the quarter ending 3/31/14, there are 865 enrollments in Choose to Work, statewide.



## OUTCOMES AND KEY MEASURES:

From Q1 2012, to Q1 2014, the quarter over quarter breakout of outcomes is below

### CTW Quarterly Placements Summary

Calendar Qtr	Enrolled w/ No Plcmt	Enrolled w/ Plcmt	% Plcmt of Total Enrolled	TA Plcmt	% TA of Plcmts	Total CTW Enrolled
20121	400	150	27.27%	6	4.00%	550
20122	479	229	32.34%	0	0.00%	708
20123	520	217	29.44%	120	55.30%	737
20124	502	201	28.59%	120	59.70%	703
20131	561	185	24.80%	100	54.05%	746
20132	517	244	32.06%	127	52.05%	761
20133	640	269	29.59%	141	52.42%	909
20134	563	206	26.79%	108	52.43%	769
20141	624	241	27.86%	120	49.79%	865
<b>Qtrly Average</b>	<b>534</b>	<b>216</b>	<b>28.78%</b>	<b>94</b>	<b>43.36%</b>	<b>750</b>

The outcomes for the coming year have been changed to reflect the data shown above. Performance expectations will include: (1) A minimum of 42 quality placements per year per Specialist. (2) A minimum of 20 employer contacts per month.

### FEDERAL/STATE/LOCAL TOUCH-POINTS:

The Choose to Work program actively partners with USOR to administer the day to day operations of the program. DWS and USOR also have other community touch points such as, staff out stationed at the Sanderson Center for the Deaf and Hard of Hearing as well as the Division of Services for Blind and Visually Impaired, coordinates job development with other community providers through JPD (Job Placement Development), and UDOWD.

### FUTURE IMPACTS AND CONSIDERATIONS:

There are no immediate administrative future impacts. The MOU with USOR is up for renewal in 2017. Program specialists and supervisory staff will continue to use the new tools and enhancements to monitor the performance of the program in accordance with MOU to further improve efforts in the placement of customers with disabilities into quality employment.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

#### Family Employment Program (FEP)

Dorothy Hall

[dthall@utah.gov](mailto:dthall@utah.gov)

801-503-5970(business cell)

### PROGRAM PURPOSE:

The Family Employment Program is Utah's TANF financial assistance program. There are two primary federally mandated purposes that FEP meets –

- Assisting needy families so that children can be cared for in their own homes or in the home of a relative
- Reducing the dependency of needy parents by promoting job preparation, work, and marriage

### KEY INITIATIVES AND STRATEGIES:

#### Intergenerational Welfare/Poverty

- Refer to IGP Program Brief for details

#### Compliance Edit Tool Review

- Revise existing edit tool with a workgroup to be in line with Federal mandates and regulation requirements.
  - o Periodic review of policy to ensure external and internal compliance standards

#### Caseload Reduction Credit (CRC)

- The Caseload Reduction Credit is a credit that goes toward the work participation rate if we can show that our reduction in caseload was not due to state policy or procedural changes or implementations
  - o Administration for Children and Families (ACF) attributes CRC for the current year based on the approved CRC from the year before. For example, 2014 is based on 2013 CRC
  - o States are not made aware of meeting WPR until nearly three after the fiscal year. On April 15, 2014 we received a letter from ACF stating that Utah met the WPR for FY 2011. CRC was 44.6% and overall participation rate was 26.3%. This is the most recent WPR letter
  - o CRC to submitted for FY 2014 – 51.5%, CRC submitted to ACF for FY 2013 – 43.4%, CRC submitted to ACF for FY 2012 – 32.1%
  - o WPR for June 2014 – 26.32%, May 2014 – 22.29%
  - o Transitional Cash Assistance payments weighs heavily on caseload reduction credit because TCA is given when a case closes for earnings showing a positive decline in caseload rather than a decline due to policy changes
  - o Sisifo Taatiti, TANF Program Manager, and Bettina Smith with MIS update this report and send it to ACF each year.

## CHANGES TO FEP

- Re-assess the program. What is federally required versus self-imposed? How can we shift the focus for employment counselors from being outcomes based to being customer focused?
  - New assessment
  - Career Counseling/Coaching Model
  - CRC is high – good year for pilots
- Work Success outcomes – In the 4<sup>th</sup> quarter of 2013 there were more universal customers than FEP. Most recent placement rate is 79%

## FUNDING UPDATE:

FEP is funded by the TANF block grant administered through the Department of Health and Human Services, particularly the Administration for Children and Families (ACF).

## Funding characteristics –

- Federal FY14: \$76,829,219
- MOE: \$20,414,111
- Expenses for FEP FY13
  - o Cash assistance payments including diversion - \$24,075,491
  - o Administrative Costs (Eligibility and State level) - \$1,746,568
- Projection of expenses for FEP FY14
  - o Cash assistance payments including diversion - \$28,724,200
  - o Administrative Costs (Eligibility and State level) - \$6,900,000

## NUMBER SERVED:

As of May 2014, total TANF cases decreased to 4,125. There were 26 two-parent cases and 4,099 one-parent cases.

- 4,099 one-parent families include specified relative, SSI, undocumented, legal alien, FEP, and TCA one-parent cases

## GRANT AMOUNTS

- Family of 3 - \$399
- Family of 4 - \$498

## OUTCOMES AND KEY MEASURES:

- Work Participation Rate – 50% federal requirement
  - o June 2014 verified monthly rate –26.28%, verified cumulative rate 26.28%
- FEP caseload continues to decline
- January-July 2014 PRT cases reviewed –962 FEP, 34 2-Parent FEP
  - o FEP Case accuracy – 57.75%
  - o 2 Parent FEP case accuracy – 44.12%
- FEP Positive Closures June 2014 – 71.02%
- FEP TP Positive Closures June 2014 – 81.82%
- Cases on diversion – SFY 2014(through April)-888, SFY 2013-1231, SFY 2012-1608
- Cases on extension – SFY 2014(through April)-329 , S SFY 2013-421, FY 2012-498

## FEDERAL/STATE/LOCAL TOUCH-POINTS:

- The Road Home – local touch point for homeless families needing FEP assistance
- YWCA – local touch point for victims of domestic violence
- Utah State SOAR liaison – Brian Prettyman
- Utah Legal Services – (paid by TANF) provides legal services to FEP customers pursuing long-term social security benefits
- UDOWD – Collaboration with Vocational Rehabilitation and corrections to serve offender/ defendant populations
- LCT involvement with community partners/committees
  - o Domestic Violence Fatality Review Board (DVFRB)
  - o Safety Net
  - o Utah Department of Health Refugee Mental Health Advisory Committee (RMHSC)
  - o Utah Domestic Violence Coalition
  - o Utah Substance Abuse and Anti-Violence Treatment Committee (USA AV)
  - o Utah Women's Treatment Provider Committee

- Kinship Committee – updates on TANF specified relative cases

FUTURE IMAPCTS AND CONSIDERATIONS:

- Future legislative appropriations

RED FLAGS

- Case accuracy – How can we realistically meet the goal of 80%.
- Child poverty (not due to TANF?) – Initial response sent August 2013 reporting on years 2008-2009. It is anticipated we will be asked to respond to poverty rates for subsequent years 2010 and beyond as current census data indicates our poverty rates increased during these years as well



## DEPARTMENT OF WORKFORCE SERVICES – INTERNAL PROGRAM BRIEFS

August 2014

### PROGRAM NAME AND CONTACT:

#### Food Stamp Program (SNAP)

Kathy Link

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### PROGRAM PURPOSE:

SNAP offers nutrition assistance to millions of eligible, low-income individuals and families and provides economic benefits to communities nationwide. SNAP is the largest program in the domestic hunger safety net. The Food and Nutrition Service (FNS) works with State agencies, nutrition educators, and neighborhood and faith-based organizations to ensure that those eligible for nutrition assistance can make informed decisions about applying for the program and can access benefits. FNS also works with State partners and the retail community to improve program administration and ensure program integrity.

SNAP benefits can be used to purchase food to eat such as breads and cereals, fruits and vegetables, meats, fish and poultry, dairy products. Benefits can also be used to buy seeds and plants which produce food for the household to eat. SNAP benefits cannot be used to buy beer, wine, liquor, cigarettes or tobacco; or nonfood items such as pet foods, soaps, paper products and household supplies, vitamins, medicines, food that will be eaten in the store or hot foods.

### KEY INITIATIVES AND STRATEGIES:

No-interview pilot—pilot to match interview requirements to other eligibility programs. Waiting to hear decision from FNS if states will have any flexibility with the interview requirement.

QWD pilot—pilot to use quarterly wage data for best estimates. This pilot is to determine if the SNAP QC error rate would be impacted if QWD is used for SNAP best estimates. QWD pilot began July 1, 2014.

Nutrition Education—contract with USU to help low-income families who receive SNAP learn to budget their SNAP benefits and cook healthy, nutritious, low-cost meals. Working with USU to plan targeted nutrition education for IGP families. The total amount of the nutrition education contract is \$1,309,659. This contract is 100% federal funds.

Outreach—contract with BRAG to reimburse the BRAG food pantries for the time they spend helping their customers apply for SNAP benefits. The total amount of the outreach contract is \$12, 518.36. FNS and DWS each pay 50% of this contract. Working with Finance to issue an RFP to contract with a non-profit in order to expand the Outreach plan. The non-profit selected will manage the Outreach plan for DWS.

Waivers with FNS:

- Telephone interview waiver—allows interviews for SNAP to be conducted over the telephone rather than in-person at an employment center
- Unscheduled interview waiver—allows customers to call for an interview during business hours rather than scheduling an interview appointment
- eNotices waiver—allows customers to choose to receive their notices electronically rather than through postal mail.

**FUNDING UPDATE:**

FNS pays 100% of SNAP benefits. FNS pays 50% of the program administrative costs. DWS pays the remaining 50% of program administrative costs with general funds. Total SNAP administrative cost is approximately \$50 million. FNS pays \$25 million and DWS pays \$25 million.

**NUMBER SERVED:**

There are approximately 92,000 households receiving SNAP benefits in Utah totaling approximately 230,000 recipients.

Approximately \$26 million in SNAP benefits are redeemed each month.

The average allotment per household is approximately \$280.

**OUTCOMES AND KEY MEASURES:**

Accuracy, timeliness, case and procedural error rate (CAPER formerly known as Negative error rate), participation.

Accuracy, timeliness and CAPER outcomes as determined by SNAP QC:

Accuracy:

Actives--FNS expectation 95%

DWS outcomes—

FFY 2014 Oct 13 – Feb 14 98.21% (15)

FFY 2013 97.89%

FFY 2012 97.61%

FFY 2011 95.81%

FFY 2010 95.67%

CAPER—FNS expectation 99%

DWS outcomes—

FFY 2014 Oct 13 – Feb 14 87.89% (12)

FFY 2013 82.33%

FFY 2012 83.18%

Timeliness—FNS expectation 95%

DWS outcomes—

FFY 2014 96.95%

FFY 2013 95.59%

FFY 2012 97.84%

FFY 2011 94.48%

Participation—No expectation set by FNS. National average--75%. DWS—77%

Active and CAPER outcomes as measured by PRT

July 2013 – June 2014

Active 88.33%

CAPER 94.43%

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

Coordinate with USDA FNS federal and regional partners. Contact in Denver MPRO regional office is Cheryl Kennedy, MPRO SNAP Director (303) 844-0306.

Coordinate with local anti-hunger advocates such as Utahns Against Hunger and Crossroads Urban Center.

**FUTURE IMPACTS AND CONSIDERATIONS:**

In the 2014 legislative session, a bill was approved to study the impact of requiring duty of support cooperation in order to receive FS. The U of U is conducting this study. Their final report is due September 1.

**MISCELLANEOUS COMMENTS:**



## DEPARTMENT OF WORKFORCE SERVICES – INTERNAL PROGRAM BRIEFS

August 2014

### **PROGRAM NAME AND CONTACT:**

Food Stamp (SNAP) Employment & Training (E&T) program (includes Able Bodied Adults Without Dependents (ABAWD))

### **Food Stamp Program (SNAP)**

Kathy Link

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### **PROGRAM PURPOSE:**

The purpose of the E&T program is to assist able-bodied food stamp recipients obtain employment by helping food stamp households gain skills, training, work, or experience that will increase self-sufficiency. Able bodied adults aged 18 – 49 without dependents (ABAWD) can only receive food stamp benefits for three months out of 36. After receiving three months of benefits, ABAWDs must meet work requirements on a monthly basis in order to continue receiving benefits. For all others, there is no time limit and mandatory E&T participation is required for three out of 12 months.

### **KEY INITIATIVES AND STRATEGIES:**

Utah will no longer be an ABAWD pledge state beginning October 1, 2014. This means we will not offer work sites for ABAWDs who have used their three months of benefits. ABAWDs will have to work 20 hours per week or be in training 20 hours per week (or a combination of both) in order to continue to receive food stamps after using their three months of benefits.

Beginning October 1, WDD staff will work with mandatory E&T participants to help them complete the online E&T participation requirements. Also effective October 1, lack of a HS diploma or GED will no longer be a state exemption from E&T requirements.

### **FUNDING UPDATE:**

The total cost of the E&T program has been approximately \$6 million including ABAWDs. Effective October 1, 2014, the program budget will be reduced to \$4.9 million after we give up the \$1.1 million ABAWD pledge grant. \$3 million will be for staff to work with mandatory E&T participants. \$1.9 million will be for the \$50 transportation reimbursement.

### **NUMBER SERVED:**

We anticipate there will be approximately 8000 mandatory food stamp E&T recipients

### **OUTCOMES AND KEY MEASURES:**

Will track with new requirements beginning October 1

### **FEDERAL/STATE/LOCAL TOUCH-POINTS:**

Coordinate with USDA FNS federal and regional partners. Contact in Denver MPRO regional office is Cheryl Kennedy, MPRO SNAP Director (303) 844-0306.



**FUTURE IMPACTS AND CONSIDERATIONS:**

**MISCELLANEOUS COMMENTS:**



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Foreign Labor Certification

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### PROGRAM PURPOSE:

The main purpose of the Foreign Labor Certification Program (FLC) is to meet the labor force needs of Utah employers by allowing qualified, willing, and able domestic workers the chance to obtain temporary employment. FLC allows employers the use of foreign laborers when U.S. workers cannot be found to fill positions. A secondary purpose is to ensure that all federal rules and regulations governing the recruitment of foreign laborers are met.

### KEY INITIATIVES AND STRATEGIES:

The U.S. Department of Labor, Employment and Training Administration, Office of Foreign Labor Certification (OFLC) is responsible for the oversight and implementation of the nation's eight foreign labor visa programs. The OFLC partners with Utah to work directly with employers, and their agents, in processing recruitment applications for three of these programs (H-2A, H-2B and PERMs),

- The H-2A temporary agricultural program allows agricultural employers who anticipate a shortage of domestic workers to bring nonimmigrant foreign workers to the U.S. to perform agricultural labor or services of a temporary or seasonal nature. Employment is of a seasonal nature where it is tied to a certain time of year by an event or pattern, such as a short annual growing cycle, and requires labor levels above what is necessary for ongoing operations. Employment is of a temporary nature when the employer's need to fill the position with a temporary worker will, except in extraordinary circumstances, last no longer than 1 year.
- The H-2B nonimmigrant program permits employers to hire foreign workers to come temporarily to the U.S. and perform temporary nonagricultural services or labor on a one-time, seasonal, peak-load or intermittent basis. Regulations require that the petitioning employer first apply for a temporary labor certification from the Secretary of Labor indicating that: (1) there are not sufficient U.S. workers who are capable of performing the temporary services or labor at the time of filing the petition for H-2B classification and at the place where the

foreign worker is to perform the work; and (2) the employment of the foreign worker will not adversely affect the wages and working conditions of similarly employed U.S. workers.

- The PERM program permits employers to hire foreign workers to come to the U.S. and perform agriculture, nonagricultural or labor services on a permanent basis. Regulations require that the petitioning employer first apply for a temporary labor certification from the Secretary of Labor indicating that: (1) there are not sufficient U.S. workers who are capable of performing the temporary services or labor at the time of filing the petition for Permanent classification and at the place where the foreign worker is to perform the work; and (2) the employment of the foreign worker will not adversely affect the wages and working conditions of similarly employed U.S. workers.

**FUNDING UPDATE:**

FLC is funded annually through a non-competitive grant provided by OFLC. Current grant amount is about \$104,000 annually. The grant amount is derived from a funding formula that corresponds to the number of job order requests cleared for placement and the number of resume referrals sent to the employers in the state. Consequently this is subject to change from year to year.

**NUMBER SERVED:**

All information is for the calendar year January 1, 2014 through July 30, 2014.

	<u>H-2A</u>	<u>H-2B</u>	<u>PERM</u>
Total job order requests received	180	55	25
Total # of job order openings	846	940	27
Average length of days clearing the order	2	1	1
% of job orders processed timely	99%	100%	100%
Total # of applicants referred to employers	90	13	1
Total # of housing inspections completed	430	n/a	n/a
% of housing inspections timely	98%	n/a	n/a

Surveys

Wage survey s	= 1
Prevailing practice surveys	= 1
System information pulls	= 1

**OUTCOMES AND KEY MEASURES:**

The OFLC requires a quarterly Activity Report. This report tracks the monthly activity on new job orders processed, job orders placed, job orders closed, prevailing wages and prevailing practice surveys conducted, and referrals made. The federal timeliness requirement for processing job order requests is that all job order requests are to be reviewed and completed within 7 calendar days of receipt. Modifications that need to be made by employers to their job order requests must be completed and resubmitted within 5 days of receipt of the department’s notice of deficiency.

OFLC also requires wage and prevailing practice surveys to support the job order requirements expected by employers. The OFLC has recently begun requesting survey proof as clearance orders are submitted, which has caused the department to begin development of a survey strategy to ensure the completion of these surveys in a timely manner.

For the H-2A program, one expectation of the employer is to provide adequate (meets federal and state regulations) housing for the foreign laborers. Inspections of the housing must be completed by the department 32 days prior to the date of need for the foreign laborer.

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

Code of Federal Regulations, Title 20, Part 655, Subparts A and B, and Part 656 Subparts A and C.

**FUTURE IMPACTS AND CONSIDERATIONS:**

With the current on-going discussion on immigration within the nation and within Utah, there is an expectation of continued and increased use of the federal foreign labor programs.



## Department of Workforce Services Internal Program Brief

August 2014 (As of 7/15/2014)

### PROGRAM NAME AND CONTACT:

#### General Assistance (GA) Program

Sisifo Taatiti

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### PROGRAM PURPOSE:

General Assistance (GA) is a state funded financial assistance program that provides limited benefits to adults who have physical and/or mental health limitations that prevent them from working. GA serves single or married adults without dependent children in the home and who are not eligible for any federal financial assistance programs.

- GA is the only program of this type and provides financial assistance for basic needs to a vulnerable population whose needs would likely go unmet otherwise. Funding is appropriated by the state legislature.
- GA is case managed over the phones and through correspondence. Staff are centrally housed at the Admin So office.

### KEY INITIATIVES AND STRATEGIES:

GA was closed for enrollment May 1, 2013 and reopened August 1, 2013.

Effective November 1, 2013, DWS eliminated partial month payments for GA by making all benefit approvals effective the 1<sup>st</sup> of the month following the month of application.

- This is an effort to keep GA enrollment open the entire SFY. This allows DWS to more accurately estimate how many cases we can afford on a monthly basis.

GA uses the SOAR case management model for Long Track cases

- The SOAR case management model ensures collaboration between the DWS case manager, the customer, Social Security Administration (SSA), Disability Determination Services (DDS), and others, including medical providers and partner agencies, to complete the complicated SSI/SSDI application process. SOAR case managers identify and collect medical evidence and disability information to expedite the claim for SSI/SSDI disability benefits and increase likelihood of determining a favorable decision of eligibility.

### FUNDING UPDATE:

GA is funded solely by State General Fund

- Current FY14 GA budget - \$4,837,300
- Carry in - \$172,200
- TOTAL available - \$5,009,500

#### Projections for FY14

- GA client payments - \$2,911,200 (FY13 closed out at \$3,465,830)
- Case management - \$825,700

#### Client payments

- SFY 14 Total appropriated: \$2,911,195
- As of 6/25/2014, (81%) GA client payments budget expended
- Client Payments forecast expense for SFY14: \$2,750,571

#### NUMBER SERVED:

#### GA Enrollments

- Total GA Enrollments - 948
- Long track – 707 (75%)
- Short track – 240 (25%)
- Neither long or short (adoption assistance or not yet determined) – 1
- Caseloads are still slowly trending upward

#### SSI/SSDI levels

- Apps at Initial – 463
- Apps at Recon – 180
- Apps at ALJ – 145

#### OUTCOMES AND KEY MEASURES:

#### SSI/SSDI approvals (Average length of time on GA is 6 mo)

- Total- 35 approvals
- Initial Approvals - 30
  - o Ave days to approval: 131
- Reconsideration approvals – 1
  - o Ave days to approval (from application start date): 148
- ALJ Approvals - 5
  - o Ave days to approval (from application start date): 639

#### Total SSI recoupment from monthly GA customer SSI approvals returned to the State General Fund (Includes both Long-Track & Short-Track caseloads)

- April – 35 cases (\$63,334.06)
- May – 35 cases (\$63,707.00)
- Jun – 39 cases (\$62,274.00)
- TOTAL SFY14 = 443 cases (\$746,765.43)

#### CONTRACTS:

- Utah Legal Services (GA\$67,000/yr): ULS attorneys assisting customers at ALJ level of SSI/SSDI application
  - o 96% expended (with additional \$30,000 added to contract to cover the rest of SFY14.)
- GASSP (\$57,000/yr): Provides medical services for Short-Track GA customers who need surgeries which will result in an immediate return to employment.
  - o 25% expended
- Road Home-Z Funds (\$51,000/yr): Support payments to assist homeless individuals with work expenses and to alleviate circumstances impeding customer's ability to obtain and maintain employment.
  - o 63% expended

#### FEDERAL/STATE/LOCAL TOUCH-POINTS:

- Periodic inquiries from community advocates
- The Road Home – Z Funds contract
- Utah Legal Services
- 4<sup>th</sup> Street Clinic (MOU)
- Department of Health – GASSP contract
- PRAINC/SAMHSA – Owners and administrators of the SOAR model

- SOAR Partner Agencies –Includes Utah’s Continua of Care statewide

FUTURE IMPACTS AND CONSIDERATIONS:

- Open/Closed Enrollments
  - Ability to make budgetary projections within a 60 day time frame using data triggers
  - Linetta and Bettina completed the GA trigger model.
  - Anticipated solvency through SFY14. Concern for funding mid SFY15.
- Develop relationships and collaboration with SSA & DDS
  - SOAR liaisons for both agencies on SOAR Steering Committee
  - DDS caseload backlog: May 2,651 (April was 2,100 cases March 1800 cases & Feb was 1400). This significantly affects our outcomes and budget, including days to approval and use of GA benefit months.
- DWS as the SOAR State Lead agency for Utah
  - How to refine the internal SOAR process and collaborate with partner agencies to serve other vulnerable populations.
- Better tracking of SOAR data for PRAINC
- Admin Rule change to implement the removal of partial month payments effective November 1, 2013
- SOAR Steering Committee created
- Statewide SOAR Summit
- SOAR CoC Forum in June
- Short Track caseloads
  - Requiring Form 75 to Short-Track customers who’ve applied for SSI
  - Review case for GASSP referrals for additional referrals of contract.
  - Reviewing income outcomes for Short-Track closures

RED FLAGS

- We were informed by the legislative fiscal analyst that GA carry in funds must be spent on one-time, non-recurrent projects and cannot be carried over to the next year nor be used for client payments.
  - One time projects to use the \$170+,000 carried over from last year. Money must be spent before July 1<sup>st</sup>.
    - SOAR Summit \$6,216.25
    - ULS –Additional \$30,000
    - GA Equipment
      - COFAX Imaging machine \$1,211.09
      - Wireless Phones (Headsets/Lifters/Batteries) \$4,222.72
- OTHER
  - Contract with Utah Legal Services to fund expungement services for homeless/work-ready customers. (Funded by General Funds, but not a GA program line item)



## Department of Workforce Services Internal Program Brief

August 2014

### **PROGRAM NAME AND CONTACT:**

Department of Workforce Services/Governor's Office of Economic Development Partnerships

Ben Hart

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### **PROGRAM PURPOSE:**

The Utah Department of Workforce Services (DWS) has two partnership programs with the Governor's Office of Economic Development (GOED) to help support job growth.

The first partnership program between DWS and GOED is to help Utah businesses win government and other contract work. DWS has obligated \$250,000 to GOED to engage a firm that specializes in winning government and other contract work. The firm would in turn provide their services free of charge to help Utah businesses procure contract work.

The second partnership between DWS and GOED is a partnership to fund their Rural Outreach Coordinator position. This position is filled by Jake Hardman. DWS contributes \$75,000 annually to this position. Jake's responsibilities are to meet with county leaders throughout the State, identify their top economic and workforce development priorities, and then find resources to help achieve those goals.

### **KEY INITIATIVES AND STRATEGIES:**

These programs are specifically designed to create jobs and help grow the Utah economy.

### **FUNDING UPDATE:**

For SFY15 \$250,000 has been obligated to the government procurement program. DWS contributes \$75,000 annually to this position.

### **NUMBER SERVED:**

The rural out-reach program serves every rural county in the State; rural counties are those that are not along the Wasatch Front (Weber, Davis, Salt Lake, Utah). The procurement program will serve businesses throughout the State.



**OUTCOMES AND KEY MEASURES:**

The outcomes and key measures for the GOED programs are new jobs created, companies served and projects completed for rural Utah counties.

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The government procurement program has an emphasis to create jobs in rural counties. The program also will target mostly federal contracts for procurement services. The Rural Outreach Coordinator position interfaces with county commissioners and economic developers to determine projects for his involvement.

**FUTURE IMPACTS AND CONSIDERATIONS:**

DWS determines the effectiveness of these programs on an annual basis to determine whether or not to continue funding them.



## DEPARTMENT OF WORKFORCE SERVICES – INTERNAL PROGRAM BRIEFS

### August 2014

#### INTERNAL PROGRAM NAME AND CONTACT:

Medicaid / CHIP (Children's Health Insurance Program) / UPP (Utah's Premium Partnership)

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#### PROGRAM PURPOSE:

Medicaid is a program which covers medical expenses for certain groups of people who have limited income and resources. Medicaid primarily covers children, pregnant women, the elderly, and persons with disabilities. Once approved, Medicaid eligibility will be reviewed annually. By providing health coverage, Medicaid aims to improve the health of people in Utah who might otherwise go without medical care for themselves and their children.

CHIP is a low-cost health insurance plan for uninsured children. CHIP is available to children of families with income levels too high to qualify for Medicaid, which are not enrolled in insurance, and can't afford private or employer-sponsored health insurance. Once approved, CHIP eligibility will be reviewed annually. CHIP aims to cover Utah's children.

UPP (Utah's Premium Partnership for Health Insurance) is for children and adults. UPP was created to help uninsured Utahans take advantage of employer-sponsored health insurance by making it more affordable. UPP helps working individuals and families by reimbursing for all or part of their monthly health insurance premiums through their employer's health insurance plan or COBRA coverage. Once approved, UPP requires an annual eligibility renewal.

#### KEY INITIATIVES AND STRATEGIES:

There are various quality control mechanisms of eligibility for medical assistance that require a collaborative effort between DOH and DWS. Overall, quality is defined as: making the correct eligibility determinations, by assuring the customer is issued benefits on the appropriate medical program, and/or medical plan for each month. This quality element may be reviewed by:

1. DWS through the internal Performance Review Team (PRT)
2. DOH through the Medicaid Eligibility Quality Control (MEQC) unit
3. External reviewers, including the State Auditor's Office annual Single State Audit (SSA) and the Office of the Inspector General Payment Error Rate Management (PERM) audit performed every three years.

#### FUNDING UPDATE:

##### Medicaid

- For FY 2013 (01Jul12-30Jun13) Medicaid expenditures for covered care totaled \$1,913,136,407.
- For FY 2013 (01Jul12-30Jun13) DWS Medicaid administrative expenses totaled \$30,603,266.61
  - o Administrative expenses were \$15,956,277.61 Federal and \$14,646,989 State funds

##### CHIP

- For FY 2013 (01Jul12-30Jun13) CHIP expenditures for covered care totaled \$63,258,194.
- For FY 2013 (01Jul12-30Jun13) DWS CHIP administrative expenses totaled \$3,838,112.91
  - o Administrative expenses were \$3,283,000 Federal funds and \$555,112.91 State funds

##### UPP

- For FY 2012 (01Jul11-30Jun12) UPP expenditures for covered care totaled \$420,100.
- For FY 2013 (01Jul12-30Jun13) DWS UPP administrative expenses are included in the CHIP total administrative expenses and are not currently tracked separately

**NUMBER SERVED:**

Medicaid - Approximately 276,000 individuals.  
 CHIP - Approximately 15,800 individuals.  
 UPP - Approximately 450 individuals.  
 PCN - Approximately 13,700 individuals.

**OUTCOMES AND KEY MEASURES:**

Single State Audit – State Auditor’s Office  
 Sample Size 60

	Medicaid				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Internal Control Weakness Accuracy	86.7%	80%	88.3%	96.7%	96.7%
Compliance Accuracy	96.7%	96.7%	98.3%	100%	100%
Questioned Costs	\$22,956	\$30,860	\$3,518	\$0	\$0

	TPL				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Internal Control Weakness Accuracy	93.3%	97.1%	96.7%	98.3%	100%
Compliance Accuracy	93.3%	97.1%	96.7%	100%	100%
Questioned Costs	\$4,066	\$41,878	\$277,398	\$0	\$0

	CHIP				
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Internal Control Weakness Accuracy	70%	61.8%	76.4%	80%	93.3%
Compliance Accuracy	85%	93.3%	89.1%	95%	96.7%
Questioned Costs	\$37,240	\$11,054	\$15,772	\$5,215	\$952

Performance Review Team (PRT) – Internal

Sample Size – Active 20,509 and Negative 2,774 (01Jul13 to 30Jun14)

	Active	Negative	Combined
Medicaid	92.82%	95.26%	93.10%
CHIP	89.88%	94.06%	90.54%
UPP	97.30%	100%	98.68%

Medicaid Eligibility Quality Control (MEQC) – Department of Health

MEQC Active – Project based audit completed semi-annually

01Jul12 – 31Oct12	Third Party Liability (TPL) at Application	Third Party Liability (TPL) at Review
TPL Accuracy	83.22%	92.93%
Buyout Accuracy	89.86%	98.65%
UPP Accuracy	96.85%	n/a
Buy-In Accuracy	98.60%	99.66%
01Oct12 – 31Mar13	Foster Care Independent Living Accuracy	
	93.42%	

MEQC Negative - Sample Size approximately 20 a month

Medicaid Only	Negative Accuracy
2011 Accuracy (Oct10 to Sep11)	62.0%
2012 Accuracy (Oct11 to Sep12)	67.2%
2013 Accuracy (Oct12 to Sep13)	79%

**Payment Error Rate Measurement (PERM) – Office of Inspector General**

Sample Size – 1573 Medicaid and 741 CHIP Active (Medicaid only audit, completed for 01Oct12 to 30Sep13)

	Utah Medicaid Payment Accuracy	National Medicaid Payment Accuracy	Utah CHIP Payment Accuracy	National CHIP Medicaid Accuracy
2010	95.5%	94.1%	n/a	n/a
2013	98.6%	96.7%	95.9%	94.9%

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The Utah Department of Health (DOH) is the Single State Agency responsible for the administration of the State Medicaid program. As such, they are tasked with drafting policies, ensuring that Medicaid statutes and regulations are followed, and safeguarding the use or disclosure of information meets HIPAA regulations.

DWS performs all Medical Assistance eligibility determinations, with few exceptions. When determining Medical Assistance eligibility, DWS will comply with policies set out in the Medicaid policy Manual and will coordinate with other agencies that manage cases not determined by DWS. Medical programs not managed by DWS include Foster Care and Subsidized Adoption administered by DHS and Baby Your Baby administered by DOH authorized health care providers. Coordination between DWS and DHS is essential in providing seamless and exceptional customer service.

DTS plays a major role in ensuring all agencies aforementioned and their managing programs are operating effectively and efficiently. Bi-weekly TOSC (Throughput Operating Strategy Committee) meetings allow each agency to address and prioritize any concerns or technical issues. This open communication is vital to the operational success of all agencies involved.

**FUTURE IMPACTS AND CONSIDERATIONS:**

The Affordable Care Act (ACA), signed into law on March 2010, mandated that all individuals be covered under some form of health insurance, ACA also mandated several Medicaid changes. Some changes allow for more eligible customers and other changes will allow for a more efficient, determination process. DWS met all mandatory ACA requirements within the required timelines.

CHIP enrollment was greatly impacted by the ACA mandatory changes. As part of ACA, Child 6-18 no longer has an asset test and all Child Medicaid programs saw an increase in income eligibility limits. This resulted in a decrease in CHIP enrollment from 34,515 in December 2013 to 15,790 in June 2014, as children enrolled in CHIP became eligible for Medicaid. The population of children that were open for CHIP and became eligible for Medicaid as a result of ACA is sometimes referred to as CHIPicaid children.

PCN (Primary Care Network) and UPP (Utah's Premium Partnership) are part of an 1115 waiver that was recently reviewed by CMS for ongoing approval. The waiver expired on June 30, 2013, was first extended through November 15, 2013, and finally was extended to December 31, 2014 to allow more time for the state to evaluate its position on Optional Expansion (expanding Medicaid to everyone below 133% FPL; regardless of age, disability, or # of dependents). DOH was pursuing a 3 year extension to the waiver, and it is currently unclear how the states Optional Expansion decision will impact PCN and UPP in 2015. The new PCN program was added to eREP on March 8, 2014. Some of the primary eligibility rule changes to PCN are 100% FPL income limit (previously 150%), month-to-month eligibility (previously 12 month continuous eligibility) and no annual enrollment fee. A PCN open enrollment began on June 2, 2014 and will continue until the program reaches approximately 19,000 enrollees. 13,770 were in enrolled in June 2014, so PCN continues to be in an open enrollment.

**MISCELLANEOUS COMMENTS – ACCOUNT TRANSFER AND OPTIONAL MEDICAID EXPANSION:**

Account Transfer

The Affordable Care Act (ACA) requires DWS to connect to the Federally Facilitated Marketplace (FFM or Exchange) to be able to electronically transfer applications. The transfer of applications occurs in the following instances:

- DWS to FFM – Customer applies with DWS for Medicaid or CHIP and is determined ineligible for these programs. The

application is sent to the FFM for an Advanced Premium Tax Credit (APTC) eligibility determination that can be used to purchase a private health insurance plan.

- Completed – From October 2013 to June 2014 a total of 64,729 cases were transferred from DWS to the FFM to be considered for an APTC.
- FFM to DWS – Customer applies on the FFM or Exchange for an APTC that can be used to purchase a private health insurance plan and is assessed to be Medicaid eligible. The application is transferred to DWS for a full Medicaid determination
  - Completed – From October 2013 to June 2014 a total of 40,701 cases were transferred from the FFM to DWS to be considered for Medicaid / CHIP.
    - FFM to DWS Transfer Results
      - 44% Denied – Those in the coverage gap (adults under 100% FPL)
      - 33% Approved
      - 13% Unknown – No SSN provided so unable to track
      - 7% Duplicate

Optional Medicaid Expansion

The Affordable Care Act (ACA) includes an individual mandate, or a requirement of all citizens to have medical insurance. In order to support those that could not afford insurance, ACA originally required all states to expand their Medicaid program to all individuals (regardless of age, disability, or # of dependents) to cover anyone under 133% FPL. Subsequently this was overturned by the Supreme Court making Medicaid Expansion optional. Currently Utah Medicaid covers all children under 133% but does not cover all adults. Currently Utah is working with CMS to explain and evaluate flexibilities in implementing Governor Herbert’s Healthy Utah, a Utah alternative to Medicaid Expansion.

Healthy Utah Approximate Timeline

- End of Summer - Utah and CMS finalize initial discussions of Healthy Utah
  - Current weekly calls with CMS, DOH, and DWS
- Early Fall – DOH discuss with Governor CMS flexibilities with Healthy Utah, Governor evaluates if he can support the CMS flexibilities
- Fall – Governor calls a special legislative session to seek funding approval
- January 2014 – If no special session is called Healthy Utah will be discussed during the regular legislative session

Governor Herbert Proposal – Healthy Utah

- Change – Diverted use of Federal taxes to state subsidies to help eligible individuals purchase private insurance on a state-based individual exchange
  - Those between 0-100% FPL would have minimal co-payments, no insurance premiums
  - Those between 101-138% FPL would pay a portion of the insurance premium
  - Those adults with children on Medicaid, could enroll their children in a private plan
  - E&T like requirements for those that can work (mandatory or incentive based)
- Projected Growth in Enrollment –

Population	2015	2016	2017	2018	2019	2020
Total	92,159	95,009	98,429	102,564	106,871	11,253
Adults with Children	29,929	30,855	31,966	33,308	34,707	36,130
Adults w/out Children	62,229	64,154	66,464	69,255	72,164	75,123

- DWS General Fund Estimated Cost – Better understanding of DWS responsibility is needed
  - DWS would need a one-time system allocation and would submit a request for Federal monies to build the Healthy Utah program in eREP.
- Waiver – Medicaid Waiver approval would be needed as seeking block grant like funding as well as 100% federal match through 2016
- Implementation – It is unclear how long it would take Utah to be prepared systematically to implement Healthy Utah, as system changes would be required by DWS, DOH, and AvenueH.

- o DOH has asked CMS to allow Utah to implement a partial expansion (0% to 100% FPL) while the system is being prepared. The request is to enhance the current coverage received by those on PCN (to be more Medicaid like) to cover those between 0% to 100% FPL and allow those currently enrolled on the FFM (those between 101% to 138% FPL) to remain enrolled until Healthy Utah is operational
- o Once Healthy Utah is systematically operational, those on PCN and those on the FFM below 138% FPL would be converted to Healthy Utah

\* All projections and estimates are taken from PCG Utah Medicaid Expansion Analysis. PCG was hired by DOH to complete an analysis on cost and enrollment resulting from Optional Medicaid Expansion.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Migrant and Seasonal Farmworker

Anthony Baker  
(801) 400 9924  
anbaker@utah.gov

### PROGRAM PURPOSE:

The primary purpose of this service is to meet Utah employers' labor force needs through the referral of qualified migrant and/or seasonal farm workers (MSFWs) job seekers. The department accomplishes this by ensuring that the services provided to MSFWs are "qualitatively equivalent and quantitatively proportionate" to the services provided to other jobseekers. This means that MSFWs should receive all workforce development services, benefits and protections on an equitable and non-discriminatory basis (i.e. career guidance, testing, job development, training, and job referral).

### KEY INITIATIVES AND STRATEGIES:

In order to locate and to contact MSFW job seekers who are not being reached by the normal intake activities conducted by the local department Employment Centers, the focus of the workforce delivery system will be to:

1. Increase the number of MSFWs in all department labor exchange activities;
2. Increase the number of agricultural employers utilizing department services;
3. Encourage use of [www.jobs.utah.gov](http://www.jobs.utah.gov) ;
4. Encourage MSFWs' transition to higher wage jobs & permanent year round employment in non-agricultural work;
5. Enhance collaboration with MSFW service providers;

### FUNDING UPDATE:

MSFW Services program receives funding from the Wagner-Peyser funds administered by the U.S. Department of Labor, Employment and Training Administration. Currently, Wagner-Peyser funding is about \$7,000,000.

### NUMBERS SERVED, OUTCOMES, AND KEY MEASURES:

The following statistics are for the YTD, quarter ending 9/30/13

	MSFWs Job Seekers		Non-MSFWs Job Seekers	
	#	%	#	%
Total number of job orders	1803	100	335,271	100
Referred to Jobs	538	85.6	253,621	75.60
Received Career Guidance	529	85	224,658	67
Referred to Support Services	0	0	0	0
Job Development Contact	141	22.7	39,106	11.7

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

Code of Federal Regulations, Title 20, Part 651 - 658

DWS is also involved in the Utah MSFW coalition which consists of representatives from an array of community agencies, such as, State Office of Education, Futures Through Training, and other agencies that coordinate outreach efforts to MSFWs.

**FUTURE IMPACTS AND CONSIDERATIONS:**

With the current on-going debates on immigration within the nation, and within Utah, there is an expectation the number of employers making use of legal and approved employment recruitment systems will increase. Consequently the services to MSFWs will also increase.

Also, DWS is working with DOL on more accurate reporting methods. This brief will be updated when those new numbers are available.





DEPARTMENT OF WORKFORCE SERVICES  
INTERNAL PROGRAM BRIEFS  
August 2014

PROGRAM NAME AND CONTACT:

Refugee Services

Gerald Brown

[geraldbrown@utah.gov](mailto:geraldbrown@utah.gov)

801 526 9787 work

801 703 4845 cell

PROGRAM PURPOSE:

Refugee Services are meant to promote the effective integration of refugees into our community. An important component of integration is economic self-sufficiency. Thus, assisting refugees in obtaining and retaining jobs is of foremost importance. The major barrier to employment is lack of English -- therefore, a substantial amount of Refugee Services funding goes toward providing English as a Second Language (ESL) classes.

Though refugees usually need to first accept employment that is low paying and requires low skill levels, as they improve their English and acquire skills, they must be assisted in finding higher paying jobs that allow them to pay their rent and support their families – an estimated \$18.62 per hour.

In addition to ESL, other services are required to support refugees in acquiring, retaining, and advancing in employment. These include case management, assistance with transportation, mental health services, health services, child care, and education of both children and adults.

KEY INITIATIVES AND STRATEGIES:

Refugee Services has three major strategies for ensuring that refugees receive the services they require:

- Case management provided by professional refugee providers
- Capacity building for refugee community organizations
- Mainstream volunteers

The Utah Refugee Center will greatly maximize the effectiveness of capacity building for refugee community organizations and the utilization of mainstream volunteers.

## FUNDING UPDATE:

### 1. TANF from the Department of Workforce Services --

- TANF funds six programs – a. case management for all new refugees for their first 2 years in the U.S. -- \$1,161,813 annually; b. Humanitarian Center Project which provides ESL and work training --\$1,000,000 annually; c. housing assistance for a limited number of FEP recipients --\$1,000,000 annually; d. community resources specialists – \$425,000 annua; e. refugee women’s program -- \$75,000 annually; f. Refugee Rapid Rehousing prevents homelessness due to a family crisis --\$150,000 annually

### 2. Federal Health and Human Services’ Office of Refugee Resettlement (ORR)

- a. Refugee Cash (\$442,428) and Medical Assistance (\$1,721,400) for 8 months ;
- b. medical screening for newly arrived refugees (\$2,013,501);
- c. Social Services (\$850,000) (based on the number of refugees resettled and 2ndary migration, this funding has dropped each of the last four years; ability to capture and manage data is necessary in any effort to reverse this trend)
- d. administrative cost coverage (\$2,815,039);
- e. Targeted Assistance Grant (TAG) (employment)( \$557,663);
- f. Unaccompanied Minors (\$2,376,211)
- f. discretionary grants
  - o Refugee School Impact – FY 2014 - \$323,937 (Granite School District - \$237,978, Canyons School District - \$41,130, Salt Lake School District - \$44,829)
  - o Discretionary Targeted Assistance \$175,000

### 3. State of Utah

- \$200,000 per year for refugee community capacity building

## NUMBER SERVED:

Approximately 1100 refugees are resettled in Utah each year. All receive a combination of ORR and TANF-funded case management services for their first two years. All receive ORR-funded medical screening. Practically all receive Refugee Cash and Medical Assistance during the first 8 months (excluding Match Grant clients who usually receive approximately 2 months of RCMA services).

## Employment:

One hundred refugees are served by the TANF-funded Humanitarian Center Project – half are referred by DWS and its service provider partners; half are referred by LDS Bishops. In calendar year 2013, 77% of the DWS-referred refugees and 68.3% LDS BISHOP- referred at the Humanitarian Center Project secured employment upon completion of their year of participation.

Through Targeted Assistance, 658 individuals received employment case management services and 336 unduplicated people obtained jobs during the last contract year.

Eighty-eight refugee families are currently being served by the TANF-funded housing assistance program and 97 unduplicated (146 duplicated) families have been helped through TANF Rapid Rehousing since October 2013 to date.

ESL:

ESL Services funded by ORR Refugee Social Services: June 2013- May 2014 > 1151 students served; 283,098.57 contact hours of ESL training; 574 level gains.

ESL Services funded by ORR Discretionary Targeted Assistance (DTAG) – WRESL (Work Readiness and English as a Second Language) 2013-2014 school year:

- 58 enrollees
- 27472.9 total contact hours; 457.8 contact hours per student
- 90 level gains; 1.5 level gains per student \*\*this is the highest reported level gains in all of Granite Peaks programming\*\*

ESL Services funded by TANF—PREST (Pre-Literate Refugee Employment Skills Training) 2013-2014 school year:

- 110 enrollees
- 48978.14 total contact hours; 437.3 contact hours per student
- 112 level gains; 1.0 level gains per student

ESL Services funded by TANF—integrated into the Humanitarian Center Project:

- 218 enrollees
- 97687.76 total contact hours; 442.03 contact hours per student
- 207 level gains; 094 per student

OUTCOMES AND KEY MEASURES:

- TAG:
  - o Federal FY 2013
    - 336 of 658 = 46% employed
    - 265 of 336 = 79% retention at 90 days past date of hire
  - o Last reported trimester (Feb 1 to May 31)
    - 128 of 269 = 48% employed (62% duplicated)
- DWS refugees cases that closed because of increase in income
  - o RCA 197 of 309 = 63.75%
  - o FEP 143 of 165 = 88.67%
  - o FEP-TP 22 of 24 = 91.67%
- Number of ESL level gains – 574 level gains, June 2013-May 2014
- Progress Assessment form (for case management)
  - o 1479 refugee cases (2546 individuals) served, October 2013-March 2014
  - o 100 % of cases were connected to appropriate resources
  - o 100 % of work ready cases were referred to job preparation or job search activities
  - o 83.5% of cases demonstrated increase in progress
  - o 13.36 % staying constant and 2.7% of cases demonstrated decrease in progress
  - o 397 families had at least one person employed (for one quarter)
  - o 20 case managed individuals with new applications for SSI were approved for SSI benefits

FEDERAL/STATE/LOCAL TOUCH-POINTS:

- Maintain clear communication and good relations with the Office of Refugee Resettlement.
- Keep DWS EDO apprised of TANF-funded program success and needs

- Coordinate closely with major contractors for refugee services, including Asian Association, International Rescue Committee, Granite School District, and LDS Humanitarian Services.
- Collaborate closely with all partners regarding the creation of the Refugee Center.

**FUTURE IMPACTS AND CONSIDERATIONS:**

- The pending plan by the federal Office of Refugee Resettlement to divert \$94,000,000 from refugee services to support of unaccompanied alien children from Central America would severely limit our state and others to provide fundamental services to refugees.
- The ability to collect data concerning refugees that is accurate and which edifies key decision making is essential. A major effort to create a refugee information system which collects such data is currently underway. There is yet to be an estimated completion date for the IMS.
- DWS management of TANF resources is crucial to refugee programs.
- Raising private funding and garnering public support for refugee center is crucial.
- Case management review will hopefully result in more effective case management for refugees.
- The refugee center is the single best thing Utah can do to foster refugee integration.

**MISCELLANEOUS COMMENTS:**

The Refugee Center will, among other things, allow refugee community organizations to provide comprehensive orientation to their communities on an ongoing basis. The orientation curriculum will include: the legal system, the criminal justice system, the school system, family relations, mainstream resources, and how to make American friends.

The Refugee Goat Project has the potential to have a huge positive impact on refugee integration.

Finding ways to work collaboratively with United Way is important for the future of the Refugee Center, youth programs, and other endeavors that can support refugees.

The new Refugee Community Resource Specialist Team and the new Refugee Women’s Program will start to address the need for support for refugees outside of 2-year case management and the myriad problems faced by refugee women and girls.

RSO is currently funding the following community partners to provide services to refugees.

<b>Contract #</b>	<b>Vendor</b>	<b>Description</b>	<b>Contract Total</b>	<b>Expiration Date</b>	<b>Funding</b>	<b>Owner</b>	<b>Start Date</b>	<b>Region/ Division</b>
14-IAT-0004	DEPT OF HEALTH (DOH)	REFUGEE HEALTH SCREENING	\$2,602,530.00	9/30/2014	REFUGEE	MICHELLE CONLEY	10/1/2013	WDD
150292	SOMALI COMM SELF MGT AGENCY	RCBO LEVEL 2	\$11,000.00	6/30/2015	GA	JOE NAHAS	7/1/2014	WDD
150291	SOUTH SUDANESE COMMUNITY ASSO. OF UTAH	RCBO LEVEL 1	\$16,240.00	6/30/2016	GA	JOES NAHAS	7/1/2014	WDD-WFL
150290	CENTRAL AFRICAN COMMUNITY IN UTAH	RCBO LEVEL 1	\$16,240.00	6/30/2016	GA	JOES NAHAS	7/1/2014	WDD-WFL
146166	ASIAN ASSOCIATION OF UTAH - AAU	WRESL	\$102,125.00	9/30/2014	TANF/ REFUGEE	AYELEN BUTLER	10/1/2013	WDD

146141	ASIAN ASSOCIATION OF UTAH	REFUGEE RAPID REHOUSING	\$150,000.00	9/30/2014	TANF	AYELEN BUTLER	10/1/2013	WDD
146136	ASIAN ASSOCIATION OF UTAH - AAU	FAMILIES AT RISK CASE MANAGER	\$60,000.00	9/30/2014	TANF	IRINA PIERPONT	10/1/2013	WDD
146011	ASIAN ASSOCIATION OF UTAH - AAU	REFUGEE TARGETED ASSISTANCE PROJECT - TAG	\$1,112,267.00	6/30/2015	REFUGEE/TAG	ERICA WOOD	7/1/2013	WDD
142162	CORP FOR NATIONAL & COMMUNITY SERVICE	VISTA VOLUNTEERS FOR REFUGEE	\$34,056.00	5/16/2015	REFUGEE	JACKIE RADER	5/4/2014	WDD
142109	UTAH STATE UNIVERSITY - USU	Employment Pathway for Refugees	\$269,434.00	6/30/2015				
141868	LIBERIANS UNITED IN UT	RCBO LEVEL 1	\$12,840.00	6/30/2015	GA	JOSEPH NAHAS	5/1/2014	WDD
141239	GRANITE SCHOOL DISTRICT - GRANITE PEAKS LEARNING CTR	WRESL	\$75,145.25	9/30/2014	TANF/REFUGEE	ERICA WOOD	10/1/2013	WDD
141238	GRANITE SCHOOL DISTRICT - GRANITE PEAKS LEARNING CTR	PREST - PRE-LITERATE REFUGEE EMPLOYMENT SKILL TRAINING	\$103,984.49	9/30/2014	TANF	AYELENE BUTLER	10/1/2013	WDD
140969	BHUTANESE COMMUNITY IN UTAH	RCBO LEVEL 3	\$38,000.00	6/30/2015	GA	JOE NAHAS	6/1/2014	WDD
140886	ASSOCIATION OF ERITREAN COMMUNITY	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	5/1/2014	WDD
140885	SOMALI BANTU COMMUNITY OF UTAH	RCBO LEVEL 3	\$38,000.00	6/30/2015	GA	JOE NAHAS	6/1/2014	WDD
140850	RWANDESE ORGANIZATION OF UT	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	6/1/2014	WDD
140849	KAREN COMMUNITY OF UTAH	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	5/1/2014	WDD
140848	ASSOCIATION OF SIERRA LEONEANS IN UT	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	5/1/2014	WDD
140847	MY ANMAR INDIGENOUS COMMUNITY IN UT	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	5/1/2014	WDD
140846	SOMALI COMMUNITY SERVICES OF UT	RCBO LEVEL 2	\$57,920.00	6/30/2018	GA	JOE NAHAS	6/1/2014	WDD
140341	BEST OF AFRICA	RCBO LEVEL 1	\$16,420.00	6/30/2015	GA	JOSEPH NAHAS	5/1/2014	WDD
140338	MESOPOTAMIS COMMUNITY	RCBO LEVEL 1	\$16,420.00	6/30/2015	GA	JOSEPH NAHAS	5/1/2014	WDD
136305	INTERNATIONAL RESCUE COMMITTEE - IRC	REFUGEE CASE MANAGEMENT	\$1,155,082.00	1/31/2015	TANF/REFUGEE	IRINA PIERPONT	2/1/2013	WDD
136284	CATHOLIC COMMUNITY SERVICES	REFUGEE CASE MANAGEMENT	\$1,034,370.00	1/31/2015	TANF	IRINA PIERPONT	2/1/2013	WDD

131826	CANYONS SCHOOL DISTRICT	REFUGEE SCHOOL IMPACT GRANT	\$87,401.10	9/15/2014	REFUGEE	KENDRICK LAFLEUR	9/14/2013	WDD
131807	SALT LAKE CITY SCHOOL DISTRICT	REFUGEE SCHOOL IMPACT GRANT	\$83,359.00	9/15/2014	REFUGEE	KENDRICK LAFLEUR	9/14/2013	WDD
131711	GRANITE SCHOOL DISTRICT	ESL PROGRAMS	\$352,000.00	9/30/2014	REFUGEE	IRINA PIERPONT	10/1/2013	WDD
131604	GRANITE SCHOOL DISTRICT	REFUGEE SCHOOL IMPACT GRANT	\$475,776.00	9/15/2014	REFUGEE	KENDRICK LAFLEUR	9/14/2013	WDD
131603	GRANITE SCHOOL DISTRICT - GRANITE PEAKS LEARNING CTR	ESL PROGRAMS	\$508,000.00	9/30/2014	REFUGEE	IRINA PIERPONT	10/1/2013	WDD
131531	SALT LAKE COUNTY CRD	UNINSURED REFUGEE	\$170,000.00	9/30/2014	REFUGEE	MICHELLE CONLEY	10/1/2013	WDD
126114	COMMUNITY HEALTH CENTER / HAP	REFUGEE HEALTH ACCESS PROJECT	\$131,070.20	9/30/2014	REFUGEE	MICHELLE CONLEY	10/1/2013	WDD
116191	CATHOLIC COMMUNITY SERVICES	REFUGEE FOSTER CARE	\$10,763,633.24	10/1/2014	REFUGEE	MICHELLE CONLEY	10/1/2013	WDD
116000	ASIAN ASSOCIATION OF UTAH - AAU	FY14 SHORT TERM MENTAL HEALTH		6/1/2015	TANF	DOROTHY HALL	5/31/2014	WDD
111729	HOUSING AUTHORITY COUNTY OF SALT LAKE	REFUGEE RENTAL ASSISTANCE	\$4,362,624.52	1/31/2015	TANF	AYELEN BUTLER	2/1/2014	WDD
106321	ASIAN ASSOCIATION OF UTAH - AAU	REFUGEE CASE MANAGEMENT	\$1,516,968.00	6/30/2014	TANF	IRINA PIERPONT	4/15/2010	WDD
106082	ASIAN ASSOCIATION OF UTAH - AAU - HUMANITARIAN & IMMIGRATION CTR	REFUGEE PAYROLL ASSISTANCE	\$3,525,676.64	8/31/2014	TANF	AYELEN BUTLER	9/1/2009	WDD
140339	UNITED AFRICAN WOMEN OF HOPE	RCBO LEVEL 1	\$16,420.00	6/30/2015	GA	JOSEPH NAHAS	5/1/2014	WDD



## Department of Workforce Services Internal Program Brief

July 2014

### PROGRAM NAME AND CONTACT:

TANF – Temporary Assistance for Needy Families

Sisifo Taatiti

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### PROGRAM PURPOSE:

TANF is the federal block grant that funds the FEP program as well as other services determined to serve families in poverty. There are four purposes of TANF -

- Assisting needy families so that children can be cared for in their own homes or the home of a relative
- Reducing the dependency of needy parents by promoting job preparation, work, and marriage
- Preventing out-of-wedlock pregnancies
- Encouraging the formation and maintenance of two-parent families

### KEY INITIATIVES AND STRATEGIES:

#### TANF Spending

- Legislative appropriations – Community Programs
  - o Weber Youth Impact Program in Ogden
  - o Garland Family Support Center
  - o Hyrum Family Support Center
  - o The Children’s Center
- Inter-agency Agreements/Contracts
  - o DHS – DCFS Higher Education Navigators (legislative appropriation)
  - o DHS – Mental Health Early Intervention (legislative appropriation)
  - o DHS – System of Care Project (FTF/Case Managers)
  - o Salt Lake County – Nurse Family Practitioner Program
  - o Utah State University – Expansion of classes within DWS and out in the community
  - o USOE/STEM Center – STEM RFG After School
- Other Funding Projects
  - o Next Generation Kids (NGK)
  - o TANF RFG
  - o Refugee services – Community Case Managers/Women Services Coordinator
  - o Financial Literacy project
  - o Subsidized Employment
  - o Summer Youth Program (Refugee Youth with Salt Lake County)

## Rapid Rehousing

- The Road Home (TRH)
  - Receives \$1,900,000 for rapid rehousing
  - TRH requested additional funding for the rest of the contract year (\$1M or \$1.5M)
    - See New Decisions below – TRH will receive an additional \$500,000 to be used up to 3/31/2015.
- HCD Rapid Rehousing subcontractors
  - Bear River Association of Governments
  - Uintah Basin Association of Governments
  - Valley Mental Health
  - St. Anne's Center
  - Six County Association of Governments
  - Salt Lake Community Action Program
  - Southeastern Utah Association of Local Governments
  - Iron County Care and Share Inc.
  - Five County Association of Governments
  - Davis County Housing Authority
  - Community Action Services/Food Bank, Inc.
- New Decisions – Rapid Rehousing (as of July 2014)
  - Amend all current contracts with a prorated amount that extends to 3/31/2015.
  - Determine the sum of all rapid rehousing contract amounts and post an RFG in November 2014 for agencies to compete for funds to administer rapid rehousing.

## Refugee Services/Contracts

- PREST
  - Contract with Granite Peaks to provide a program for new arriving refugees and includes intensive ESL and work readiness skills.
- Humanitarian Project/AAU payroll services
  - Subsidized Employment Program for refugees. DWS refers 50, LDS services refers 50 refugees to participate. DWS pays for ESL/on-site training and LDS Employment pays for work experience. AAU provides payroll services and job developer.
- Case Management – IRC,AAU,CCS
- Rapid Rehousing
  - Follows the same Rapid Rehousing pathway, but is administered through AAU for refugees only
- FEP Housing Program
  - Contracted through the Housing Authority of Salt Lake County
- Specialized Case Management
  - Contract with Asian Association

## Mental Health Contracts

- Current obligation \$1,785,255.40
  - Need to renegotiate amount based on actual expenditures
  - Contract expires 5/31/15
  - Since July 2013, this contract has served approximately 533 families

## Audit

- 2014 TANF Single State Audit Update
  - First TANF pull of 40 cases came back clean, 10 more to be pulled in June 2014
- 2013 TANF Single State Audit Follow-up
  - Sent letter to HHS secretary 2/20/14
  - Preliminary information from Marjorie Hudspeth indicates that HHS will deny the request sent due to HHS not having authority to grant TANF waivers
  - ACF regional office (Denver) has asked for a response to TANF finding in 2013 audit concerning quarterly wage data. Currently working on that response.
- Update (As of July 2014)
  - ESD will be required to run quarterly wage data (SWICA) matches on all FEP cases.
  - eRep changes will be made in the September build for October changes.



- As of July, no audit reports have been received pertaining to the second pull of TANF cases that was performed. It is anticipated that there will be a repeat finding because of the non-compliance with quarterly pulls of SWICA data, but no preliminary information has been received yet.

#### Other Updates

- TANF State Plan submitted electronically for the first time on 2/20/14.
- EBT restrictions report submitted to ACF on 2/21/14.
- Justification of JJS services on State Plan sent 2/13/2014
- Finance report 196 changes – new categories for TANF needy family contract expenditures
- TANF RFG was posted on 6/6/14 as scheduled. Due date is 8/1/14. Review committee orientation set for 8/7/14 with evaluation meetings to be held on 8/26, 8/27, and 8/28.

#### Tribal TANF

- DWS sent the Agreement in Principle letter which was accepted by the DHHS
- Next steps – Negotiating Inter-Governmental Agreement, Data share agreement, software compatibility to share data
- Signing will take place in Ely, Nevada some time at the end of September

#### TANF BUDGET – The following figures were discussed with TANF budget analyst – Debbie Lyberger

- Federal FY15: \$75,508,126
- Transfer amounts:
  - OCC – \$15,000,000
  - SSBG - \$7,550,813
- MOE: \$20,414,111 after consideration for the CC MOE that can be duplicated
- FY14 Actual Expenditures (breakdown not yet available) Final figures will be available after July 2014
- Projected FY15 carry in - \$125,750,000
- Projected FY New TANF funding \$75,508,126
- Total Projected FY15 funding - \$178,600,000
- Budget Notes – Internal projects funded with TANF are given specific codes to track individually (i.e. NGK and Refugee 1.5M from the legislature)

#### FEDERAL/STATE/LOCAL TOUCH-POINTS:

- TANF is administered through Administration for Children and Families (ACF) which is a division of the Department of Health and Human Services
- Utah is part of ACF region 8
- Affiliation with National Association of State TANF Administrators (NASTA)
- Regional office is Denver. Regional TANF program specialist – Marjorie Hudspeth
  - Contact information – [Marjorie.hudspeth@acf.hhs.gov](mailto:Marjorie.hudspeth@acf.hhs.gov) 303-844-1159
- Local touch points/contracts
  - The Road Home, Asian Association and 12 other rapid rehousing subcontractors (administered through HCD)
  - Contract with University of Utah Social Research Institute
  - Contracts with Utah State University
  - Collaboration with local state agencies – DHS, DOH
- Utah recently reported on how TANF policies did not contribute to the child poverty rates in Utah. This report was initiated by ACF because Utah saw an increase of 5% or more in child poverty for the years 2008 to 2009
- TANF state plan is now electronic
  - Updated plan due February 2014 reflecting TANF restrictions

#### FUTURE IMAPCTS AND CONSIDERATIONS:

- Future reports on TANF and child poverty rates
  - Required to send yearly report to ACF on EBT restrictions and outcomes.
  - May need to consider who will monitor the ATMs in restricted locations and keep track of findings.
- Monitoring contracts – ensuring that contract scopes meet purposes of TANF
- Need regular meetings with Finance to track TANF budget
- Contract allotments should be added to the TANF budget, not an operational budget?
- Future Legislative appropriations

## RED FLAGS

- Letter to HHS Secretary requesting ability to pull SWICA data bi-annually rather than quarterly will be denied
  - Meeting will be set to discuss possible solutions to do quarterly SWICA/wage data
    - Behind the scenes quarterly pull
    - Manual quarterly pull for all TANF/FEP cases
- Third-party MOE – there is possibility that third-party MOE will be done away with. No timeframes in place. May need to be proactive right now.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Utah Cluster Acceleration Partnership  
Melisa Stark  
[mstark@utah.gov](mailto:mstark@utah.gov)  
801-628-4051 (W&C)

### PROGRAM PURPOSE:

In 2008, The Department of Workforce Services (DWS), the Utah System of Higher Education (USHE) and the Governor's Office of Economic Development (GOED), partnered together to create the Utah Cluster Acceleration Partnership (UCAP). This partnership was designed to help strengthen the alignment between industry needs and educational programs by convening industry groups.

In July, 2013 the UCAP program was redesigned to provide grants to public educational institutions that need financial assistance to develop, implement or enhance educational programs that meet industry needs. UCAP also provides assistance for cluster industry initiatives. UCAP is funded from the Unemployment Insurance Special Administration Fund. The end goal of the UCAP program is to align educational program with workforce needs.

### KEY INITIATIVES AND STRATEGIES:

The UCAP program provides funding to public educational institutions to develop, implement or enhance educational programs that are responsive to regional and statewide industry needs. Specifically UCAP was created to address the following four opportunities and concerns:

- **Goal 1**—Increase Economic Cluster Connectivity and Educational Alignment
- **Goal 2**—Respond to Skill Gaps
- **Goal 3**—Enhance the Role of the Regional Institutions in Economic Development
- **Goal 4**—Promote Regional Stewardship

### FUNDING UPDATE:

For SFY14 \$2,000,000 was allocated to the Utah Cluster Acceleration Partnership. This is the first year that UCAP has acted as a granting agent directly to educational institutions for program setup and delivery.

### NUMBERS SERVED, OUTCOMES, AND KEY MEASURES:

The UCAP Program serves all Eight (8) Utah System of Higher Education (USHE) institutions and all Eight (8) Utah College of Applied Technology campuses across the State. These institutions serve all the public post-secondary education needs for the State. The following are the 2014-2015 approved UCAP awards:

Cluster	Project Sponsor	Application Title	Funded
Aerospace	Box Elder County - Mitch Zundell	Utah Unmanned Aircraft System Test Center	\$200,000
Manufacturing	BATC - John Davidson	Automated Manufacturing & Robotics BATC	\$100,000
Manufacturing	DXATC - Vic Hockett	Advanced Manufacturing Alliance	\$200,000
Manufacturing	OWATC - Curtis Nielsen	Advance Composites Equipment (ACE)	\$100,000
Manufacturing	SLCC - Mark Poole	Plastics Molding Skilled Workers Project	\$175,000
IT	Snow College - Emily Petersen	IT/CS Expansion Program	\$100,000
Aerospace	SWATC - Denny Heaton	Advanced Manufacturing	\$120,000
Aerospace/IT	SUU - Eric Freden	Workforce Development for MSC Aerospace Industry Cluster	\$73,500
STEM	STEM Action Center - Tami Goetz	A Comprehensive Connecting Point for Utah's STEM Community	\$10,000
Energy	UBATC - Wes Porter	Well Control/Safety Enhancement	\$77,500
Multiple	U of U/Salt Lake County - Thomas Lee	Church & State Business Incubator	\$200,000
Life Sciences	U of U - Jo-Anna Reems	A Cell Therapy & Regenerative Medicine Mini-Cluster	\$200,000
STEM	USU Moab - Steve Hawks	Launching Career, Technical and STEM Education Programs	\$101,000
Life Sciences	USUE Blanding - Donna Blake	Expanding Healthcare Workforce in Eastern Utah	\$160,000
Life Sciences	UVU - Haven McCall	Regulatory Affairs Graduate Certificate - Year 2	\$33,000
Manufacturing	WSU - Dave Ferro	Production Control and Automation	\$150,000
Total			<b>\$2,000,000</b>

The primary outcome measurement for UCAP moving forward will be the amount of new annual capacity created to award certificates and/or degrees that meet the Governor's 66% by 2020 initiative (<http://www.utah.gov/governor/priorities/education.html>), with specific relevance towards educational programs that serve cluster industries in the State

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

UCAP has touch-points with statewide post-secondary training institutions. Planning for the 2014-2015 program year include stronger touch points with local economic development.

**FUTURE IMPACTS AND CONSIDERATIONS:**

Pending legislative approval of the UISAF, there are plans to fund the UCAP program again for the 2015 FY.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Veteran Employment Services  
Bruce D. Summers  
801-520-9359  
bsummers@utah.gov

### PROGRAM PURPOSE:

Utah's Department of Workforce Services (DWS) Veteran Employment Services is comprised of services and programs funded through three funding streams. The purpose of Veteran Employment Services is to assist veterans, military service members, and, in some situations, their spouses (hereafter referred to in the generic term of veteran) in obtaining and retaining employment.

### KEY INITIATIVES AND STRATEGIES:

DWS Veteran Employment Services has identified four employment strategies to get veterans into the workforce.

- Employment strategy - Our goal is to increase employment for veterans.
  - Priority of service is a service offered to all veterans that provides them preference in delivery of all employment and training services offered by DWS.
  - Thirteen full-time and five part-time Veterans' Representatives (Disabled Veteran Outreach Program, or DVOP, specialists) are located in Employment Centers throughout the state to provide intensive service to targeted veteran populations that have barriers in obtaining employment. They are currently managing 252 actual enrollments.
  - Initial Results show:
    - Placements of 4,322 (June 2014)
    - Decrease of 39.7% in Veterans on UI; (June 2013 to June 2014).
    - Decrease of 8.5% of Veterans on Temporary Assistance (June 2013 to June 2014).
- Employer strategy - Our goal is to increase the number of employers hiring Veterans and posting job orders.
  - One full-time Local Veteran Employment Representative (LVER) is providing services and coordinating the provision of services from 19 Workforce Development Specialists located throughout the state to promote the hiring of individual veterans by Utah employers.
  - The LVER position is vacant at this time. We are working through our DVET to identify the status of the requested grant increase to cover the funding that was issued with DOL/VETS VPL 01-14 Change 1.
  - The UPP (Utah Patriot Partnership) program began in May 2011. From May 2011 to June 2013 371 employers had pledged membership to UPP. From June 2013 to July 2014 an additional 718 employers have signed up for the program for a total of 1089 participating employers.
- Outreach and Military Networks - Our goal here is to Increase Veterans' access to employment opportunities and services.

- o DWS continues to collaborate monthly with the Salt Lake Chamber of Commerce Military Advisory Committee, the Veterans Administration's OEF/OIF committee, the Utah Veteran and Military Employment Coalition, the Utah Department of Veteran and Military Affairs, Veteran Business Partnership committee, the Utah National Guard and Reserve units though out the state to collaborate on veterans' issues.
- o Collaborating with the Utah Veteran and Military Employment Coalition, we hosted a Hiring Our Heroes Job Fair in Layton May 15, 2014 with the next job fair in Provo on August 14, 2014.
  - The Layton Hiring Our Heroes Job Fair had 206 veterans attend, which is almost double last year's attendance. 647 resumes were accepted, 123 interviews completed, and 32 firm job offers were made. It is estimated that 277 veterans will be offered employment as are result of this event.

□ Education Strategies - Our goal is to increase the number of Veterans obtaining credentials, certificates and degrees.

- o The Department is currently part of the Veteran Education & Training Working Group that is collaborating with the Utah Department of Veteran Affairs and members or USHE (Utah System for Higher Education) and UCAT (Utah College of Applied Technology) to determine pathways for veteran to receive credit for their military experience.
- o The ACE (Accelerated Credentialing for Employment) program was designed to leverage a veteran's military experience and skills to the equivalent educational credits, certificates, licenses, and/or credentials with the intent that this would accelerate the veteran's ability to obtain employment. There are 4 full-time ACE Specialists providing services state-wide. Currently there are 167 veterans, or spouses of veterans, being provided service through the ACE Program.
- o ACE has placed 236 total veterans in Fiscal Year 2014.
- o ACE specialists have conducted 223 outreach activities and have educated 7,345 veterans, reservists and spouses concerning the services provided by the department.
- o The economic impact from the ACE program to the state was over \$3.5 million in wages.

FUNDING UPDATE:

Wagner-Peyser – Funds Priority of Service and Core Services provided by the Connection Teams.

Jobs for Veterans State Grant (JVSG) - The Veterans' Representatives and the LVER are funded under the JVSG, a non-competitive grant provided by the U.S. Department of Labor, Veterans' Employment and Training Services. The grant for FY 2014 is \$1,104,000.00. This is a decrease of \$80,000.00 from FY 2013 grant.

In March 2014, Veterans' Program Letter (VPL) No. 01-14 Change 1 was issued by DOL/VETS informing states that they may apply through the grant modification process and request additional funding. Utah's additional funding was \$80,000. We are still waiting for the Notice of Obligation Authority for these funds.

Through FY 2014 3<sup>rd</sup> quarter, the JVSG financials are as follows:

Budget through the 3<sup>rd</sup> quarter is \$827,000. We have spent \$834,536 which equates to an over expenditure of \$7,536.

With the addition of the \$80,000 increase; we would report an under expenditures of \$32,464 through the third quarter.

We are confident we will receive the additional funds and we will create a plan for 5<sup>th</sup> quarter spending.

During the NAWSA Veterans Affairs Committee meeting in Washington D.C., June 10<sup>th</sup> and 11<sup>th</sup> DOL/VETS briefed:

- The reasons and the importance of the JVSG Program Refocusing.
- Updates from VETS Leadership
- Panel of the Regional Administrators VETS, discussing the outcomes expected.

We are in the process of finishing the JVSG 5 year plan, FY 2015-2019. It has gone through the first series of staffing through DOL/VETS and the plan will be submitted on August 4, 2014.

American Job Growth – Funds the Accelerated Credentialing to Employment (ACE) Program.

NUMBER SERVED:

The total count of veterans served by DWS in the state Fiscal year 2012 was 33,904. In a given month, DWS serves approximately 18,000 veterans (17,694 June 2014). This count includes all veterans whether or not they are unemployed. Among veterans seeking

employment, DWS ensures veterans have preference in job matching. This means that veterans are referred to employers at the “top of the list” among qualified applicants.

#### OUTCOMES AND KEY MEASURES:

The DOL/VETS requires a quarterly report on our performance regarding the JVSG. This report tracks the spending for federal funds and the number of veterans served throughout the service areas. We also are required to negotiate JVSG performance measures with our Regional and State DOL/VETS representatives.

We have completed the negotiations with our federal partner for FY 2014.

Intensive services provided by DVOP	50%
Veterans Entered Employment Rate	60%
Veterans Employment Retention Rate	78%
Veterans Average Earnings	\$17,000
Disabled Veterans Entered Employment Rate	55%
Disabled Veterans Employment Retention Rate	78%
Disabled Veterans Average Earning Rate	\$17,000

While not official, an ad hoc report show and increase from 10.3% for 4<sup>th</sup> Quarter FY13 to 33% for the 1<sup>st</sup> Quarter FY14 in the number of veterans provided Intensive Services by the DVOPs. This does not meet our federally negotiated goals of 50% but is a significant increase from the last report and shows the strategies we put in place are working.

#### FEDERAL/STATE/LOCAL TOUCH-POINTS:

U.S. Code Title 38, Chapter 41-43

#### FUTURE IMPACTS AND CONSIDERATIONS:

With the ending of Operations in Iraq and Afghanistan, the number of returning Utah Veterans will increase. We expect that about 10 to 12% will require assistance in obtaining employment. Our Veteran’s strategies are the key in getting these returning veterans reintegrated into the workforce.

#### MISCELLANEOUS COMMENTS:

- VPL 03-14 & 04-14 have been released by DOL/VETS. This VPL clarifies the duties and responsibilities for the DVOP and LVER positions that charge to the JVSG. Training will be conducted by DOL/VETS upon release of the document.
- 
- DWS Veteran Employment Services will train staff in August on the new requirements for the DVOP’s and LVER staff.
- Communications between DOL/VETS and state agencies have been a problem throughout the regions. Regional offices are planning to conduct conference calls, to include state representatives, in a way of developing a clearer path for communications between state and federal partners.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

Wagner-Peyser  
Sandy Terry  
[sterry@utah.gov](mailto:sterry@utah.gov)  
801-889-5166 (Cell)  
801-526-9955 (Office)

### PROGRAM PURPOSE:

Wagner-Peyser serves job seekers and employers seeking labor exchange services. For job seekers, Wagner-Peyser serves “universal” customers, or those who are not otherwise receiving case management services under other DWS programs and/or funding streams. The State of Utah also utilizes Wagner-Peyser funding to provide targeted labor exchange activities to veterans, persons with disabilities, ex-offenders, and older workers.

### KEY INITIATIVES AND STRATEGIES:

DWS is focused on meeting the need of employers, increasing employer market share and helping more job seekers become employed and retain employment at a reduced cost per placement.

- Focus is being shifted from providing mediated services to educating customers on how to use online services which enables them to be more self-directed.
- New job preparation workshops and the SmartStart publication (guide to finding and keeping a job) are now available 24/7 online. These tools and resources provide the same quality information that a job seeker can receive from one of our mediated workshops or from a skilled employment counselor.
- The department is implementing the Next Generation Labor Exchange (GenLEX) which is a rewrite of the current employment exchange system. The system supports three key DWS initiatives:
  - Increase Placements
  - Decrease Cost-Per-Placement
  - Increase Employer Market Share

### FUNDING UPDATE:

Wagner-Peyser is a funding stream provided to the State of Utah through the Department of Labor’s Employment and Training Administration. The following are details related to the funding:

- Wagner-Peyser funds are allocated annually to each state. Amounts are drawn down quarterly based on expenditures/costs.
- Wagner-Peyser Program Expenses for State Fiscal Year 2014 YTD:
  - o Employment Center Staff = \$ 7,044,964
  - o State Level Staff = \$ 2,000,865 (includes Wagner-Peyser administrative costs)
  - o DTS/Technology = \$ 105,910
  - o Other/Miscellaneous Costs = \$ 73,542



In recent years, the amount of Wagner-Peyser funding the State of Utah has received has decreased. We are expending more Wagner-Peyser dollars each year than we are allocated. The following are the Wagner-Peyser amounts expended each year during the past three State Fiscal Years:

- o 2012 = \$13,121,795 (\$6,567,000 paid by Reed Act)
- o 2013 = \$15,814,368 (\$4,567,000 paid by Reed Act)
- o Estimated 2014 = \$9,967,157 (\$4,576,000 paid by Reed Act)

The following are Wagner- Peyser Multi-Year Projections as of July 2014:

MULTI-YEAR PROJECTION							
FISCAL YEAR	CARRY-IN FUNDS	CURRENT YR FUNDS	AVAILABLE FUNDS	FORECAST W-P EXP	FORECAST REED ACT EXP	FORECAST EXPENSES	YEAR-END BALANCE
2014	7,417,720	6,532,457	13,950,177	5,391,157	4,576,000	9,967,157	8,559,020
2015	8,559,020	6,395,863	14,954,883	5,300,000	4,576,000	9,876,000	9,654,883
2016	9,654,883	6,251,956	15,906,839	9,000,000	-	9,000,000	6,906,839
2017	6,906,839	6,111,247	13,018,086	8,500,000	-	8,500,000	4,518,086

**NUMBER SERVED:**

For the four quarters July 2012 to June 2013, we served 359,977 individuals statewide. Source: ETA 9002-A Federal Quarterly Report.

\*New data will be available 8/15/2014

**OUTCOMES AND KEY MEASURES:**

Performance Measure	PY 2011		PY 2012		PY 2013 Q3		PY 2014 Negotiation
	Negotiated	Actual	Negotiated	Actual	Negotiated	Q3 R4 Actual	Negotiated
Entered Employment	66.0%	56.9%	60.0%	62.0%	61.0%	64.4%	64.0%
Employment Retention	84.0%	81.0%	85.0%	85.0%	85.0%	85.2%	86%
Average Earnings	\$12,400	\$13,328	\$13,700	\$14,752	\$14,500	\$15,263	\$15,000

Department Measures for Wagner-Peyser

- Total job orders placed = Employer job openings listed in DWS' labor exchange system;
- Total employers served = Employers provided services through DWS' labor exchange system;
- Total job seekers served = Job seekers provided a service through DWS' labor exchange system.

Department Outcomes	2011	2012	2013
Total Job Orders Placed	96,385	162,205	Data not yet available
Total Employers Served	6,481	8,114	Data not yet available
Total Job Seekers Served	317,998	359,977	Data not yet available

FEDERAL/STATE/LOCAL TOUCH-POINTS:

Federal Partners:

Department of Labor's Employment and Training Administration: Information dissemination and reporting quarterly/ annually and negotiation of Performance Measures.

- Division of Workforce Investment Liaisons: Amanda Denogean & Marilyn Brandenburg

Local Partners:

- DWS has partnered with 9 other state agencies on an online career planning system, UtahFutures.org. Wagner-Peyser contributed \$75,800 for the maintenance of the system.
- Benefits Specialist is paid for with Wagner-Peyser funds (\$87,058). This position provides SSI/SSDI beneficiaries' with information on benefits and the impact employment will have on their benefits so that they can make informed decisions.

FUTURE IMPACTS AND CONSIDERATIONS:

Wagner-Peyser RMTS strikes averages have decreased significantly from SFY 2013 to the 3rd quarter in SFY 2014 from 14.4% to 8.89% of the total strikes. The decrease in staff performing Wagner Peyser activities, resulting in a decrease to strikes to Wagner-Peyser and realignment of staff has positively impacted multi-year projections. However, in order to stay within the grant funds year to year we have to reduce costs to about \$6 million annually. This may result in an additional decrease and or realignment of staff.

Line staff and supervisors would benefit from additional RMTS training, enhancements to the RMTS response system and RMTS definitions. In response to this need a workgroup has developed a training that trains to the actual RMTS system, includes RMTS scenarios and hands on narration training. In addition the workgroup has submitted recommended changes to the RMTS definitions and are currently working on enhancements to the RMTS response system.

Changes to ABAWD could impact Wagner-Peyser strikes through RMTS strike responses. The department is aware and will take a strategic approach so that Wagner-Peyser funds are not impacted.

The amount of Wagner-Peyser funding the State of Utah has received in recent years has decreased while the number of job seekers and employers served under this funding stream has increased. In addition, in SFY 2016 we will no longer receive Reed Act funds.



## Department of Workforce Services Internal Program Brief

August 2014

### **PROGRAM NAME AND CONTACT:**

#### Workforce Investment Act (WIA) Adult Program

Rachael Stewart

[rachaelstewart@utah.gov](mailto:rachaelstewart@utah.gov)

801-526-9257 (W)

801-386-3096 (C)

### **PROGRAM PURPOSE:**

The Workforce Investment Act (WIA) Adult Program provides workforce investment activities that are targeted at increasing employment, retention, and earnings of participants while assisting employers in finding the skilled workers they need to compete and succeed in business. WIA programs are intended to increase occupational skills attainment by participants resulting in an improved quality of the workforce, reduced welfare dependency, and enhanced productivity and competitiveness of the Nation. Under the WIA Adult Program, participants receive services via a coordinated service delivery system. Services include core, intensive, and training components. Core services can include job search and placement assistance, an initial assessment of skills and needs, and labor market information. Intensive services can include of a comprehensive assessment, development of an individualized employment plan, and career planning. Training services allow participants to be linked to job opportunities within their community through occupational skills training, basic skills training, and worksite learning opportunities.

### **KEY INITIATIVES AND STRATEGIES:**

The WIA Single State Audit (SSA) has been a focal point for the past year. WIA has not historically had good results from the SSA. The Education & Training team rewrote the WIA policy, which was effective October 7, 2013. The FY14 WIA SSA started on January 13, 2014. The auditor pulled 40 cases with expenditures from July to December 2013. Currently there are 9 possible errors, which are mostly around reconciliation. The Education & Training team conducted refresher training during the month of June 2014, which focused heavily on reconciliation. An additional 20 cases will be pulled for the January to June 2014 time period starting at the end of July or first part of August.

The Workforce Innovation Opportunity Act (WIOA) was signed into law on July 22, 2014. The new law will be implemented over the next two years.

JPMorgan will no longer support the UCard platform as of November 2015. We are currently in negotiations with FIS for a sole source to provide an education and training card.

**FUNDING UPDATE:**

For SFY15 (PY14) \$3,614,740 was allocated to Utah for WIA Adult. This is 2.98% less than SFY14 (PY13). The breakdown is as follows:

- Navajo Nation: \$7,936
- Statewide Activity/Admin: \$315,595
- UWORKS Training: \$1,623,088
- Staffing & C/A: \$1,082,058
- Core Services: \$586,063
- UWORKS: \$0 (Paid by Statewide Activity)
- PRT: \$0 (Paid by Statewide Activity)
- RMTS+: \$0 (part of cost allocation methodology now)

For SFY14 (PY13) \$3,725,596 was allocated to Utah for WIA Adult. The breakdown is as follows:

- \$8,179 – Navajo Nation (funds are sent to the Navajo Nation each year per MOU)
- \$835,643 – Core
- \$185,871 – Statewide Activity (Set-Aside)
- \$1,623,208 – Customer Training (in UWORKS)
- \$874,036 – Staffing and Cost Allocation
- \$76,955 – UWORKS
- \$47,357 PRT
- \$74,348 RMTS+

For SFY15 (PY14) the UWORKS expenditures for Adult were 62%. Total Adult expenditures for SFY14 were 70.75% (all expenses plus accruals). The expenditure goal each year is 70% to avoid possible rescission.

For SFY15 (PY14) the set-aside (statewide activities) funding has been increased to 8.75%.

**NUMBER SERVED:**

WIA Adult Program serves approximately 1,850 participants each year in communities across the State.

**OUTCOMES AND KEY MEASURES:**

The federal performance outcomes for WIA Adult are:

Performance Measure	SFY13 (PY12) Negotiated	SFY13 (PY12) Actual	SFY14 (PY13) Negotiated	SFY14 (PY13) Q3 R4	SFY15 (PY14) Negotiated
WIA Adult Entered Employment	61%	63.9%	62%	64.8%	64%
WIA Adult Employment Retention	85%	85%	84%	85.3	87%
WIA Adult 6 Month Average Earnings	\$13,600	\$14,748	\$14,365	\$15,933	\$15,000

\*Note: All outcomes must be within 80% of planned level.

The department performance outcomes for WIA Adult are:

Performance Measure	SFY14 Q4	SFY14 YTD
Positive Closures – Goal 70%	76.92%	72.88%
Training Completion – Goal 70%	60.15%	55.35%
Case Accuracy – Goal 80%	60.94%	55.5%

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The US Department of Labor, Employment & Training Administration is the federal partner. State and local partners include USHE, UCAT, School Districts, USOR, Adult Ed, Public Ed, etc.

**FUTURE IMPACTS AND CONSIDERATIONS:**

WIOA will begin to be implemented in July 2015. Implementation will continue through SFY16 (PY15).

**MISCELLANEOUS COMMENTS:**

Areas to watch:

- Single State Audit is in progress.
- WIOA implementation.
- JPM replacement card.



## Department of Workforce Services Internal Program Brief

August 2014

### PROGRAM NAME AND CONTACT:

#### Workforce Investment Act (WIA) Dislocated Worker Program

Rachael Stewart

[rachaelstewart@utah.gov](mailto:rachaelstewart@utah.gov)

801-526-9257 (W)

801-386-3096 (C)

### PROGRAM PURPOSE:

The Workforce Investment Act (WIA) Dislocated Worker (DW) Program provides workforce investment activities that are targeted at increasing employment, retention, and earnings of participants while assisting employers in finding the skilled workers they need to compete and succeed in business. WIA programs are intended to increase occupational skills attainment by participants resulting in an improved quality of the workforce, reduced welfare dependency, and enhanced productivity and competitiveness of the Nation. To meet Dislocated Worker status, individuals must have been laid-off or have received a notice or termination of layoff from employment, including active military service, and have met other dislocated worker status eligibility requirements.

In addition to DW, the department had a National Emergency Grant (NEG) for workers laid off from ATK. The ATK NEG ended in March of 2014.

### KEY INITIATIVES AND STRATEGIES:

The WIA Single State Audit (SSA) has been a focal point for the past year. WIA has not historically had good results from the SSA. The Education & Training team rewrote the WIA policy, which was effective October 7, 2013. The FY14 WIA SSA started on January 13, 2014. The auditor pulled 40 cases with expenditures from July to December 2013. Currently there are 9 possible errors, which are mostly around reconciliation. The Education & Training team conducted refresher training during the month of June 2014, which focused heavily on reconciliation. An additional 20 cases will be pulled for the January to June 2014 time period starting at the end of July or first part of August.

The Workforce Innovation Opportunity Act (WIOA) was signed into law on July 22, 2014. The new law will be implemented over the next two years.

JPMorgan will no longer support the UCard platform as of November 2015. We are currently in negotiations with FIS for a sole source to provide an education and training card.

### FUNDING UPDATE:

For SFY15 (PY14) \$3,786,657 was allocated to Utah for WIA DW. This is 11.93% less than SFY14 (PY13). The breakdown is as follows:

Navajo Nation: \$8,313  
 Statewide Activity: \$330,605  
 UWORKS Training: \$1,754,221  
 Staffing & C/A: \$944,581  
 Core Services: \$613,937  
 UWORKS: \$0 (Paid by Statewide Activity)  
 PRT: \$0 (Paid by Statewide Activity)  
 RMTS+: \$0 (part of cost allocation methodology now)  
 Rapid Response: \$135,000

For SFY14 (PY13) \$4,299,449 was allocated to Utah for WIA DW. The breakdown is as follows:

\$9,439 – Navajo Nation (funds are sent to the Navajo Nation each year per MOU)  
 \$214,501 – Statewide Activity (Set-Aside)  
 \$964,357 – Core  
 \$1,788,730 – Customer Training (in UWORKS)  
 \$963,162 – Staffing and Cost Allocation  
 \$88,808 – UWORKS  
 \$54,651 PRT,  
 \$85,800 – RMTS  
 \$130,000 – Rapid Response

For SFY15 (PY14) the UWORKS expenditures for DW were 36%. Total DW expenditures for SFY14 were 52.05% (all expenses plus accruals). The expenditure goal each year is 70% to avoid possible rescission.

As of April 1, 2014 the definition for DW was expanded to include anyone who was separated from their job within the past 24 months (customer must still be appropriate and meet other eligibility). A slight increase in DW cases has occurred. Utah's low unemployment rate contributes to the low number of DW cases. As a result of low unemployment we have returned to serving a more traditional Dislocated Worker population. DWS does have a waiver that allows us to move up to 50% of funding between Adult and DW and we will likely utilize the waiver to ensure we do not return DW funds to DOL.

For SFY 15 (PY14) the set-aside (statewide activities) funding has been increased to 8.75%.

**NUMBER SERVED:**

WIA Dislocated Worker Program serves approximately 1,450 participants each year in communities across the State.

**OUTCOMES AND KEY MEASURES:**

The federal performance outcomes for WIA DW are:

Performance Measure	SFY13 (PY12) Negotiated	SFY13 (PY12) Actual	SFY14 (PY13) Negotiated	SFY14 (PY13) Q3 R4	SFY15 (PY14) Negotiated
WIA DW Entered Employment	82%	82.4%	81%	78.5%	81%
WIA DW Employment Retention	90%	91%	91%	87.9%	90%
WIA DW 6 Month Average Earnings	\$15,000	\$16,310	\$16,000	\$16,449	\$16,400

\*Note: All outcomes must be within 80% of planned level.

The department performance outcomes for WIA DW are:

Performance Measure	SFY14 Q4	SFY14 YTD
Positive Closures – Goal 70%	83.24%	82.26%
Training Completion – Goal 70%	60.15%	55.35%
Case Accuracy – Goal 80%	60.94%	55.5%

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The US Department of Labor, Employment & Training Administration is the federal partner. State and local partners include USHE, UCAT, School Districts, USOR, Adult Ed, Public Ed, etc.

**FUTURE IMPACTS AND CONSIDERATIONS:**

WIOA will begin to be implemented in July 2015. Implementation will continue through SFY16 (PY15).

**MISCELLANEOUS COMMENTS:**

Areas to watch:

- Single State Audit is in progress.
- DW UWORKS expenditures continue to be low.
- WIOA implementation.
- JPM replacement card.





## Department of Workforce Services Internal Program Brief

August 2014

### **PROGRAM NAME AND CONTACT:**

#### Workforce Investment Act (WIA) Youth Program

Rachael Stewart

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### **PROGRAM PURPOSE:**

The WIA Youth Program serves a vital role in the overall array of services for at-risk youth in Utah. The realities of today's global economy make it imperative that publicly funded workforce systems for youth be demand-driven. The programs and services made available through those systems should also be aimed at preparing our state's most at-risk youth for real career opportunities. Well-designed workforce investment programs offer youth who are disconnected from mainstream institutions systems another opportunity to successfully transition to adult roles and responsibilities. The goal of youth-serving agencies across the state, including the Department of Workforce Services (DWS) WIA youth program, is "Utah's at-risk youth live successfully as adults."

Out-of-school youth (and those most at risk of dropping out) are an important part of the workforce "supply pipeline" needed by businesses to fill job vacancies. WIA-funded youth programs provide leadership by serving as a catalyst to connect these youth with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities.

### **KEY INITIATIVES AND STRATEGIES:**

One key initiative for WIA Youth is Transition to Adult Living (TAL). This is a partnership with DCFS and serves foster care youth who are about to or have aged out of foster care. The Education and Training Voucher (ETV) program provides additional funding to these youth to help pay for post-secondary education expenses. Currently there are approximately 71 youth receiving ETV. DWS is in the process of executing a contract with DHS to fund Higher Education Navigators who will assist TAL youth and increase ETV outcomes. The contract will be funded with TANF. DWS currently employs one and half (soon to be two) ETV Navigators who cover the entire state. The addition of the Higher Education Navigators will help decrease their workload so that overall more TAL youth will be served.

The WIA Single State Audit (SSA) has been a focal point for the past year. WIA has not historically had good results from the SSA. The Education & Training team rewrote the WIA policy, which was effective October 7, 2013. The FY14 WIA SSA started on January 13, 2014. The auditor pulled 40 cases with expenditures from July to December 2013. Currently there are 9 possible errors, which are mostly around reconciliation. The Education & Training team conducted refresher training during the month of June 2014, which focused heavily on reconciliation. An additional 20 cases will be pulled for the January to June 2014 time period starting at the end of July or first part of August.

The Workforce Innovation Opportunity Act (WIOA) was signed into law on July 22, 2014. The new law will be implemented over the next two years.

JPMorgan will no longer support the UCard platform as of November 2015. We are currently in negotiations with FIS for a sole source to provide an education and training card.

**FUNDING UPDATE:**

For SFY15 (PY14) \$4,304,671 was allocated to Utah for WIA Youth. This is 5.65% less than SFY14 (PY13). The breakdown is as follows:

- Navajo Nation: \$9,451
- Statewide Activity/Admin: \$375,831
- UWORKS Training: \$2,144,444
- Staffing & C/A: \$1,754,545
- UWORKS: \$0 (Paid by Statewide Activity)
- PRT: \$0 (Paid by Statewide Activity)
- RMTS+: \$0 (part of cost allocation methodology now)
- Workers Comp/TABE Tests: \$20,400

For SFY14 (PY13) \$4,324,623 was allocated to Utah for WIA Youth. The breakdown is as follows:

- \$10,016 – Navajo Nation (funds are sent to the Navajo Nation each year per MOU)
- \$227,612 – Statewide Activity (Set-Aside)
- \$2,634,937 – Customer Training (in UWORKS)
- \$2,0011,676– Staffing and Cost Allocation
- \$179,829 - UWORKS, PRT, RMTS+, Workers Comp and TABE tests

For SFY15 (PY14) the UWORKS expenditures for Youth were 40%. Total Youth expenditures for SFY14 were 72.33% (all expenses plus accruals). The expenditure goal each year is 70% to avoid possible rescission.

For SFY 15 (PY14) the set-aside (statewide activities) funding has been increased to 8.75%.

**NUMBER SERVED:**

Approximately 2,550 youth are served per year.

**OUTCOMES AND KEY MEASURES:**

The federal performance outcomes for WIA Youth are:

Performance Measure	SFY13 (PY12) Negotiated	SFY13 (PY12) Actual	SFY14 (PY13) Negotiated	SFY14 (PY13) Q3 R4	SFY15 (PY14) Negotiated
Youth Placed in Employment or Education	60%	59.4%	59%	63.9	61%
Youth Attainment of Degree or Certificate	52%	53.8	51%	61.6	55%
Youth Literacy or Numeracy Gain	33%	34.7%	31%	??	36%

\*Note: All outcomes are within 80% of planned level.

Out-of-School Youth: 30% (DWS sets this goal to 50% - currently at 47%)

The department performance outcomes for WIA Youth are:

Performance Measure	SFY14 Q4	SFY14 YTD
Literacy / Numeracy Gains	26% (Q3 last reported)	Not yet available
Positive Closures – Goal 70%	62.69%	62.88%
Training Completion – Goal 70%	60.15%	55.35%
Case Accuracy – Goal 80%	42.48%	36.2%

**FEDERAL/STATE/LOCAL TOUCH-POINTS:**

The US Department of Labor, Employment & Training is the federal partner. State and local partners include DCFS, USHE, UCAT, School Districts, USOR, Adult Ed, Public Ed, etc.

WFS and WFN have contracts for some of the WIA Youth services (mentoring, tutoring and comprehensive guidance and counseling). WFS also contracts with SLCC to conduct TABE testing.

**FUTURE IMPACTS AND CONSIDERATIONS:**

WIOA will begin to be implemented in July 2015. Implementation will continue through SFY16 (PY15).

**MISCELLANEOUS COMMENTS:**

Areas to watch:

- Single State Audit is in progress.
- WIOA implementation.
- JPM replacement card.

# TANF REPORT

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## **TEMPORARY ASSISTANCE FOR NEEDY FAMILIES REPORT 2014**

The Department of Workforce Services (DWS) provides the following report on the Temporary Assistance for Needy Families (TANF) program. The intent language in HB002 item 75 of the 2014 Legislative General Session directed DWS to provide to the Office of the Legislative Fiscal Analyst no later than September 1, 2014 a report that includes:

- 1) detail of DWS efforts to serve families in need statewide including additional ways pursued in the prior six months,
- 2) analysis of relevant fiscal implications including systems and staffing,
- 3) review of demographic data informing why individuals are currently not receiving services,
- 4) review of other options to implement additional services and programs,
- 5) inventory of other states currently availing themselves of options not currently in Utah, and
- 6) further options for Legislative consideration to use available TANF funding to better serve families in need statewide.

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### ***1. Detail of DWS efforts to serve families in need statewide including additional ways pursued in prior months.***

DWS has been the administering agency for the TANF Block Grant since it transitioned from Aid to Families with Dependent Children (AFDC). The Federal Agency overseeing TANF is the Administration for Children and Families (ACF) under the Department of Health and Human Services (DHHS). Since its conception in the mid-1990s, TANF has been a flexible block grant allowing states discretion to define and implement policies around cash assistance programs including eligibility criteria, grant amounts, time and income limits. These details can be found in the Utah TANF State Plan.

In order for states to receive their TANF grant, they must spend a certain amount of Maintenance of Effort (MOE) or State funds on programs and services that align with the TANF purposes. Per federal regulations, all TANF dollars must be spent on programs or projects that meet one or more of the four purposes of TANF -

1. Provide assistance to needy families
2. End dependence of needy parents by promoting job preparation, work, and marriage
3. Prevent and reduce out-of-wedlock pregnancies
4. Encourage the formation and maintenance of two-parent families

Purposes 1 and 2 pertain to needy families only. "Needy" is defined as meeting income eligibility criteria as set by each state. In Utah, the TANF income eligibility level for "Needy Families" is up to 300 percent of the Federal Poverty Level (FPL). The words 'up to' allows some discretion in applying income limits lower than 300 percent of the FPL for different programs depending on the target population to be served and services being provided. Services that are considered "assistance," like cash assistance, are contingent upon recipients engaging in work participation requirements.

The following summary illustrates the programs and initiatives DWS continuously implements to utilize TANF funding to assist needy families in Utah (the TANF purposes associated with each program is in parenthesis).

□ *Family Employment Program (FEP) (Purposes 1 & 2)*

DWS provides financial assistance benefits to needy families via the Family Employment Program. FEP serves needy families by providing monthly cash grants to families with children under 18. In order to receive the

monthly grant, parents are required to participate in work activities prescribed by the Office of Family Assistance (OFA) and DHHS. These work activities are reported to the DHHS annually and states are required to have 50 percent of their caseload meet work participation requirements. In SFY14, DWS spent \$20,369,612 on FEP payments. In addition, The Department spent \$2,675,129 on Diversion Payments. Diversion is a strategy used to divert families from getting on FEP cash assistance by providing them an upfront grant amount equal to three FEP months. This occurs if they can verify a forthcoming employment opportunity that will sustain their on-going needs.

Other program costs associated with FEP are Supportive Services (\$679,788) and Work Activities (\$21,444,357). Supportive services include assistance for transportation and other employment related expenses. Work Activities consists of staffing costs including FEP case managers and an internal group of Licensed Clinical Therapists who work directly with FEP clients on barriers related to mental health. Utah TANF spending on FEP has fluctuated over the years since the implementation of TANF in 1996. Most of the fluctuation can be correlated with the economic environment. When unemployment rates were high, there was a correlation found in higher FEP caseloads, thus higher TANF spending on the program. Today, the FEP program has relatively lower caseload numbers, which correlates with the current low unemployment rate.

□ *TANF Non-FEP training (Purpose 2)*

TANF non-FEP training is a program that assists TANF-eligible parents who are not on FEP with tuition expenses. In SFY14, over \$600,000 was spent in this program.

□ *TANF Rapid Rehousing (Purposes 1 & 2)*

In SFY 14, \$1,113,897 in TANF funds were spent on rapid rehousing. TANF Rapid Rehousing is a program designed to assist homeless families by paying up to four months of housing related expenses including rent, deposits, and rental applications. The program is contracted out to several different community agencies to administer. All families that receive TANF Rapid Rehousing are required to work with a Rapid Rehousing Employment Specialist in their local DWS employment center.

Changes to rapid rehousing will be implemented in April 2015. Currently, The Road Home receives the bulk of the rapid rehousing funds. Prior to Housing and Community Development (HCD) becoming part of DWS, TANF money was given to HCD to subcontract with providers in the community to administer rapid rehousing in different parts of the state. In an effort to produce better employment and sustainability outcomes for families after they receive TANF rapid rehousing, DWS will release an RFG in November for community providers to apply for the opportunity to provide this service.

□ *Refugee Services (Purposes 1 & 2)*

In SFY14, \$2,883,919 in TANF funds were spent on refugee services including the following –

- Case Management – TANF funds the first two years of case management for all new refugees entering the country. Case management is contracted through refugee resettlement agencies. Case managers assess the needs of refugee families to connect them to resources based on their needs. They collaborate with DWS, DOH, the school districts, as well as other community providers.
- English as a Second Language (ESL) /Pre-Literate Refugee Employment Skills Training (PREST) program – DWS partners with Granite Peaks to provide an intensive ESL/training program to prepare new refugees for employment. Refugees in the PREST program engage in ESL for 10 hours a week as well as 10 to 20 hours a week of workplace experience training. Workplace experience training includes instruction on work habits, effective communication skills in the workplace, basic computer skills, and problem solving.
- Training/Employment –DWS has an internal refugee employment counseling team that works with refugee families on the FEP program. Job developers are funded and work through the Asian Association of Utah (AAU) to provide targeted job search assistance to refugee families up to the first five years in the country.

- Subsidized Employment (Refugee Humanitarian Center Project) – DWS partners with the LDS Humanitarian Center and AAU to provide subsidized employment to TANF eligible refugee families. The LDS Humanitarian Center pays 20 hours of wages for on the job training and DWS pays for 20 hours of classroom ESL instruction designed to enhance the job training and employment experience. Housing – FEP Housing/Rapid Rehousing – The refugee FEP housing program is called Temporary Rental Assistance or TRA. The purpose of TRA is to provide temporary rental assistance on a month-to-month basis for up to 18 months to eligible refugee customers enrolled in the Family Employment Program (FEP) until they become self-sufficient (employed, receiving Supplemental Social Security benefits (SSI)) or transition to other subsidized housing programs.

□ *Child Care – After School Programs (Purpose 3)*

In SFY 14, \$3,205,651 was spent on elementary and junior high after school programs throughout the state. These after school programs are contracted through the Office of Child Care, another division within DWS. The after school programs have a requirement to include strategies around preventing out-of-wedlock pregnancies which is Purpose 3 under TANF. Studies show that teens who are engaged in extra-curricular activities including after school programs are less likely to engage in at-risk behaviors.

An addition to after school programs, this year had a Request for Grants for after school programs with a Science, Technology, Engineering and Math (STEM) focus. \$5,000,000 in TANF funding was used for this initiative and 13 new programs were awarded statewide.

□ *Fatherhood and Two-Parent Family Formation and Maintenance Programs (Purpose 4)*

From Aug 2013 to May 2014, DWS partnered with Utah State University (USU) to provide parenting/relationships classes in DWS employment centers. This time period was considered a pilot period as USU conducted pre/post-test evaluations on participants. The evaluations showed positive outcomes related to attitudes and perceptions before and after taking the classes. DWS spent close to \$200,000 in TANF funding on this project and USU offered the classes in at least one employment center in each Economic Service Area. Based on the success of the pilot period, DWS has extended the partnership to provide additional classes in more employment centers across the state including offering classes in the community. TANF funding of \$800,000 will go to this project each year over the next three years (\$2,400,000) until June 2017.

□ *Social Work Services/LCT Program (Purposes 1 & 2)*

The Licensed Clinical Therapist (LCT) Program provides clinical services to TANF customers and offers crisis intervention/resource referrals as needed. The LCTs provide clinical interventions, evaluations, monitoring, case management, brief therapy, consultations, and collaboration/brokerage for customers who have experienced substance abuse, domestic violence, and mental health issues. The LCTs promote problem-solving strategies using a strength-based approach. Through the clinical case management and evaluation, the LCTs are able to identify how mental health has been a barrier to work.

□ *Mental Health Services (Purpose 1)*

DWS contracts with over 35 mental health providers in the community to help reduce identified mental health issues so that FEP customers can successfully obtain employment or some other means of self-sufficiency. It is particular to the FEP program and only FEP recipients may receive these services. Contracted clinical services are not intended to supplant the established Medicaid provider, but rather enhance the service delivery capacity available to FEP customers.

□ *Social Research Institute Studies and Evaluations (Purposes 1- 4)*

Since 2000, DWS has contracted with the University of Utah's Social Research Institute (SRI) to conduct evaluations exploring the general FEP population to better understand their composition, needs, and attitudes.

Every year, SRI interviews a cohort of FEP customers to assess their experience with the FEP program, the relationship with their employment counselor, and barriers to employment. Recently, SRI incorporated an assessment based on the Adverse Childhood Experience Study (ACES). SRI also provides training and consultation on various projects and programs when needed including the Next Generation Kids (NGK) and the financial literacy pilot projects.

### **New DWS/TANF Initiatives Within the Last Six Months**

In the past six months, DWS has actively sought new innovative ways to use TANF funds to benefit the citizens of Utah. On June 9, 2014, DWS released an RFG to the public to allow community programs and providers to apply for TANF funding to provide services that meet one or more of the four purposes of TANF. Several bidders' conferences were held throughout the state where the RFG was presented and potential bidders could ask questions and get clarification on the process.

Applicants were required to submit a letter of intent indicating the services they intended to apply for. They were required to submit a separate application for each service. If a letter of intent was not submitted, an entity could not apply for the grant. This allowed the TANF contracts team to get a sense for how many proposals would be received and prepared the review committee to evaluate such a large number of proposals. Close to 780 letters of intent were received from potential applicants statewide. The deadline for proposals was Aug. 1, 2014. A total of 249 proposals were received. Seven of those proposals were either incomplete or were turned in after the deadline and had to be discarded. The proposals are currently being reviewed and evaluated by 84 review committee members. Each proposal is read and scored independently by four different readers. Scoring and evaluation meetings will take place the last week of August and awards will be announced mid-September.

The RFG was structured so that applicants could apply for services under Purposes 1 and 2 or services under Purposes 3 and 4. Services under Purposes 1 and 2, require that TANF eligibility is determined for all families receiving services. The services under Purposes 3 and 4 do not require eligibility determination. A priority point is awarded for proposals providing services in rural areas. The following table lists the services under each group and how many proposals were received.

<b>TANF Services Under Purposes 1 and 2</b>	<b>Apps</b>	<b>TANF Services Under Purposes 3 and 4</b>	<b>Apps</b>
Addiction Intervention Support	25	Financial Responsibility/Education	24
Adult Mentoring/Peer Support	21	Out-of-Wedlock Pregnancy Prevention	5
Basic Technology Skills	9	Parenting/Relationship Skills	38
Domestic Violence Prevention	13	Youth Mentoring	47
Employment Retention/Job Training	11		
Expungement Assistance	3		
Fatherhood Initiatives	5		
Family Preservation	20		
Pre-K/School Readiness	11		
Rural Transportation	2		
Skills Training -Transitioning/ Incarceration	8		
		<b>Total Apps</b>	<b>242</b>

In addition to finding new grantees throughout the state, DWS sought ways to use TANF to further support employment. With the aid of longitudinal studies conducted by SRI, the department was able to identify common barriers to employment and risk factors that perpetuate the poverty cycle in families. Some of these barriers include criminal backgrounds, substance abuse, mental health, domestic violence, single parenthood and teen pregnancy. DWS is now using TANF for the following projects and programs that address these barriers and risk factors related to employment.



□ *Intergenerational Poverty Project (Purposes 1 & 2)*

DWS is currently in the process of implementing a pilot program to reduce Intergenerational Welfare Dependency. The purpose of this program is to reduce the risk of children, raised in welfare dependent households, from being dependent on public assistance as adults. In light of the research conducted in this area indicating that a two-generation approach has been the most effective, Next Generation Kids (NGK) will involve a whole-family service provision. Individualized services will be offered to parents and children to eliminate barriers to work, health, and overall self-sufficiency. DWS financial assistance program has focused on the parent; we know that in order to affect intergenerational poverty, it is critical to begin focusing on children. The goal of NGK is to make a difference in the lives of children.

□ *System of Care Collaboration (Purposes 1 - 4)*

DWS is currently in partnership with the Department of Human Services (DHS) and other state agencies to implement a System of Care approach to case management and service delivery practices across agencies. To support these efforts, DWS will put forth \$2,000,000 over the next three years starting SFY15.

□ *Refugee Services Expansion (Purposes 1 & 2)*

1. Community supports and capacity building – The Refugee Services Office (RSO) hired six new community resource specialists to work with refugee communities. They are tasked with assessing refugee community needs and identifying and implementing new methods for capacity building within individual communities. They will also evaluate current volunteer efforts and create new ways of engaging and utilizing volunteers.
2. Women's mental health/domestic violence services - RSO hired a women's services coordinator. She is tasked with coordinating Victim Advocate volunteers to assist with critical refugee cases dealing with domestic violence and sexual assault.

□ *Tribal TANF (Purposes 1 & 2)*

There is currently one tribal TANF program in Utah. The Navajo Nation has administered its own TANF program since 2000. DHHS transfers the Tribal TANF funding to the tribe before we receive our allotted TANF amount.

DWS is currently in negotiations with the Northeastern Nevada Tribal TANF Consortium (NNTTC). The consortium will be based in Ely, Nevada, but serve Native Americans in Juab and Tooele counties in Utah. Negotiations are nearly complete and a signing ceremony has been scheduled for 9/29/2014 in Ely, Nevada.

□ *Youth Summer Employment Program (Purpose 3)*

DHHS together with the Department of Labor (DOL) released a statement encouraging states to use TANF and Workforce Investment Act (WIA) funds to provide summer youth employment opportunities for low-income youth. With very little time to coordinate a whole summer program, DWS partnered with Salt Lake County Youth Services to provide summer jobs for 10 refugee youth in various locations in Salt Lake County including landscaping, work in the county library, and office work. Preliminary assessments show successful completion of all but one youth with overall employer satisfaction. Salt Lake County has agreed to partner with DWS again next year to provide summer jobs for more youth.

□ *Financial Literacy (Purpose 4)*

From August 2013 to the present, DWS partnered with AAA Fair Credit Foundation to provide budgeting and credit management classes in the South County DWS Employment Center. The project was a pilot and involved pre/post-test evaluations conducted by SRI on the attitudes and behaviors of participants related to budgeting and credit management before and after the classes. Corporation for Enterprise Development (CFED) and ICF International assisted in follow up surveys and interpreting of data. Through this project, we were able to identify areas of need such as many of our FEP customers indicated that they do not have a checking or savings account or that they use check cashing businesses or payday lenders. Through the pre/post evaluations, customers shared that they learned how to budget or use better budgeting practices and others reported that they now understand their credit report and how to reconcile discrepancies on their report.

DWS recognizes the opportunity to provide financial education using TANF funding. One of the proposed services in the RFG is financial literacy. Through the grants process, DWS hopes to find programs to partner with and provide classes like the ones described above in employment centers as well as community based locations across the state.

□ *Subsidized Employment (Purpose 2)*

Currently, the only TANF funded subsidized employment program is the Refugee Humanitarian Center Project previously described. DWS is working on other subsidized employment programs to provide job training and potential long-term employment opportunities for participants of TANF.

□ *Career Pathways Initiatives (Purpose 2)*

DWS is in the research phases of developing a Career Pathways program. Career Pathways is a nationally recognized model for assisting low-income parents with education and job training opportunities by coordinating with local colleges and training schools. Ideally, the participants will enroll in a program as a cohort and receive case management and supportive services until they complete their training program and are placed with an employer in their field of training. DWS hopes to implement a Career Pathways program for FEP parents in the next few years.

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## ***2. Analysis of Relevant Fiscal Implications Including Systems and Staffing***

The total projected annual costs including salaries and benefits for new staff and indirect costs is \$3,000,000. In April 2014, TANF management duties were divided among three managers instead of one. Currently, there is a manager to oversee the TANF umbrella, including federal reports, contracts, funding, TANF budget, and communication with ACF. Another manager is assigned to oversee FEP, including policy, procedures, mental health services (Social Work Services), and FEP case management processes. The third manager is assigned to oversee the Next Generation Kids (NGK) Pilot that was described above under New DWS/TANF Initiatives.

Three new contract staff were hired to take on TANF funded contracts including the RFG and all contracts that will result from the process. Two new FEP program specialists were hired to work on the program. Two new case managers were hired for the NGK Pilot with four vacancies for additional case managers as the pilot grows.

DWS spends a significant amount of TANF money on refugee services as described in question 1 above including case management through the refugee resettlement agencies. In an effort to improve the current case management processes and ensure better outcomes, a refugee research consultant was hired on a time-limited basis of two years to help evaluate, coordinate, and strengthen TANF funded case management.

During the 2014 Legislative session, the legislature appropriated \$1,500,000 in TANF funds to refugee services through RSO. To utilize that appropriation, RSO hired six community resource specialists including a supervisor and one women's services coordinator. Descriptions of their job duties are given in question 1 under *refugee services expansion*.

As DWS takes on more TANF projects, we recognize the need to ensure that programs and projects are evaluated for effectiveness. In light of this, the amount contracted with the Social Research Institute to evaluate new and existing projects has been increased.

There are no known system implications at this time.

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## ***3. Review of Demographic Data Informing Why Individuals are Currently Not Receiving Services***

There are multiple factors that possibly contribute to why individuals and families are currently not receiving services. As described in question 1 under "Family Employment Program," the work participation requirements can be difficult for parents to complete and sometimes the amount of time and effort is not always worth the monthly grant amount. So there is the issue of self-determination and ultimately some families opt not to receive cash assistance services.

Another contributing factor may be the correlation that exists between low FEP caseloads and low unemployment rates. The following graph illustrates this correlation from 10/2006 through 6/2014.

The speculation here is that with lower unemployment rates, more people are employed, thus there is less need for FEP services.

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#### **4. Review of Other Options to Implement Additional Services and Programs**

TANF policies and regulations can be difficult and sometimes tricky to understand. A good resource to use is a TANF guide titled “Helping Families Achieve Self-Sufficiency – A Guide on Funding Services for Children and Families through the TANF Program” and can be found on the ACF website. This guide provides an overview, outlines the program purposes, what is allowable, and eligibility criteria for certain uses of TANF. It also defines “assistance” versus other benefits and explains federal versus state funds and what activities are allowable under each. The TANF block grant is flexible in the sense that states can determine what programs and services to fund based on population and demographic needs. What is implemented in Chicago or San Francisco, for example, may not be what is needed or appropriate for Salt Lake City and other parts of Utah.

When developing the RFG, the contracts team researched TANF policy, the program guide, reporting requirements, and the SRI studies of FEP families to determine the needs and appropriate services to fund. DWS provides case management and other services, but collaborating with community partners and funding promising programs with TANF allows another level of resources to be provided by experts in those areas of service delivery. (See question 1 under TANF RFG for more details.)

When reviewing additional options, DWS is mindful of the reporting requirements associated with TANF. Each quarter, we are required to report to ACF on TANF spending. In December 2012, the Government Accountability Office (GAO) published a study titled “Temporary Assistance for Needy Families: More Accountability Needed to Reflect Breadth of Block Grant Services.” Based on the recommendations of that study, ACF implemented new reporting requirements effective after the first quarter of FFY15. The new requirements include new categories of line items to show where and what TANF is being spent on. In the past, the categories of the report were vague enough that it was easy to categorize expenditures incorrectly. The new requirements allow ACF to see what types of services are being funded and under which TANF purposes. A study conducted by the Center on Budget and Policy Priorities (CBPP) in August 2012 titled “How States Have Spent Federal and State Funds under the TANF Block Grant” illustrates how states have spent federal and state (MOE) funds. There were three key findings:

- Spending on basic assistance accounts for a relatively small share of TANF and MOE expenditures.
- States initially shifted some resources from cash assistance to activities designed to promote or support work, but those investments leveled off nearly a decade ago.
- States are using a significant and growing share of TANF and MOE funds to support other state services, including child welfare; states also have diverted substantial funds formerly used to assist poor families to other purposes.

The CBPP report also talks about states using TANF funds to supplant funding for state funded programs. Fortunately, DWS has been cautious with TANF spending to ensure that the bulk of the funding went to cash assistance to serve low-income families. With fewer families on cash assistance, we now have an opportunity through the TANF reserve to fund programs and services in the community focused on resources for low-income families as described in previous sections of this report. To avoid an imbalance of TANF spending on activities that do not serve low-income families, most of the proposed services in the TANF RFG were under purposes 1 and 2 with an income eligibility requirement of 200 percent of the Federal Poverty Limit or below.

Link to the referenced TANF guide - [http://www.acf.hhs.gov/sites/default/files/ofa/funding\\_guide.pdf](http://www.acf.hhs.gov/sites/default/files/ofa/funding_guide.pdf)

Link to the referenced GAO report - <http://www.gao.gov/assets/660/650635.pdf>

Link to the referenced CBPP report - <http://www.cbpp.org/cms/?fa=view&id=3808>

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## ***5. Inventory of Other States Currently Availing Themselves of Options Not Currently in Place in Utah***

It is difficult to provide a clean inventory of what other states are doing relative to what Utah is currently spending TANF on since states determine their own policies and the current method of capturing expenditures is very vague. Utah has been known as a progressive state when it comes to implementing innovative and forward-thinking strategies. A few examples are the unique integration of TANF and refugee services, the focus on financial literacy, and the “Work Success” program which is a job club model designed to teach job search strategies while simultaneously fostering an environment of peer support and networking.

### TANF-Individual Development Account

According to the Center for Social Development out of Washington University in St. Louis, there are 17 states including Arkansas, Illinois, Louisiana, and Michigan that have implemented Individual Development Account (IDA) programs with TANF match. An IDA is a special bank account that helps customers save for their education, the purchase of a first home or to start a business. The customer contributes money from their earnings from work into the account and that contribution is then matched with TANF. There is potential for Utah to have an IDA match program, however, one has not yet been created.

### State –Earned Income Tax Credit

A State Earned Income Tax Credit (EITC) program is in addition to the federal EITC program. According to the Center on Budget and Policy Priorities (CBPP), a State EITC program builds on the well-documented success of the federal EITC program by keeping working parents on the job and families and children out of poverty. The federal EITC program provides a needed income boost for low-income workers that helps them meet basic needs, it encourages families to keep working, it has been shown to be the single most effective tool the nation has for reducing poverty among working families and children and has a lasting effect since low-income children in families that get additional income through programs like EITC do better and go farther in school and ultimately work more and earn more as adults. A State EITC program builds on the success of the federal EITC program.

Michigan and Wisconsin are two states that use TANF funds on State Earned Income Tax Credit (EITC) programs. According to a CBPP report from October 2011, both of these states have had to significantly reduce the amount of TANF funds spent on EITC in the last few years.

Link to referenced IDA study - <http://csd.wustl.edu/Publications/Documents/PR05-02.pdf>

Link to Basic info on state EITC - <http://www.cbpp.org/cms/index.cfm?fa=view&id=4084>

Link to referenced EITC study - <http://www.cbpp.org/cms/?fa=view&id=3498>

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## ***6. Further Options for Legislative Consideration to Use Available TANF Funding to Better Families in Need Statewide***

As stated in greater detail above, DWS is taking great efforts to find new innovative ways to use TANF funding to benefit the citizens of Utah through the RFG process. We have also looked for further ways to use TANF funds to support employment and have implemented a few new programs that serve this purpose. Other options to use TANF can be determined by reviewing the TANF purposes for appropriateness and following TANF guidelines as outlined in the TANF guide link provided above. We look forward to hearing about new opportunities throughout the state that the Legislature thinks may benefit from the use of TANF funds.

# OFFICE OF CHILD CARE ANNUAL REPORT

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# OFFICE OF CHILD CARE ANNUAL REPORT

## FY 2014



**Utah Office of Child Care**

A Division of the Utah Department of  
Workforce Services

Tracy S. Gruber, Director

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The Utah Office of Child Care (OCC) provides low-income families with the resources to find and afford quality child care for their children to ensure parents seek and maintain employment while children are cared for in safe, nurturing and developmentally appropriate settings.

OCC meets these goals through providing the following: subsidies to families, professional development and training to providers, grants for quality improvement to providers, child care resource and referral information for consumers and grants to improve quality in “school age” programs, including afterschool programs.

**OFFICE OF CHILD CARE BUDGET**

The Office of Child Care employs thirteen full-time employees, including the Director of the Office of Child Care to meet its responsibilities. The OCC budget consists of the following components: (1) Operations; (2) Quality; and (3) Subsidy Pass-Through. Below summarizes the budget from FY 2012 through FY 2014.

Operations:

Budget, Sources of Funding	FY 2012	FY 2013	FY 2014
CCDF	\$1,577,430	\$1,467,768	\$1,024,416
<b>TOTAL</b>	<b>\$1,577,430</b>	<b>\$1,467,768</b>	<b>\$1,024,416</b>

Quality:

Budget, Sources of Funding	FY 2012	FY 2013	FY 2014
CCDF	\$10,865,521	\$11,828,915	\$10,780,650
<b>TOTAL</b>	<b>\$10,865,521</b>	<b>\$11,828,915</b>	<b>\$10,780,650</b>

Subsidy Pass-Through:

Budget, Sources of Funding	FY 2012	FY 2013	FY 2014
General Fund (MOE)	\$5,848,170	\$4,199,688	\$4,151,604
CCDF	\$40,693,382	\$41,307,460	\$39,801,565
<b>TOTAL</b>	<b>\$46,541,552</b>	<b>\$45,507,148</b>	<b>\$43,952,857</b>

**MEASURING PROGRESS IN OFFICE OF CHILD CARE**

The Office of Child Care is committed to measuring the outcomes associated with its operations. It engages in consistent monitoring of all of its responsibilities. The following details the data it monitors for each of its responsibilities:

**Child Care Subsidy**

Child Care subsidies ensure that families are able to place their children in affordable, accessible and high quality settings. In FY 2014, a total of \$47,904,077 in subsidies was paid to support child care expenses for 24,358 Utah children. OCC evaluates the following indicators to ensure this is occurring: (1) children served; (2) receipt of subsidy by program; (3) providers accepting subsidy by which child-care setting; and (4) average amount of subsidy received.

In FY 2014, these indicators revealed the following:

- (1) Children Receiving Subsidy: 24,358
- (2) Enrollment by Program:
  - Employment Support Child Care: 20,194 kids in 10,732 cases
  - Family Employment Program (FEP) Child Care: 2,846 kids in 1,556 cases
  - Transitional Child Care: 1,318 kids in 760 cases

(3) Providers Accepting Subsidy by Child Care Setting:

Provider License Type	# of Providers who accepted subsidy in FY 2014	% of Providers Who Accepted Subsidy
Family Home	681	16%
License Exempt - Child Home	13	0%
License Exempt - Child/Provider Home	2,889	68%
Licensed Center	295	7%
Family Group	133	3%
License Exempt - Provider Home	61	1%
Residential Certificate	112	3%
License Center - Exempt	39	1%

(4) Average amount of subsidy: \$1,967 per child

**Quality Environment Grants**

Quality Environment grants assist providers in improving quality in their centers. In FY 2014, a total of \$578,821 was used for Quality Improvement Grants. OCC evaluates the following: (1) grants awarded; (2) setting in which those grants were provided; and (3) children served by those grants.

- (1) Grants Awarded: 102
- (2) Setting Grants Awarded:
  - Family Providers: 17
  - Child Care Centers: 85
- (3) Children Served: 8,371

**Infant and Toddler Grants**

The Office of Child Care is required to expend its federal grant on improving quality in programs serving infants and toddlers. In FY 2014, a total of \$824,557 was used for grants related to Infant and Toddler programs. Grantees participate in technical assistance with an Infant/Toddler Specialist to work towards meeting high quality standards as measured in the “Infant/Toddler Environment Rating Scale (“ITERS”). OCC evaluates the following indicators to ensure effective utilization of grants funds: (1) programs receiving grants; (2) classrooms served by the grants; and (3) children served.

The Infant and Toddler Grants are met through three grant programs: (1) Baby Steps, serving infant child care rooms; (2) Next Steps, provides ongoing support to programs receiving Baby Steps to ensure quality achieved is maintained; and (3) Two-Year Old Grant, improving quality in two-year old rooms.

- (1) Programs Served: 71
- (2) Rooms Served: 114
- (3) Children Served: 899

**School-Age “Afterschool” Grants**

The Office of Child Care utilizes funding to ensure school-age children receive quality child care during out-of-school time throughout childhood. OCC “Afterschool” grants are for programs serving children before school, after school and summer. OCC provides oversight, guidance and technical assistance for programs through grants. Support is provided to these programs through a joint collaboration between OCC, the Utah Afterschool Network and the Utah State Office of Education. All funded programs are required to participate in the “Utah Afterschool Program Quality Assessment and Improvement Tool “ (“Quality Tool”).

In FY 2014, a total of \$5,795,849 was used to fund out-of-school time programs serving children between the ages of five and 17 years old. OCC evaluates the following indicators to ensure grants funds are utilized effectively: (1) contracts authorized; (2) sites utilizing funds; (3) youth served.



- (1) Contracts Authorized: 140
- (2) Sites Utilizing Funds: 184
- (3) Children Served: 26,441

**Professional Development for Providers**

The Office of Child Care assists in professional development of providers in conjunction with the Child Care Professional Development Institute at Utah State University. In FY2014, a total of \$1,174,741 was used to support child care providers to ensure delivery of high quality child care. OCC evaluates the following indicators to evaluate the effective utilization of professional development funds: (1) providers served; (2) providers receiving scholarships to obtain CDA certificates; (3) school-age providers receiving training; and (4) provider programs completing professional coaching.

- (1) Providers Served: 1,191
- (2) Providers Receiving Scholarship for CDA: 38
- (3) School-Age Providers: 65
- (4) Provider Programs Completing Coaching: 68

**Child Care Resource and Referral Program**

The Office of Child Care funds Care About Child Care (CAC) agencies throughout the state to provide resources for working families to connect them to child care providers in their areas to meet the needs of their children. CAC provides this service by maintaining a comprehensive database on Utah’s 1,500 licensed and legally license-exempt providers. In FY2014, a total of \$3,000,013 was used to fund the CAC programs throughout the state. OCC evaluates the following indicators to determine effective utilization of funds: (1) resource and referrals made through phone, email or office visits; (2) views on [www.careaboutchildcare.utah.gov](http://www.careaboutchildcare.utah.gov); (3) distinct visitors to the website; (4) average views per month.

- (1) Referrals Made: 2,700 (NOTE: Most referrals are now made through website)
- (2) Views on Website: 103,832
- (3) Distinct Visitors on Website: 35,500
- (4) Average Views per Month: 9,000

**RELEVANT STATUTORY PROVISIONS**

The Office of Child Care is governed by both federal and state statutes. Currently, Congress is debating the reauthorization of the Child Care Development Block Grant Act and the Department of Health and Human Services is simultaneously receiving public comment on new rules and regulations for the Child Care Development Fund. Depending on the outcome, there may be significant changes to the Utah Office of Child Care. Until that time, OCC is governed by the following:

Federal Statute: Child Care Development Block Grant Act (42 U.S.C. 9801) and Social Security Act, §418 (42 U.S.C. 618)

States receiving CCDF are required use funds for the following: (1) subsidies for child care services to eligible families, as defined by Utah; (2) quality activities to improve quality of child care; (3) resource and referral services to assist families in the selection of child care; and (4) quality targeted at infant and toddler programs.

State Statute: Utah Code §35A-3-201 thru 207

**GOALS AND CHALLENGES FOR THE FUTURE**

The Office of Child Care has several goals for the future: (1) increase provider subsidy rates to the 75<sup>th</sup> percentile; (2) OCC program efficiencies; (3) target grants to rural areas and low-income populations; (4) increase public awareness of the importance of quality child care for children of all ages; and (5) increase connection to quality programs for children receiving subsidy. Two of these goals are discussed below.

### Increase Subsidy Rate:

In the FY 2015 budget, OCC was able to increase the subsidy rate to providers to equal sixty percent of the market rate as established by the OCC Market Rate Study. Although an improvement over the previous rate of 43%, OCC would like to achieve the rate of 75%.

### OCC Program Efficiencies:

In FY 2015, OCC is improving its program with the goal of ensuring program efficiencies for DWS staff, child care providers and families. These are the result of feedback from parents and providers and designed to improve child care delivery by instituting the following system renovations: (1) policy and eligibility simplification; (2) subsidy payments directly to providers; (3) temporary, transitional child care assistance and job search services for parents upon job loss; and (4) improving quality for Family, Friend and Neighbor providers.

As noted above, the biggest challenge for OCC will be both the implementation of the program efficiencies detailed above, as well as instituting changes imposed by the federal government upon either adoption of new rules and regulations for the Child Care Development Block Grant or the reauthorizations of the Child Care Development Block Grant Act. At this time, it is unknown which will be instituted or when the changes will be approved.

## **WOMEN IN THE ECONOMY COMMISSION**

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# Utah's Women in the Economy Commission

## Annual Report—2014

During the 2014 legislative session, the legislature created a Commission on Women in the Economy via HB90. The Governor signed the legislation and it became law May 2014. The Commission is composed of representatives from the legislature (both House and Senate), the Department of Workforce Services, the Salt Lake Chamber, labor organization, non-profit sector, academia, and the private sector.

The legislature tasked the commission to:

- Facilitate the communication and coordination of public and private entities that provide services to women or protect the rights of women;
- Study, evaluate, and report on the status and effectiveness of policies, procedures, and programs that provide services to women or protect the rights of women;
- Facilitate and conduct the research and study of issues related to women in the economy;
- Provide a forum for public comment on issues related to women in the economy;
- Provide public information on women in the economy and the services available to women;
- Encourage state and local governments to analyze, plan, and prepare for the impact of women in the economy on services and operations; and
- Annually prepare and publish a report directed to the:
  - o Governor;
  - o Education Interim Committee;
  - o Economic Development and Workforce Services Interim Committee;
  - o Executive Appropriations Committee;
  - o Legislative Management Committee;
  - o Business, Economic Development, and Labor Appropriations Subcommittee; and
  - o State Council on Workforce Services.
- The report shall:
  - o Describe how the commission fulfilled its statutory purposes and duties during the year; and
  - o Contain recommendations on how the state should act to address issues relating to women in the economy.

This is the Commission's first annual report.

The Commission has existed only for a short time, and is therefore in the very beginning stages of this large and important work. The critical first step was completing the assignment of commission membership, which required finding many private sector representatives who could spare staff time to commit to participating. All eleven slots were filled by September 2014, and include the following individuals:

Speaker Rebecca Lockhart

House Minority Leader Jennifer Seelig

Senator Luz Robles

Senator Deirdre Henderson

Carrie Mayne, Workforce Services

Ann Marie Thompson, Salt Lake Chamber

Trina Eyring, Zions Bank

Dr. Jennifer Robinson, University of Utah

Anne Burkholder, YWCA

Judy Barnett, AFL-CIO

Heather Barnum, HDR Engineering

The commission has met twice since its inception. The inaugural meeting was focused around sharing information related to measuring the labor market and educational outcomes of women in the state with the goal of developing a common understanding from which the commission can work. From there, data was analyzed to identify areas of focus. It is the goal of the commission as we move forward to delineate the key barriers to success for women in the Utah economy, and to design strategies to assist women in moving past the barriers, hence realizing their full potential and in turn allowing the Utah economy at large to do the same.

Part of developing good policy will be to implement effective communications strategies. Therefore, another item of importance for the commission moving forward will be to develop a communication plan targeting several different sub groups of the female population in the state. Initial analysis of the challenges Utah women face show a common theme around communication barriers. In many instances it seems clear to the commission that lack of accurate information is what most often leads to women struggling to find gainful employment or unable to earn a living wage.

Another goal as the commission moves forward will be to develop stronger partnerships with key public and private entities that already focus on the needs of women in our state. Initial analysis shows strong interest across the state in various sectors in women's success, but that what may be lacking is the network between these efforts that would ensure a woman full access to the many services available to her. Moving a woman seamlessly through the network of assistance would increase success for all the individual entities striving to help Utah's women.

In the next year, the Commission plans to:

- Meet at least bi-monthly;
- Establish goals, objectives, and outcome measures.
- Develop a strategy matrix to guide commission's efforts;
- Create one or more subcommittees to focus on individual strategies; and
- Identify governmental, private sector, and faith-based partnerships to accomplish the strategies using existing efforts across the state.

In the brief time of its existence, the Commission has made substantial progress in setting up the organizational structure and community commitment as well as the foundational principles and goals needed for long-term progress and verifiable impact. The Commission members are committed to sustainable and meaningful action that will show a measurable, positive progress in increasing the understanding of the role of women in Utah's economy.

The Commission looks forward to its next annual report to share the progress of this important and critical effort.

Sincerely,

Jennifer Seelig

Commission Co-Chair

Rebecca Lockhart

Commission Co-Chair

## **APPENDIX A**

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# **INTERGENERATIONAL POVERTY REPORT**

# UTAH'S THIRD ANNUAL REPORT

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ON INTERGENERATIONAL POVERTY, WELFARE DEPENDENCY  
AND THE USE OF PUBLIC ASSISTANCE

AND

UTAH INTERGENERATIONAL WELFARE REFORM COMMISSION  
ANNUAL REPORT

## 2014



Department of Workforce Services (DWS)



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Department of Workforce Services (DWS)



***Equal Opportunity Employer/Program***

Auxiliary aids and services are available upon request to individuals with disabilities by calling 801-526-9240. Individuals with speech or hearing impairments may call the Relay Utah by dialing 711. Spanish Relay Utah: 1-888-346-3162.



## ACKNOWLEDGEMENTS

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The Utah Department of Workforce Services (DWS) would like to acknowledge the contributions made to this report from multiple agencies, institutions and individuals. Special thanks are due to the following agencies and staff for contributing data and analyses to this report:

- Department of Health
- Department of Human Services, Division of Child & Family Services
- Department of Human Services, Division of Juvenile Justice Services
- Utah State Office of Education
- Utah Juvenile Courts
- Utah Data Alliance, a multi-agency collaborative partnership maintaining Utah's statewide, longitudinal, educational database.

DWS also expresses gratitude to the following individuals who provided valuable research included in the report: Professor Benjamin Gibbs, Brigham Young University; Professor Mary Beth Vogel-Ferguson, Social Research Institute at the University of Utah; and Rebekah Schwab, Social Research Institute at the University of Utah. The report required substantial editing and much appreciation is given to those who assisted in that process including The Honorable Stuart Reid and Bishop H. David Burton and members of the following committees: Intergenerational Poverty Welfare Reform Commission, Intergenerational Poverty Advisory Board and the Intergenerational Poverty Research Subcommittee.

Finally, DWS acknowledges the contributions made by the researchers in multiple state agencies who provided the data contained in the report. These researchers instituted several methodologies to match data and test it to ensure statistical soundness and accuracy. The substantial time these researchers devoted to the report is greatly appreciated. Those individuals include: Andre Baksh, Department of Health; Navina Forsythe, Department of Human Services; John DeWitt, Department of Human Services; and Raechel Lizon, Utah Juvenile Court. For additional details on the specific data matching methodologies used, contact Tracy S. Gruber at [tgruber@utah.gov](mailto:tgruber@utah.gov).



## EXECUTIVE SUMMARY

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In accordance with the requirements of the Intergenerational Poverty Mitigation Act, the Utah Department of Workforce Services presents *Utah's Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance*. The primary data source to track intergenerational poverty is the administrative records from The Department of Workforce Services (DWS), a state agency that administers several public assistance programs for lower income families across the state.

The most significant development in the 2014 report is the inclusion of data from the other four agencies providing services to children and their families: Department of Health (DOH), Department of Human Services (“DHS”), Utah State Office of Education (USOE) and Utah Juvenile Courts.<sup>1</sup> Together, DWS and these agencies engaged in extensive data-sharing to begin understanding the challenges confronting children either living in intergenerational poverty or at risk of continued poverty into and through adulthood.

This *Third Annual Report* responds to the requirements of the Intergenerational Poverty Mitigation Act which creates a sense of urgency to rescue Utah children from the cycle of poverty before becoming adults.<sup>2</sup> As such, this report provides the research and data necessary to ensure the Intergenerational Welfare Reform Commission (“Commission”) and the Intergenerational Poverty Advisory Committee (“Advisory Committee”) meet their obligations of developing evidence-based and data-driven policies and programs to decrease “the incidence of intergenerational poverty among the state’s children and increasing the number of the state’s children who escape the poverty cycle and welfare dependency.”<sup>3</sup> Without providing specific policy and program recommendations, this report assists the Commission and Advisory Committee in fulfilling this requirement by utilizing the data to establish general recommendations within those areas with the most pressing need to rescue children from the cycle of poverty.

This report devotes much analysis to the lives of those Utah children at risk of remaining in the cycle of poverty as adults to better understand the challenges and obstacles they encounter. Although the focus of the report is on these children, it acknowledges the valuable role parents play in raising children and as a result, also includes data on parents.

Important findings from this *Third Annual Report* include the following:

- 52,073 children are already experiencing intergenerational poverty with an additional 236,056 kids at risk of remaining in poverty as adults. Combined, these children are 33 percent of Utah’s child population.
- 89 percent of the children experiencing intergenerational poverty are 12 years old or younger.
- The majority of the children have risk factors present in their lives that when coupled with economic hardship jeopardizes their well-being. The most prevalent of these risk factors include living in single-parent households and households in which the parent(s) lacked employment in the past twelve months.

- All of these children’s education-related indicators evaluated register well below the state averages, including low proficiency scores on third grade language arts and eighth grade math assessments.
- More than 90 percent of the children included in the report received health care coverage through either Medicaid or the Children’s Health Insurance Program (CHIP). This coverage ensured that the majority of these children saw a physician in 2013 but only 45% of the children in intergenerational poverty saw a dentist.
- Instances of abuse and neglect occur with greater frequency among families experiencing intergenerational poverty (“IGP”) than the Utah population at large. Nearly 28 percent of the adults in the intergenerational poverty cohort were victims of abuse and neglect as children and 26 percent of their children have been victims of abuse and neglect. Moreover, 38 percent of the IGP adults who were victims of abuse and neglect as children have been perpetrators of abuse and neglect of children.

Although the data presented in this report reveals characteristics of the families experiencing intergenerational poverty, as well as children at risk of entering the cycle of poverty, caution must be exercised when interpreting the findings in the report. Given the limitations of the data tracking system and initial challenges with matching data across state agencies, this report presents different levels of correlation between the indicators included and intergenerational poverty. There is no capacity to establish causation. However, as the data tracking system continues to develop and coordination among the agencies becomes more robust, future reports may allow more conclusions to be made from the data.



## SECTION 1: BACKGROUND

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Utah has emerged from the Great Recession and is experiencing tremendous economic growth. Recently, Governor Gary R. Herbert met his goal of creating 100,000 jobs in 1,000 days and the unemployment rate is 3.5 percent, one of the lowest in the nation.<sup>4</sup> Despite this economic growth, nearly 13 percent of Utahns are living in poverty.<sup>5</sup>

Although Utah's poverty rate is significantly lower than the national average, the Utah Legislature recognized that there are high societal and economic costs of allowing generations of families to remain in poverty. This jeopardizes not only their future but the state's future in lost human capital, should it fail to implement programs and policies designed to end the cycle of poverty for Utah children.<sup>6</sup> It is in this context that the Utah Legislature passed the Intergenerational Poverty Mitigation Act ("Act") in 2012 and subsequently expanded it in 2013.<sup>7</sup> Utah is the only state in the nation examining this subset of poverty and one of only a handful of states making a concerted effort to reduce poverty.<sup>8</sup>

Under the Act, DWS created a tracking system to gain greater understanding of the populations of impoverished children most at risk of remaining in poverty as adults. Under this charge, DWS established a definition of intergenerational poverty by evaluating attachment to public assistance programs providing financial assistance, medical assistance, Food Stamps and child care subsidies. Although this definition does not encompass all Utahns who experienced poverty as children and remain in poverty as adults, it likely accounts for a large segment of that population.<sup>9</sup>

Throughout this report, these individuals are referred to as the "intergenerational poverty (IGP) adult cohort." Frequently, this cohort will be compared to adults utilizing public assistance for whom there is no record indicating they participated in public assistance programs as children. Those adults are referred to as the

"public assistance, non-intergenerational poverty adult cohort," or "PA, non-IGP adult cohort."

In addition to tracking the adults in the IGP adult cohort, the Act requires the identification of groups of children that "have a high risk of experiencing intergenerational poverty."<sup>10</sup> In this year's report, two cohorts of children are identified to better understand the characteristics of children in jeopardy of remaining in the cycle of poverty into adulthood. DWS is tracking two groups of children: (1) children of those adults in the intergenerational poverty adult cohort, and (2) children currently receiving public assistance. These children will be referred to as the "intergenerational poverty (IGP) child cohort" and the "at-risk child cohort," respectively.

Including data on both groups of children is supported by research conducted by Professor Benjamin Gibbs at Brigham Young University. This research suggests that children receiving public assistance for even one month are equally likely to become members of the intergenerational poverty cohort as adults.<sup>11</sup> This suggests that there is more to intergenerational poverty than exposure to public assistance but that public assistance may be a proxy for life-long financial instability. Analyzing this group of children in addition to the intergenerational poverty child cohort allows for policy and program recommendations to reach all children in jeopardy of remaining in poverty as adults, not simply those children who are already second, or even third generation in poverty.

Although still in the early stages of understanding the factors causing families to utilize public assistance for multiple generations, this third report begins to reveal trends among adults currently receiving public assistance benefits who received benefits as children. It also analyzes data related to the lives of those children at risk of remaining in poverty into adulthood. The report is designed to assist those responsible for reducing intergenerational poverty through the creation of

evidence-based and data driven policies and programs addressing poverty. To that end, the report provides a detailed look at areas in a child's life influencing self-sufficiency and success into and throughout adulthood. These areas include education, health, child welfare, family structure and stability and interactions with the juvenile justice system.

## **THE GOALS OF THE THIRD ANNUAL REPORT ON INTERGENERATIONAL POVERTY**

include the following:

- (1) Utilize the DWS databases to identify those children most at risk of experiencing intergenerational poverty;
- (2) Reveal any patterns among the intergenerational poverty cohort and those most at risk of experiencing intergenerational poverty as adults;
- (3) Report data that has been matched across relevant state agencies to gain greater understanding of the challenges and barriers confronting children at risk of remaining in poverty, as well as the breadth and scope of services these children are receiving across agencies; and
- (4) Assist the Commission and Advisory Committee in establishing policy and program recommendations by providing general recommendations in areas of pressing need to end the cycle of poverty for Utah children.



## SECTION 2:

# UNDERSTANDING POVERTY AND INTERGENERATIONAL POVERTY IN UTAH

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Children growing up in poverty experience challenges to healthy development both in the short and long term, demonstrating impairments in cognitive, behavioral and social development. This often leads to poor outcomes such as failing to graduate from high school, teen pregnancy, poor health and difficulty obtaining secure employment.<sup>12</sup> The younger a child is when his or her family is impoverished, the greater the likelihood of poor outcomes for that child.<sup>13</sup>

Although the set of challenges confronting these children is reason enough to reduce the number of children living in poverty, there are impacts beyond the children themselves. Poverty is an economic issue impacting communities throughout Utah. When children are under-educated or developmentally unprepared to learn or adapt, the economic progress of the larger community is impacted. Poverty imposes direct and significant costs on a state's economy. These increased costs include health care for the uninsured, shelters for the homeless, public assistance programs, bad debt and decreases in tax revenues. One estimate places the annual cost to the public of child poverty at \$500 billion—or three percent of the nation's Gross Domestic Product (GDP).<sup>14</sup>

The relationship between financial challenges and poverty is clear, however, this is only one of many factors leading to poverty. Many programs addressing poverty fail to address the underlying causes contributing to it. The Intergenerational Poverty Mitigation Act, through research and analysis, is designed to evaluate governmental policies and programs in an effort to ensure positive outcomes for children experiencing poverty.

### Defining and Measuring Poverty

Typically, one is in poverty if he or she meets the federal poverty guidelines. In 2014, a family of four earning less than \$23,850 is identified as living in poverty.<sup>15</sup> These guidelines are established each year and provide an annual income threshold, below which an individual or family is considered to be living in poverty. These people are unable to provide adequate levels of food, housing, clothing, health care and education for themselves and their children. In 2012, nearly 330,000 (13 percent) Utahns were living in poverty.

Currently, the poverty statistics are based on the original poverty measure created in 1960. Although it is recalculated annually, the measurement has not been revised since it was established. It is based on the cost to purchase basic foods and multiplied by three. The multiplier is set at three because when originally established, food costs were equal to roughly one-third of a family's household budget.

**“When such poverty befalls families rearing children—the citizens of the future—the social consequences reach far beyond the present deprivation.”**

*—Mollie Orshansky, Creator of the Official Poverty Measure*

**2014 Poverty Guidelines for the United States  
(excludes Alaska and Hawaii)**

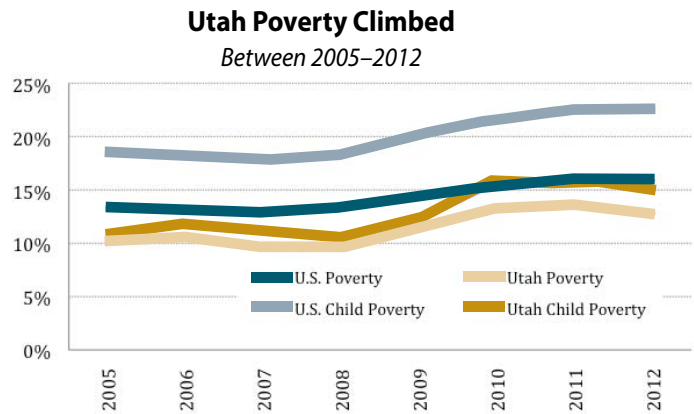
Persons in family/ household	Poverty guideline
1	\$11,670
2	\$15,730
3	\$19,790
4	\$23,850
5	\$27,910
6	\$31,970
7	\$36,030
8	\$40,090
For families/households with more than 8 persons, add \$4,060 for each additional person	

There is much criticism of the national poverty measure: (1) food costs are now equal to one-seventh of a family’s household budget; (2) other household expenses are not included in the measure; and (3) other sources of income such as other resources or benefits are not included in the measure.<sup>16</sup> Although an inadequate and imprecise measure of a family’s ability to meet the basic needs of its members, it is the one most widely utilized in determining whether individuals are living in poverty.

The federal poverty measure also fails to account for variations in the cost-of-living based on geography. Even within a state, there is great variation in the cost of living. For example, in Salt Lake City, a family of four requires an income of approximately \$59,785 to meet the basic needs of a secure yet modest living standard which includes housing, food, transportation, child care, health care and other common monthly expenses.<sup>17</sup> This amount is higher than in some rural communities throughout the state but it demonstrates the inadequacy of the federal poverty measure which fails to reflect the true costs associated with meeting a family’s basic needs.

As has been the case nationwide, poverty in Utah grew dramatically since 2005. In fact, during the Great Recession, poverty in Utah rose much more sharply than

**There are more Utah children living in poverty than live in Provo, Utah’s third largest city.**



Source: U.S. Census Bureau, 2012 ACS 1-year estimates.

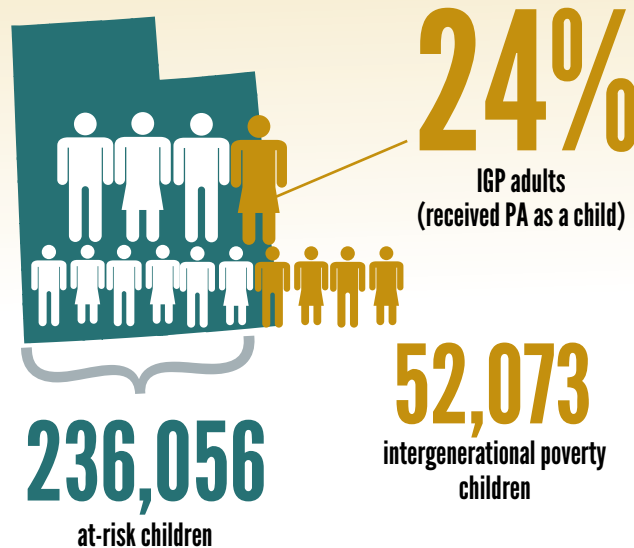
the national rate, increasing 40 percent compared to 20 percent nationally. Similarly, between 2008 and 2011, Utah’s child poverty rate increased 51 percent while the national rate increased 24 percent. This rise in poverty occurred as unemployment rates increased sharply during the same period.

Child poverty is declining slightly in Utah. Between 2011 and 2012, there were 18,446 fewer children living in poverty.<sup>18</sup> Although the decline is encouraging, those children who remain in poverty are more likely to remain there into adulthood.<sup>19</sup>

**Defining and Measuring Intergenerational Poverty in Utah**

The Intergenerational Poverty Mitigation Act as passed by the Utah Legislature, established DWS as the agency responsible for establishing and maintaining a system to track intergenerational poverty. This group—a subset of all those in poverty—is distinct from those who experience poverty in the wake of changes in life circumstances such as job loss, death of a spouse or

## Utah Adults Receiving Public Assistance (PA)



divorce.<sup>20</sup> Although the legislation provided some guidance on the definition of intergenerational poverty, the DWS database captures data only for those Utahns served by one or more public assistance programs anytime from 1989 to the present. As a result, the definition of intergenerational poverty was developed based on available data and incorporates those limitations. The above diagram illustrates the groups tracked by DWS.

The focus of the Intergenerational Poverty Mitigation Act (“Act”) is understanding the children in jeopardy of remaining in, or entering the cycle of, poverty into adulthood to allow implementation of interventions that will provide them with the opportunity to break the cycle. Although children are a focus of the Act, it is critical not only to understand their lives but also their parents. After all, children are not poor. Rather, it is the families and households in which they live that are poor. To recognize this reality, throughout this report data relating to factors controlled by parents directly influencing outcomes for children are analyzed.

### Characteristics of Adults With An Intergenerational Public Assistance History

In the past three years since DWS began tracking intergenerational poverty in 2012, there has been little change in the size of the adult cohort. As in previous reports, the adults living in intergenerational poverty comprise nearly one-quarter of those receiving public assistance. The remaining 76 percent of those receiving





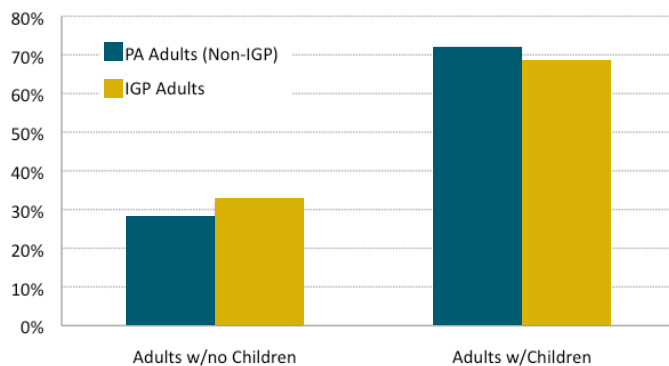
public assistance find themselves in that economic situation primarily due to situational circumstances such as a loss of a job, an illness or other temporary hardships. These adults are experiencing “situational poverty.”<sup>21</sup> There is an assumption that individuals receiving public assistance who are not experiencing intergenerational poverty are experiencing situational poverty but there may be other explanations as to why they are not included in the intergenerational poverty cohort, including growing up outside of Utah.

In 2013, there were 149,053 adults between the ages of 21 and 42 receiving public assistance benefits. Of that, 35,816 met the definition of intergenerational poverty.<sup>22</sup>

Public Assistance, Cohort Comparison			
	2012	2013	2014
Total PA	151,170	149,639	149,053
IGP Adults	35,778	36,449	35,816
Non-IGP PA	115,392	113,190	113,237

The majority of the adults receiving public assistance have children. This is not surprising given that most of the public assistance programs evaluated to establish the intergenerational poverty cohort require the presence of dependents in the home.

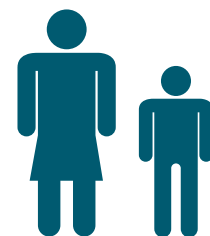
### Majority of PA Adults Have Children



Also as a result of eligibility requirements, it is not surprising the IGP adult cohort is overwhelmingly female as the majority of dependents reside with their mothers. In contrast, Utah Census poverty figures reveal a more equal distribution between men and women living in poverty between the ages of 21 and 42 years old. The disparity between women and men which appears in the intergenerational poverty cohort but not in the overall poverty numbers is something to consider when establishing policies, programs and procedures to address intergenerational poverty. Although there are significantly fewer men participating in the programs evaluated in the data tracking system, there are likely many more men experiencing intergenerational poverty who are not appearing in the data.

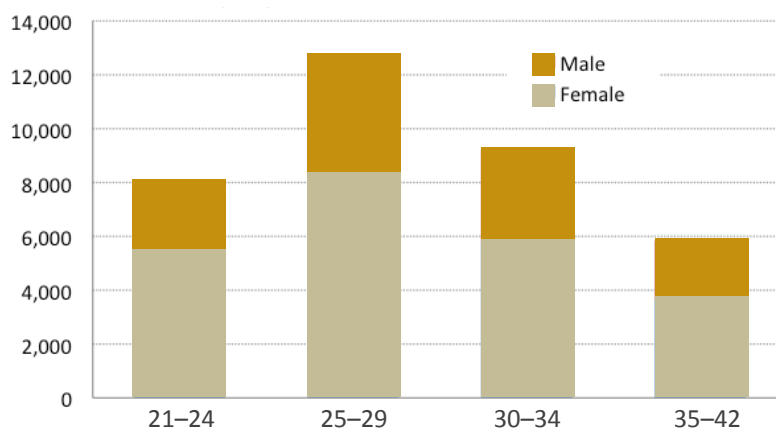


**65%**  
of IGP are women



**35%**  
of IGP are men

### Majority of IGP Adults are Below 35 Years of Age



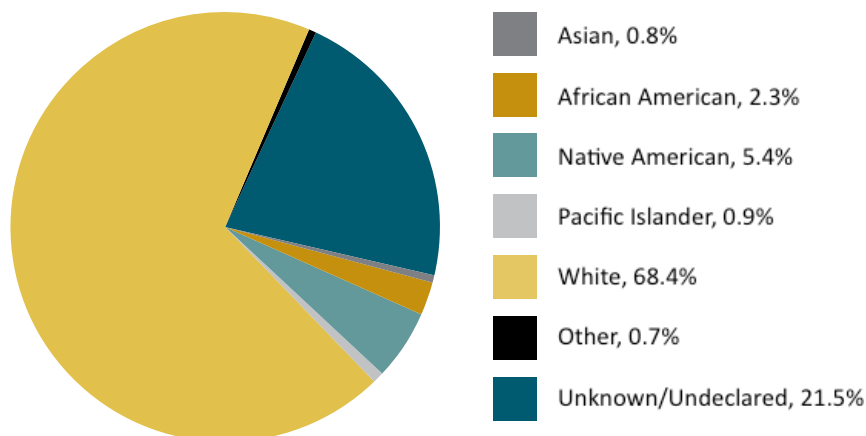
Not only are the majority of the members of the IGP adult cohort primarily women, they are primarily under age 35.

The data reveals that some racial minorities are disproportionately represented in the IGP adult cohort. For example, African Americans represent 1.1 percent of the Utah population but 2.3 percent of the IGP adult cohort. Similarly, Native Americans represent 1.1 percent of the Utah population but 5.4 percent of the IGP adult cohort. However, race data is only collected when it is identified by individuals. This is also true of ethnicity data which includes the categories of Hispanic and non-Hispanic white individuals. As a result, the ethnicity data is not included below but is provided in Appendix B.8. As noted on page ten, 24 percent of those receiving public assistance in Utah

received it as children for at least twelve months. This figure fails to account for adults currently receiving public assistance who grew up outside of Utah. In fact, research conducted by the University of Utah revealed that a large share of those receiving public assistance, specifically financial assistance, spent part or all of their childhoods in other states.<sup>23</sup> Therefore, it is likely that there is a larger share of current public assistance customers who were attached to public assistance as children but are not captured in the DWS database.

Those adults who are in intergenerational poverty and included in the DWS database spent on average, six years of their childhood in families receiving public assistance. Most of those years were spent on Medicaid or Food Stamps.

### Race of IGP Adults



Average Lifetime Years of Assistance of IGP Adults (G2)			
Program	Child (<18) Years	Adult (>=18) Years	Total Lifetime Years
Financial	3.4	1.5	4.9
Food Stamps	4.8	4.9	9.8
Medical	5.5	4.7	10.2
Child Care Subsidy	1.3	1.8	3.1
<b>Total Average Years</b>	<b>6.1</b>	<b>6.3</b>	<b>12.3</b>

These adults are still primarily receiving benefits through Food Stamps and Medicaid, although a very small percentage of public assistance customers are receiving child care subsidies.

Public Assistance as an Adult CY2013	Adults	
	IGP	PA, Non-IGP
Financial	6%	4%
Food Stamps	87%	79%
Child Care	12%	7%
Medical	66%	59%

There is a larger share of adults in the IGP adult cohort receiving child care subsidies than adults in the PA, non-IGP adult cohort. This is not surprising given that more intergenerational poverty adults participate in the Family Employment Program (FEP), one of the programs connected to child care subsidies.<sup>24</sup> According to DWS research, child care subsidies are shown to contribute more to an individual's continued employment or meeting FEP work participation requirements than any other intervention provided through FEP.<sup>25</sup>

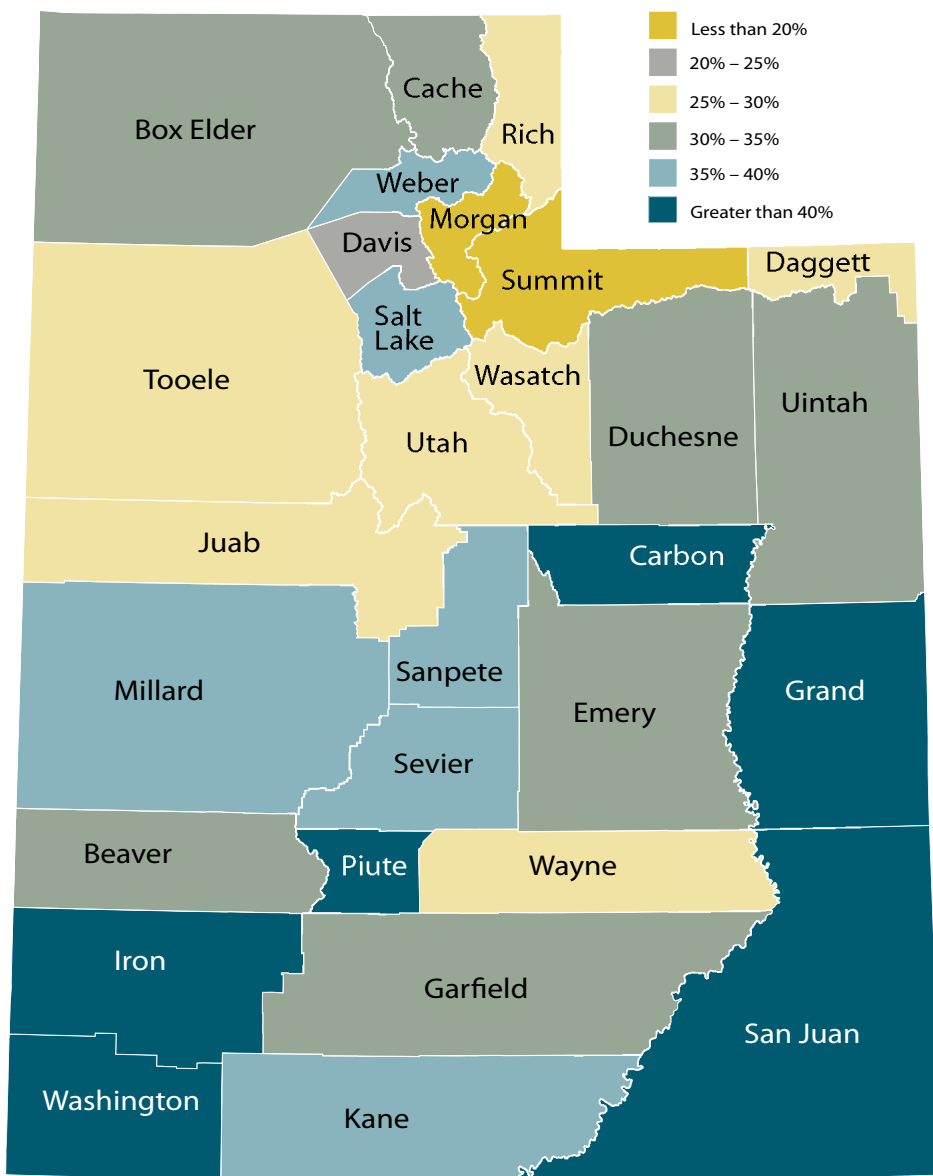
For additional information on the IGP adult cohort, see Appendix B: Additional Data on the IGP and PA, Non-IGP Adult Cohorts.



## Characteristics of Children in Jeopardy of Remaining in Poverty

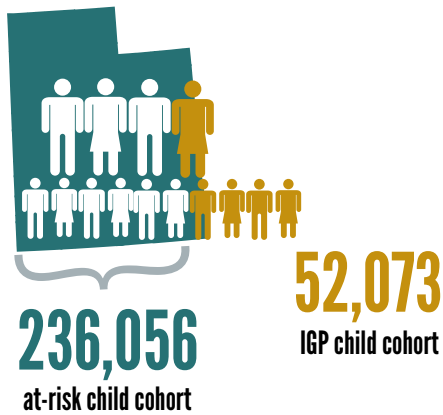
Although most Utah children live along the Wasatch Front, children in jeopardy of remaining in poverty are not clustered in any one particular region in the state. As the map below illustrates, these children reside in every county in Utah. As a result, the causes and solutions to that poverty are as distinct as the counties themselves and it is within those counties that solutions will be developed.

IGP & "At Risk" Children by County<sup>26</sup>

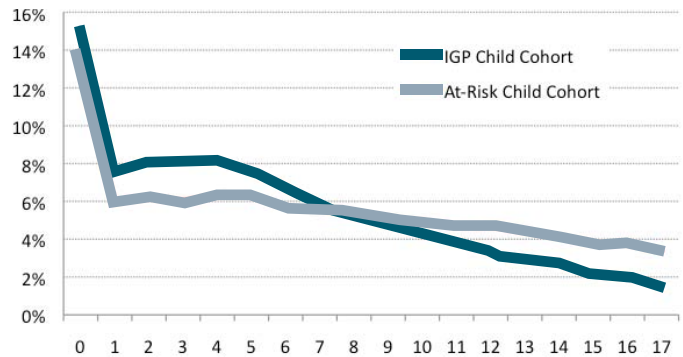


Included on the Intergenerational Poverty Advisory Committee are members representing rural communities to ensure the needs of those living in poverty in rural areas are met. See Appendix A.2.

### Children in Jeopardy of Remaining in Poverty



### Children in Jeopardy of Remaining in Poverty by Age



Although the intergenerational poverty child cohort is only six percent of Utah’s child population, the children in the IGP child cohort when added to the children in the at-risk child cohort comprise 33 percent of Utah’s child population.<sup>27</sup>

Since DWS began tracking intergenerational poverty, the child cohort has fluctuated slightly. Overall, it has increased by nearly 1,000 children. A portion of this increase is likely attributable to the increase in the size of the adult cohort. Each year, the system tracks an increasing number of adults due to its limitation of only having records back to 1989. In the first report, data was only available for adults forty years old and younger. In this report, data includes adults up to age 42. As a result, the adult cohort increases in number which results in a corresponding increase in the IGP child cohort.

may be attributable to two factors, among others: (1) young families are more likely to experience economic hardship; and (2) adults between 21 and 42 years old are likely to have young children. As policymakers develop programs and solutions to reduce the cycle of poverty among Utah children, this age distribution will be informative. Research consistently demonstrates the importance of implementing intervention as early as possible for children.<sup>28</sup>

### Children and Public Assistance Utilization

Similar to the adult cohorts, children in both the intergenerational poverty and at-risk cohorts are primarily receiving public assistance through Food Stamps, Medicaid and the Children’s Health Insurance Program (CHIP).

IGP Child Cohort, 2012-2014	2012	2013	2014
IGP Child Cohort	51,079	52,426	52,073

**89 percent of the IGP child cohort are 12 years old or younger and 47 percent are four years old or younger.**

Unlike the adult intergenerational poverty adult cohort which has a higher percentage of females, the child cohort is equally distributed among girls and boys. Although gender is equally divided, there is not an equal distribution by age. In fact, 89 percent of the children in the IGP child cohort and 81 percent of the children in the at-risk child cohort are under twelve years old. This



Public Assistance for Children in CY 2013	Intergenerational Poverty Child Cohort		At-Risk Child Cohort	
	Type of Program	Count	Ratio	Count
Financial	5,146	9.9%	12,747	5.0%
Child Care Subsidies	9,393	18.0%	17,215	6.8%
Food Stamps	48,371	92.9%	145,229	57.4%
Medical	48,725	93.6%	235,754	93.2%

It is not merely the case that receiving public assistance as a child predicts adult attachment to these programs. Rather, poverty in adulthood is correlated with time spent in poverty as a child.<sup>29</sup> For adults who were poor as children, there is a greater likelihood that they will remain poor in early and middle adulthood than those who were never poor. The National Center for Children in Poverty (NCCP) has found that of the children living in poverty for eight or more years between the ages of zero to fifteen, approximately 45 percent will still be poor when they are 35 years old.<sup>30</sup> In Utah, this is a significant issue given that those young adults are also more likely to begin families of their own.<sup>31</sup> If these young adults have children while experiencing poverty, they risk passing that station in life onto their children and continuing the cycle of poverty if interventions for their children are not implemented.



In determining the probability that children in the intergenerational poverty child cohort or the at-risk child cohort will remain in poverty as adults, it is necessary to evaluate those children in each respective cohort between the ages of fifteen and seventeen. The data system does not include any children over seventeen and since the probability of poverty is determined by evaluating time in poverty as a child between the ages of zero and fifteen, data cannot be analyzed for any children less than fifteen years old.

As a result, determining the probability of the intergenerational poverty and at-risk child cohorts was determined by looking at the length of time 29,607 children, between the ages of fifteen and seventeen, received Food Stamps or cash assistance while they were between the ages of zero and fifteen.<sup>32</sup> Only participation in these two public assistance programs was analyzed since eligibility for those programs is most closely aligned with federal poverty measures.

Years Receiving Food Stamps or Cash Assistance during childhood (birth to 15)	IGP Children N=3,034		At-Risk Children N=26,573	
	Count	% of Total	Count	% of Total
0% (0 years)	13	0%	1,773	7%
1% to 50% (1-7 years)	665	22%	12,127	46%
51%-100% (8-14 years)	2,356	78%	12,673	48%

The analysis reveals a strong attachment to public assistance among intergenerational poverty children. More than three-quarters of the children in the IGP child cohort spent a significant portion of their childhood receiving public assistance programs. Although children in the at-risk child cohort spent less time on public assistance, there is still significant attachment to these programs.

In all, 15,029 Utah children spent at least eight to fourteen years of their first fifteen years of life in families receiving Food Stamps or Cash Assistance in Utah. Applying the NCCP analysis, it is estimated that 7,844 of these children will still be in poverty at age 35. This is one-quarter of the fifteen to seventeen year olds included in the analysis. It is difficult to determine whether a similar trend will persist among the younger members of the child cohorts. Only future analysis will reveal whether this level of attachment to public assistance is occurring among the younger children.

This attachment to public assistance by this subset of the IGP child cohort is not unlike the IGP adults who also spent more than a year in families receiving public assistance when they were children as shown on page 12 showing the average number of years these adults have been attached to public assistance in Utah both as adults and as children, by program type.

### **Characteristics of the Intergenerational Poverty Adult and Child Cohorts**

The baseline data provided for both the IGP adult cohort and the IGP child cohort reveals the predominant characteristics of each group. Box 1 provides the typical profile of each cohort.

#### **Box 1**

##### ***Characteristics of Adults Experiencing Intergenerational Poverty***

- Young adults between 21 and 34 years old
- Caucasian
- Female
- Single
- At least one child 12 years old or younger
- Resides in Salt Lake, Utah or Weber County
- Received Food Stamps or Medicaid in Utah for at least 6 years as a child
- Currently receiving Food Stamps and/or Medicaid for herself and children
- Lacks education beyond high school diploma or GED
- Some work experience, primarily in low wage, service-sector jobs

##### ***Characteristics of Children Experiencing Intergenerational Poverty***

- 12 years old or younger
- Caucasian
- Lives with one parent
- At least one other child residing in the home
- Received public assistance in Utah for at least one year
- Likely receiving medical benefits and/or Food Stamps
- Resides in Salt Lake, Utah or Weber County



## SECTION 3:

# ADDITIONAL RISK FACTORS IMPACTING CHILD WELL-BEING

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A commitment to “measurably reducing the incidence of children . . . who remain in the cycle of poverty and welfare dependency” requires an evaluation beyond attachment to public assistance programs.<sup>33</sup> Many children receiving public assistance through their parents are experiencing multiple challenges threatening their future success, which in turn threatens the vitality of Utah’s economy.

According to the NCCP, there are several factors placing a child at risk for poor health, educational and developmental outcomes.<sup>34</sup> These factors are listed in Box 2. When present in a child’s life, these risk factors jeopardize child well-being more profoundly when coupled with economic hardship. In this report, attachment to public assistance indicates economic hardship.<sup>35</sup> Several additional risk factors are not included on the NCCP list. These factors will be explored later in this report and relate to education, health, child abuse and neglect and interactions with the juvenile justice system.

The majority of Utah children in jeopardy of remaining in poverty as adults have one or two of these NCCP risks present in their lives. The most prevalent of

### Box 2

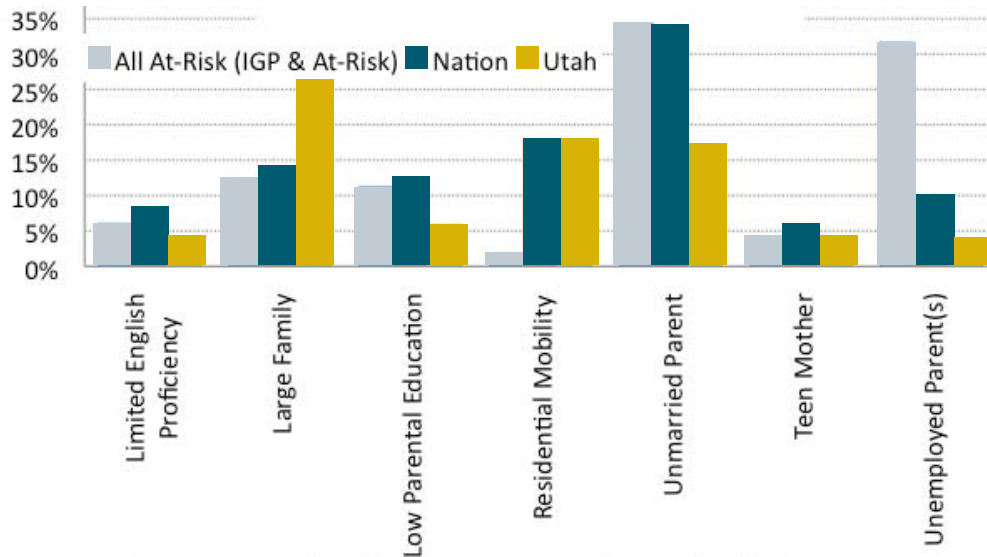
#### *Risk Factors of Child Well-Being*

- Households without English speakers
- Families with four or more children
- Parents lacking high school diploma or equivalent
- Children who have moved one or more times in 12 months
- Unmarried parent
- Teen mother
- Parents had no employment in previous year



## Risk Factors Experienced by Utah Children

Children 0–9 Years of Age



Source: Utah Department of Workforce Services, National Center for Children in Poverty.

these risks are living in single-parent households and households in which parent(s) lacked employment in the past twelve months.

Surprisingly, there is limited presence of the risks of households without English speakers and teen mothers.<sup>36</sup> It is unclear whether these risks really are limited among the intergenerational poverty child and at-risk child cohorts or if the factors are absent due to limitations of the data. As with much of the data included in this report, these limitations caution against drawing direct correlations between the risk factors. Rather, the risk factors are provided to establish a more comprehensive picture of the barriers children in poverty are confronting so that policies and programs can be established with those barriers in mind.

The figure above provides an overview of the NCCP risk factors present in Utah children in the IGP child cohort and at-risk child cohort, between the ages of zero and nine. For purposes of this analysis, the IGP children and the at-risk children are combined and referred collectively as “at-risk.” This table compares these children to all Utah children, as well as children nationally.

It is important to note that one risk, by itself, may not present challenges for children. However, children with three or more risks are more vulnerable than children only experiencing one risk.<sup>37</sup>

The majority of children in both the IGP child and at-risk child cohorts are experiencing at least one risk. Fortunately, only 10 percent (5,200 children) from the IGP child cohort are experiencing three or more risk factors.

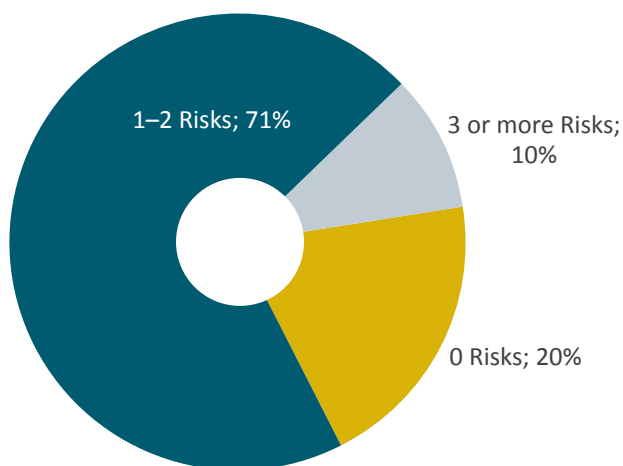
Among children in the at-risk child cohort there are far fewer children with three risks and one-third have no risks. The following provides further analysis on the risk factors relating to family structure, parental educational attainment and parental employment, family mobility and teen parents.

### Family Structure

There are two risk factors related to family structure that are correlated with poor outcomes for children: (1) growing up in single-parent households and (2) growing up in a family with four or more children (i.e. large family). In both of these instances, the likelihood the family will struggle financially increases. When a child grows up in a

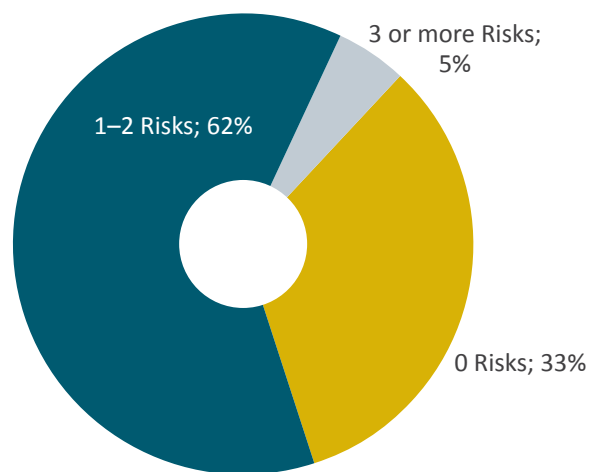
### Risk Frequency: Utah IGP Children

*IGP Child Cohort, 0–9 Years of Age*



### Risk Frequency: Utah “At-Risk” Children

*At-Risk Child Cohort, 0–9 Years of Age*



family unable to provide for basic economic needs, that child is at increased risk of living in a household where parents are experiencing anxiety, depression, substance abuse and domestic violence.<sup>38</sup> In these circumstances, parenting is often compromised which may lead to poor outcomes for their children including dropping out of school, teen pregnancy, poor health and lack of secure employment.

Poverty among children living in single-parent families is significantly higher than in two-parent households. There may be several reasons these families struggle financially including limited educational attainment, presence of only one income-earner and a desire for a parent to remain home raising a child while that child is young. Whatever the reason, 35 percent of Utah single-parent families are living in poverty.<sup>39</sup> In contrast, only 8 percent of married-couple families are living in poverty.<sup>40</sup>

Among those children living in families receiving public assistance, there is an even greater proportion living in single-parent households. Nearly 62 percent of children in the intergenerational poverty cohort are living in single-parent households; nearly 50 percent of children in the at-risk cohort are living in single-parent households. These single-parent households

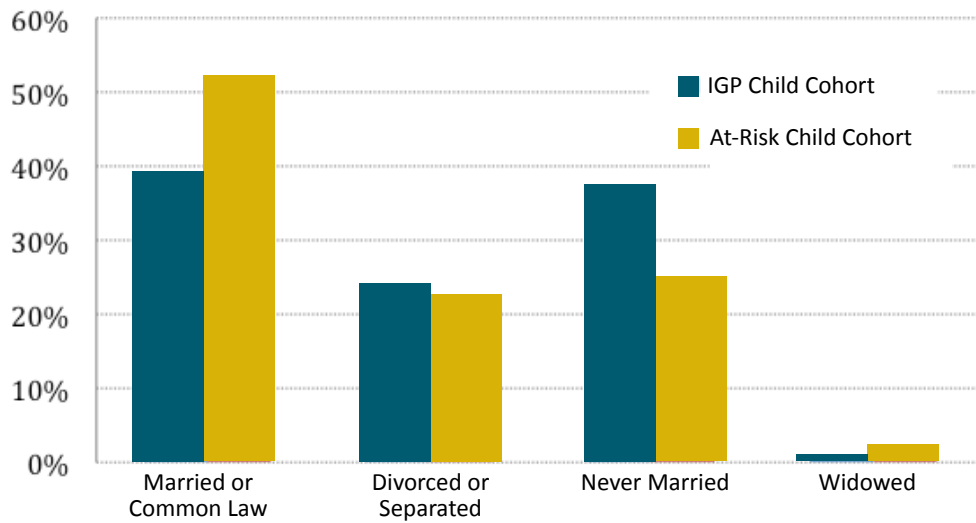
include families in which parents are divorced, legally separated, never married or widowed. The figure to the right provides the percentage of children in the intergenerational poverty cohort and at-risk cohort by family structure.

Similarly, the poverty rate among large families is higher than for smaller families, particularly among single-parent households. Nearly 50 percent of single-parent families with three or four children are living in poverty. Fortunately, this risk factor is not as pronounced among the intergenerational poverty child or at-risk child cohorts. The majority of children, 54 percent, are living with only one or two other children present in the household.

**35 percent of Utah families with a single mother are living in poverty. Nearly 62 percent of the intergenerational poverty cohort children are living in single-parent homes.**

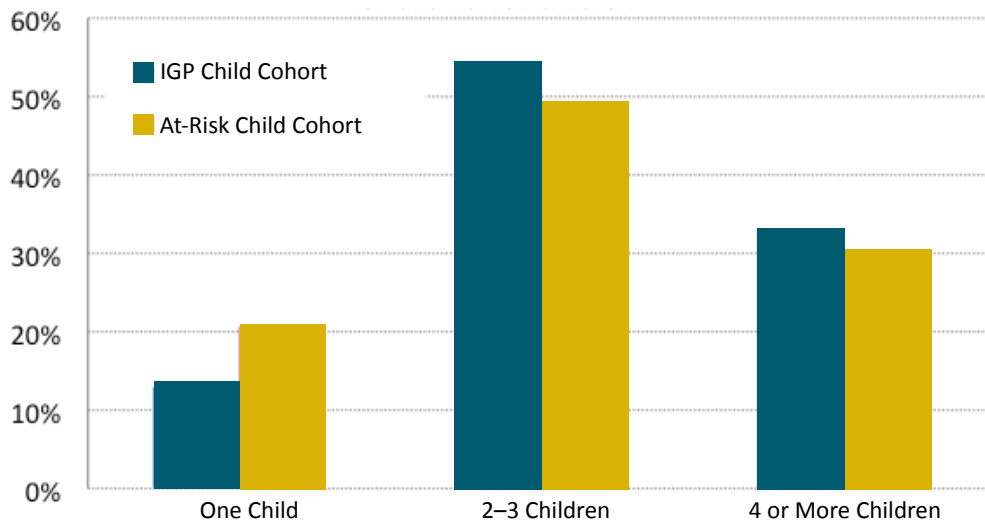


### Children in Households by Marital Status of Adults



### Number of Children Present in the Home

*IGP and At-Risk Children*

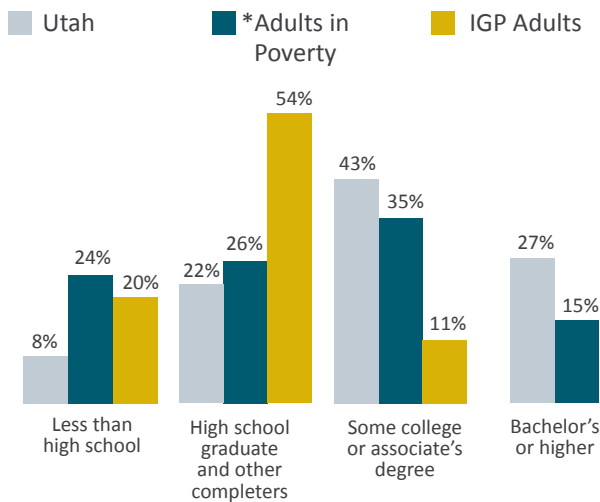


## Parental Educational Attainment and Employment

The level of education a parent achieves has significant bearing on several components in a child’s life. A parent’s level of education directly impacts attachment to the labor force, wages and lifetime earnings.<sup>41</sup> Additionally, there is a correlation between the level of parental educational and the level of education their children attain.<sup>42</sup>

In Utah, among the adults living in poverty, 50 percent have a high school diploma or less. In contrast, only 15 percent of those living in poverty have a bachelor’s degree or higher. In light of this data, it is not surprising to see that nearly three-quarters of the intergenerational poverty adults lack an education beyond high school.

### Lower Educational Attainment for IGP Adults



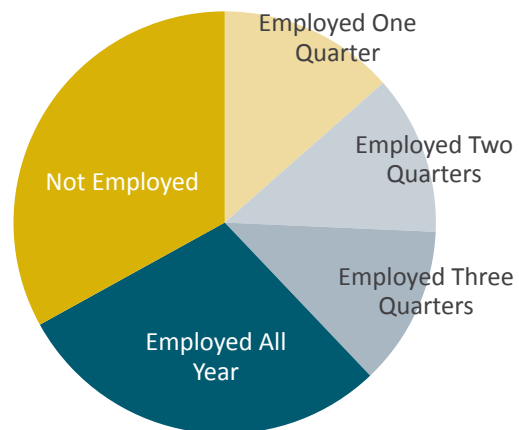
Source: DWS, U.S. Census Bureau. \*All Adults, 25 years old and over.

**67 percent of the adults living in intergenerational poverty worked in 2013.**

The limited educational attainment of the intergenerational poverty adults may partially explain why they struggle with attachment to the labor force. Those with limited education experience unemployment at much higher rates than those with education beyond high school.<sup>43</sup> This is concerning given that employment stability increases lifetime earnings and also improves the probability of obtaining employment quickly after job loss.

There is a perception that those living in poverty do not work. This perception is refuted by statewide data and data of those living in intergenerational poverty. In fact, the majority of Utah families living in poverty have at least one spouse working full-time or part-time.<sup>44</sup> Moreover, 90 percent of all public assistance recipients have some work history.<sup>45</sup> In 2013, the majority of adults in the IGP adult cohort had some employment, although only 29 percent worked the entire year. Although sporadic, it demonstrates a willingness, desire and need to obtain employment among these individuals. However, it also raises two primary questions: (1) Why is the attachment to the labor force so tenuous?; and (2) Why is it that, despite employment, these individuals and their children remain reliant on public assistance?

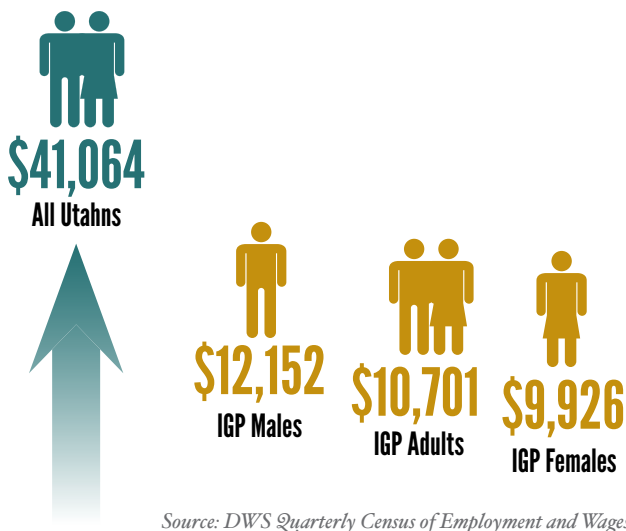
### 67% of IGP Adults Worked in 2013 Adults in IGP Adult Cohort on DWS Case



The second of those questions relates to the average wages received by these families. The data itself provides several reasons the wages are so low: low educational attainment, sporadic attachment to the labor force, and employment in low-wage job sectors, as discussed in the 2013 annual report.<sup>46</sup> In 2013, the wages of the intergenerational poverty adults were substantially less than the Utah average annual wage. Statewide, the average annual wage is nearly four times that of the \$10,701 earned annually by the average adult in the IGP adult cohort.

### Wages Insufficient to Meet Children's Needs

Average Annual Wages, 2013



### Family Mobility

An important factor in healthy child development is stable housing. When children live in stable housing they develop social relationships with peers, cultivate a sense of community and most importantly, experience stability in their educational environment. In contrast, frequent moves inevitably disrupt a child's life and can be a source of stress for the entire family. Children who move frequently experience lower rates of academic achievement and higher dropout rates.<sup>47</sup>

**41 percent of children experiencing intergenerational poverty moved at least once in 2013.**





Although stable housing is important, there are instances when a move is beneficial to the family such as moving away from neighborhoods experiencing high rates of crime, obtaining a new job or adding a new member to the family. The data provided does not distinguish

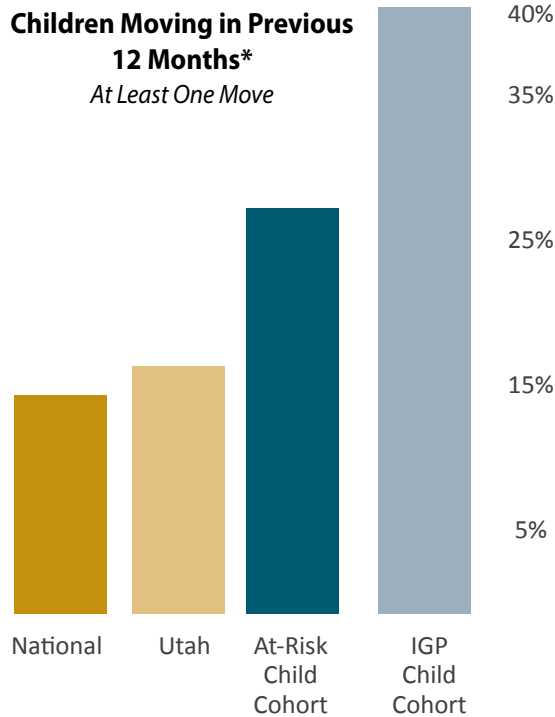
between negative and positive reasons for moving. Families who move at least one time in a twelve month period tend to be disproportionately poor and headed by a single-parent. The data included on page 19, which included mobility among children between the ages of zero and nine, seems to indicate mobility is not a problem among children experiencing intergenerational poverty. However, when the risk factor is analyzed for all children, zero to 17 years old, 41 percent moved at least once in 2013, significantly higher the Utah mobility rate of 17 percent.

Among the children in the intergenerational poverty cohort, 41 percent moved at least once in 2013. This is significantly higher than mobility rates among the children in the at-risk child cohort and the Utah mobility rate.

### Teen Pregnancy

Another risk factor for poor outcomes among children is being the child of a teen parent. Not only does teen childbearing negatively impact the mother but has long-term implications for a newborn. Children of teen parents are more likely to be born preterm and at low birth weight, potentially leading to long-term health implications for the child.<sup>48</sup> Moreover, children of teen parents are more likely to: live in families experiencing economic hardship, drop out of high school, and become teen parents themselves.

Teen pregnancy not only impacts the teen mother and child's long-term outcomes but also imposes a high cost to the state. Although Utah has the sixth lowest teen pregnancy rate in the nation, in 2010, teen childbearing in Utah cost taxpayers at least \$71 million despite a 42 percent decline in teen pregnancies between 1991 and 2010.<sup>49</sup> In national statistics, teen pregnancy rates are reported as the number of pregnancies per 1,000 girls between the ages of fifteen and nineteen. Due to current limitations in the intergenerational poverty data tracking system, the pregnancy rate among teens experiencing intergenerational poverty only includes pregnancies among girls between the ages of thirteen and seventeen. Thus, it is difficult to compare national, state and intergenerational poverty teen pregnancy rates. However, pregnancy among the teens in the IGP child cohort has been tracked since 2012.



Source: DWS. U.S. Census Bureau, 2012 ACS, 1-year estimates.  
\*The Utah and National figures are based on moves in the 12 months prior to the 2012 Census. The IGP child and at-risk child cohorts are moves in CY2013.

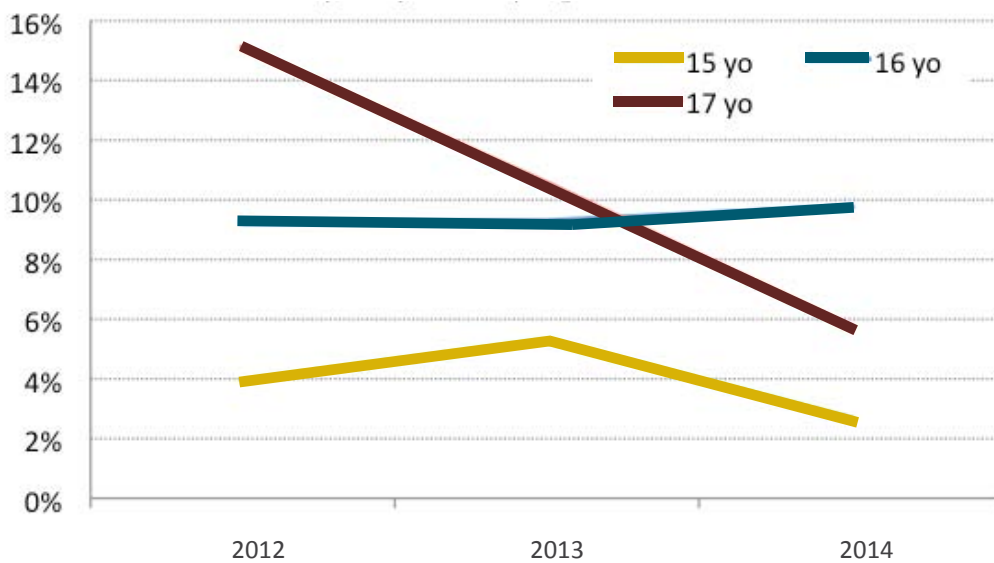
Teen Pregnancy of IGP Females by Age	2012 N=2,518	2013 N=2,790	2014 N=2,821
13	4	1	1
14	5	5	8
15	20	28	14
16	37	44	47
17	56	38	21
<b>Total</b>	<b>122</b>	<b>116</b>	<b>91</b>
Teen Pregnancy as a share of IGP female teens, ages 13-17 years old	4.8%	4.2%	3.2%

As policies and programs are developed to ensure all Utah children are provided the opportunity to become contributing members of the state's economy into adulthood, the data establishing the risk factors prevalent in the lives of children in the IGP child cohort, as well as the at-risk child cohort should be considered. Understanding these risk factors and developing strategies to mitigate them will help meet the goals of the Intergenerational Poverty Mitigation Act.



As with the state's teen pregnancy rate, there has been a decrease in the number of teen pregnancies among teens in the IGP child cohort. When IGP teen pregnancy figures are disaggregated by age it is clear that a decrease in pregnancies is occurring among the older teens with only a slight increase among 16 year olds between 2012 and 2014.

**Teen Pregnancy on Decline**  
% of IGP Females Pregnant, 2013



## SECTION 4:

# UTAH AGENCIES SERVING CHILDREN IN INTERGENERATIONAL POVERTY AND AT-RISK CHILDREN

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The Intergenerational Poverty Mitigation Act recognizes that there are many factors influencing a child's well-being and there is no single factor that, if addressed, will end the cycle of poverty. As such, the Act requires the five state agencies providing services to children serve on the Intergenerational Poverty Welfare Reform Commission. These agencies are expected to share and analyze data regarding intergenerational poverty with particular emphasis on data regarding children in jeopardy of remaining in the cycle of poverty as adults.<sup>50</sup>

As a result of this collaborative effort, the following analysis provides further insight into the children impacted by intergenerational poverty. The analysis begins with an evaluation of academic outcomes for these children given the important role education plays in a child's ability to be self-reliant as an adult. Oftentimes, parents of these children are unable to supplement or support the formal education of their children, exacerbating academic deficits. While not providing an explanation for the academic outcomes for children living in poverty, the data does reveal significant academic challenges confronting children in both cohorts, from poor school attendance to low test scores.

Education is not the only area that plays a critical role in improving the odds for low-income children. The well-being of all children depends on their ability, and the ability of their parents, to remain healthy. Healthy parents are able to maintain employment, ensure economic stability and properly care for their children. Similarly, healthy children are able to attend school consistently and remain engaged in learning throughout

their education. Fortunately, the overwhelming majority of children in both child cohorts and the majority of the IGP adult cohort members are enrolled in public health insurance programs. This connection to public health insurance allows insight into the health care utilization of these families for both physical and mental health care.

Additional aspects of children's lives warrant analysis due to the potential impact on child well-being. These aspects include instances of child abuse and neglect, as well as interactions with the juvenile justice system. Both of these issues have devastating impacts on child emotional and social development and a child's ability to succeed academically. Of course, such difficulties make it even more challenging for these children to emerge from poverty. Moreover, in the case of the juvenile justice systems, early engagement in criminal conduct and subsequent interactions with the criminal justice system often leads to adult criminal conduct with possible incarceration.

The additional data provided by the various state agencies reveals multiple challenges for these children and demonstrate that they are not simply confronting economic hardship but obstacles difficult to overcome without intervention across systems, communities and families.

### Education

Obtaining a quality education increases employment opportunities, increases lifetime earnings and supports economic stability for parents and their children. Recently, the Great Recession demonstrated the importance of an





**Education then, beyond all other devices of human origin, is a great equalizer of the conditions of men—the balance wheel of the social machinery.**

**—Horace Mann**

education beyond high school. Those individuals with even a high school diploma had higher median earnings and lower rates of unemployment than their peers who dropped out of high school.<sup>51</sup>

It is no longer the case that an individual with limited education can obtain employment in a low skill job, work hard every day and meet the family's basic needs. Today, employers are seeking candidates with a level of skill and education to meet the demands of an ever-increasing, technology-based economy. This changing economic landscape has caused policymakers nationwide, including Governor Herbert, to commit to increasing the number of children who graduate from post-secondary education or obtain a trade certificate or degree. Specifically, he has rallied educators and lawmakers around the goal of 66 percent of all Utahns possessing a trade certificate or post-secondary by 2020. This goal is particularly important for low-income children who will be left behind as adults if academic outcomes in key areas do not improve.

### **Early Childhood Development**

A child's development begins in infancy. There is increased recognition that important brain development occurs within the first three years of a child's life.<sup>52</sup>

Because most of this early learning takes place in the home, children raised in struggling and stressful home environments are more likely to experience poor academic outcomes beginning in infancy. As early as eighteen months of age, children in low-income homes are being exposed to significantly fewer vocabulary words, setting them on an academic path many steps behind their more affluent peers upon entry into their formal academic careers.<sup>53</sup> Unfortunately, these children tend to remain behind throughout their school years, often leading to frustration and higher dropout rates. This growing academic achievement gap has led to increased interest in early childhood education as a key, cost-effective intervention in closing the gap.<sup>54</sup>

Utah has several programs across multiple state agencies that provide services to parents and children to help ensure healthy early child development, including preparing Utah children for school. These programs include evidence-based home visitation and parenting skills classes, early intervention services to address developmental delays and subsidies for child care services. There is also a newly implemented high-quality early education program to improve quality in early learning programs and provide funding for a limited number of low-income, three and four year olds.<sup>55</sup>

Although many programs are in place, the need far exceeds the available resources.

These programs target low-income families for services, including families experiencing intergenerational poverty. However, the data systems currently utilized by state agencies providing these services are not able to match enrollment with the DWS database. Fortunately, state agencies are working on establishing a new data bridge across agencies and services addressing the needs of young children. The early childhood data bridge will have the capability of matching information from the intergenerational poverty data with data on services for young children. Establishing this data bridge should be a priority of the Commission for 2015 so that relevant information is available for future reports.

### Elementary Education

In Utah, kindergarten is optional and enrollment in full day kindergarten is limited. According to USOE, students participating in full day kindergarten have improved academic outcomes throughout the school

year relative to their peers who did not participate in full day kindergarten.<sup>56</sup> Despite these positive outcomes, only 6,656 (13 percent) kindergartners participated in full day kindergarten in 2012. Among those participating, 745 were from the IGP child cohort and 1,894 were from the at-risk child cohort.

Although only a small portion of the children at risk of remaining in poverty are participating in full day kindergarten, 2,856 children in the IGP child cohort and 9,681 children in the at-risk child cohort enrolled in some type of kindergarten in the 2012 school year.<sup>57</sup>

Fortunately, parents in the intergenerational poverty adult cohort are enrolling their children in the full day program, where it is available, at a greater rate than the parents of the children at risk.

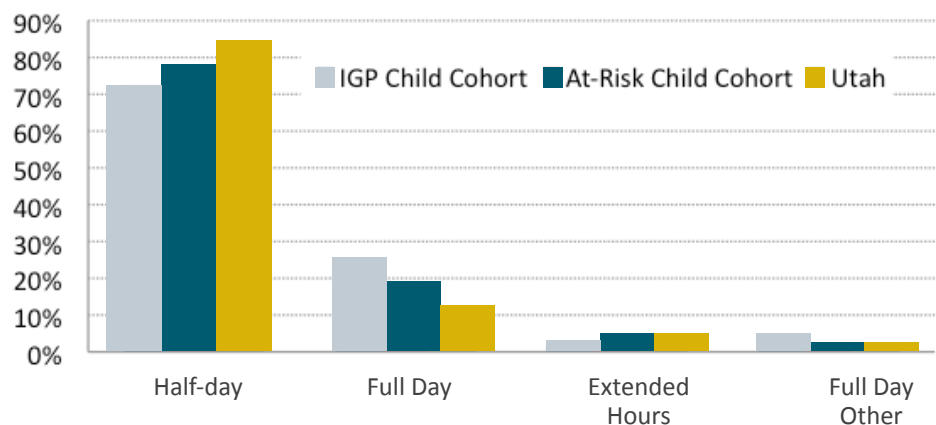
### Attendance

It is generally believed that attending school on a regular basis is an important predictor of positive academic outcomes, even as early as kindergarten. Children who



**Kindergarten Enrollment by Student Type**

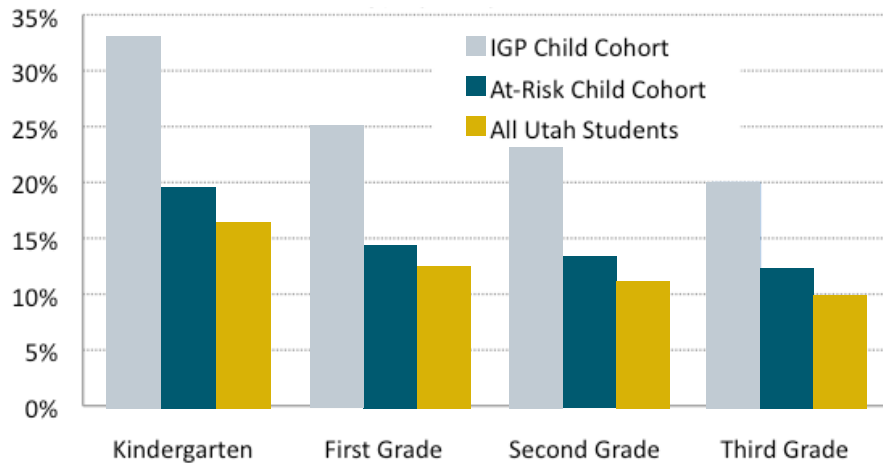
SY2012



Source: Utah Data Alliance, Utah State Office of Education.

## Chronic Absence Among Students in Lower Grades SY2011–2012

20 percent of third graders from the IGP cohort were chronically absent compared to only 10 percent of all Utah third graders



Source: Utah Data Alliance, Utah Education Policy Center

attend school regularly and consistently perform better on academic achievement exams and are more likely to graduate from high school. Regular attendance in the early years of formal education is particularly important. It is in these early years that foundational skills are developed.

Children who are chronically absent are in jeopardy of falling behind academically. Chronic absence is defined as missing ten percent of the academic year.<sup>58</sup> In Utah, that equates to eighteen absences. These absences are not necessarily unexcused absences. An absence occurs when a child is not in school for any reason. Unfortunately, there may be several barriers to regular school attendance among children living in poverty. These barriers may include lack of transportation, unsafe routes to school, health and child care issues.

Nearly two-thirds of children who regularly attend school in kindergarten and first grade read on grade level after third grade, compared to only 43 percent of children who miss nine or more days of school both of those years.<sup>59</sup> Although these negative outcomes can be reversed, they tend to follow these children throughout their academic careers, making it difficult to make up

academic ground that was lost in the early years. In fact, there is a cumulative influence of chronic absence such that with every year of chronic absenteeism, an increasing percentage of students drop out of high school. Data shows that more than half of all Utah children who were chronically absent for two years dropped out of high school.<sup>60</sup>

According to the Utah Education Policy Center, 13.5 percent of Utah public school students were chronically absent during the 2011 school year.<sup>61</sup> In addition, students from low-income homes were 90 percent more likely to be chronically absent. Unfortunately, chronic absence rates among children experiencing intergenerational poverty are significantly higher than both the Utah statewide rates and rates of children in the at-risk child cohort. Reducing chronic absence rates among these children should be a priority and there are ways to reduce these rates with limited resources.

### Academic Achievement

An academic achievement gap exists between high-income and low-income children with low-income children performing worse than their more affluent peers.<sup>62</sup> Children growing up in middle-income

families tend to have parents with greater educational attainment, greater resources to participate in enrichment programs and time available to engage and support their children’s education. All of these factors lead to greater academic achievement even when a child does not attend preschool or does not regularly attend school. The educational support middle- and upper-income children receive at home frequently overcomes obstacles that for a low-income child are detrimental to academic achievement.<sup>63</sup>

There are two primary benchmarks critical to a child’s future academic success: (1) third grade reading proficiency; and (2) eighth grade math proficiency. Reading is foundational to academic achievement. In the early years children learn to read so that in the later grades they are able to read to learn. Children entering fourth grade unable to read are more likely to drop out of high school.<sup>64</sup> The importance of this benchmark has led USOE to implement a variety of interventions to ensure students at risk of struggling academically are reading proficiently by third grade.<sup>65</sup>

As a result of USOE’s interventions, third grade proficiency scores have improved since 2005. In 2012, 79 percent of third graders were proficient on the language arts portion of Utah’s assessment test, the Criterion-References Tests (“CRT”) exam.<sup>66</sup> However,



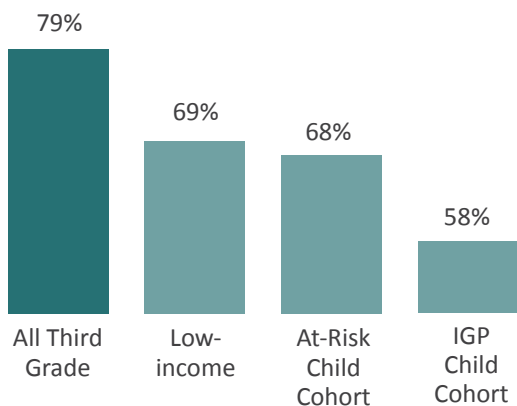
proficiency drops for students who are low-income and continues to decline for children in the intergenerational poverty child cohort.<sup>67</sup> Trends over time for the IGP child cohort and at-risk child cohort cannot be provided as this is the first time this indicator is being reported.

The second academic benchmark is eighth grade math proficiency. Research has shown that foundational math skills increase graduation rates, college completion rates and provide the skills necessary to be successful in an increasingly technology-based workplace.<sup>68</sup>

In Utah, 77 percent of eighth graders were proficient in math.<sup>69</sup> As with language arts proficiency, math proficiency decrease among low-income eighth graders

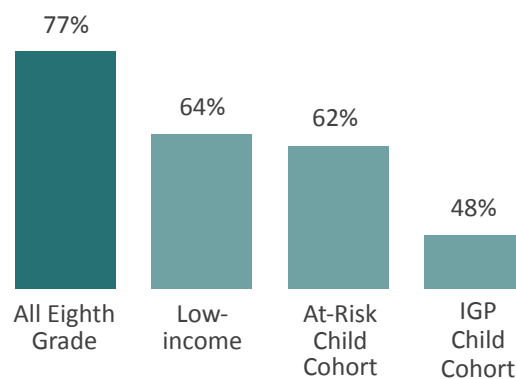
### Third Grade Language Arts Proficiency

CRT Scores, 2011–2012



### Eighth Grade Math Proficiency

CRT Scores, 2011–2012



Source: Utah Data Alliance, PSD Gateway, Utah State Office of Education.

and continues to decline for children experiencing intergenerational poverty.

### ACT Assessment and Advancement Placement Exams

The poor educational outcomes that appear early in the academic careers of children in jeopardy of remaining in poverty may explain troubling data related to outcomes in high school. Both the children experiencing intergenerational poverty and at-risk children are performing below average on the ACT exam, an assessment that measures student college-readiness. Three-quarters of the high school students experiencing intergenerational poverty who took the ACT scored 17 or below on the ACT with an average ACT score of 15.8 out of a 36. In contrast, the statewide average score was 20.7.

Although low ACT scores are not a barrier for entry into post-secondary institutions since many schools do not require ACT scores for admission, the low scores among the students in the IGP child cohort may indicate they are not ready for college-level curriculum. This lack of college readiness make completion of post-secondary education a challenge. At this point, the DWS database is not tracking children experiencing intergenerational poverty beyond 17 years old. Therefore, there is no post-secondary educational enrollment or completion data to report.

Advanced Placement examinations offer the opportunity for high school students to earn college credit while still in high school. AP tests demonstrate academic achievement and help defray the costs associated with attending colleges and universities. Participation in AP courses by intergenerational poverty and at-risk students cannot be reported for confidentiality reasons. However, the data does show that of the 3,645 AP exams administered during the 2012 school year, only 14 were taken by students experiencing intergenerational poverty.

### Graduation and Dropout Rates

As noted above, Governor Herbert established the important goal of increasing the number of Utah children who graduate from college or obtain a trade certificate so that 66 percent of all Utahns possess a post-secondary degree or trade certificate by the year

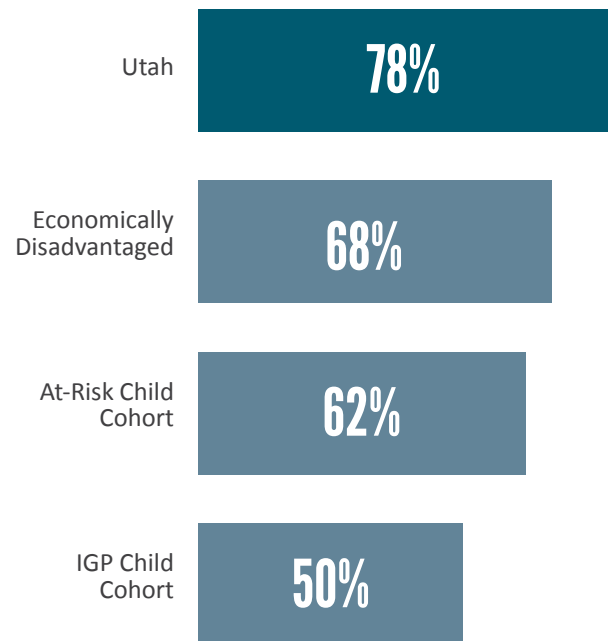
#### ACT Composite Scores, SY 2011–2012



Source: Utah Data Alliance, ACT Profile Report, Graduating Class 2013.

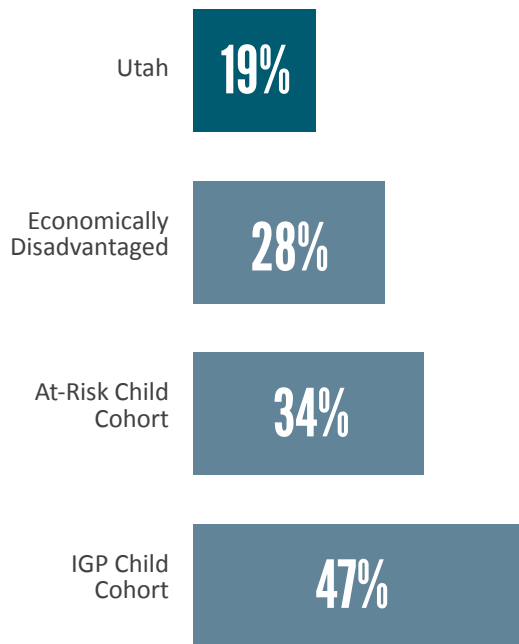


#### High School Graduation Rates SY2012



Source: Utah Data Alliance, USOE 2012 Cohort Graduation and Dropout Rate Report.

## Students Who Dropped Out in SY2012



Source: Utah Data Alliance, USOE 2012 Cohort Graduation and Dropout Rate Report.



2020. One of the prerequisites of meeting this goal is increasing the number of Utah children graduating from high school. The Utah graduation rate has increased over the past several years. In 2013, USOE reported that 81 percent of Utah students graduated from high school.<sup>70</sup> Since 2009, Utah graduation rates have increased 9 percent.

This report compares graduation data from the 2012 school year, as that is the year for which data is available. In light of the education indicators previously discussed, it is not surprising fewer children in intergenerational poverty are graduating and more are dropping out than Utah students statewide. However, the magnitude of the difference is surprising. In 2012, only half of the students in intergenerational poverty graduated from high school. That was 28 percent less than the percent of all Utah students who graduated last year.

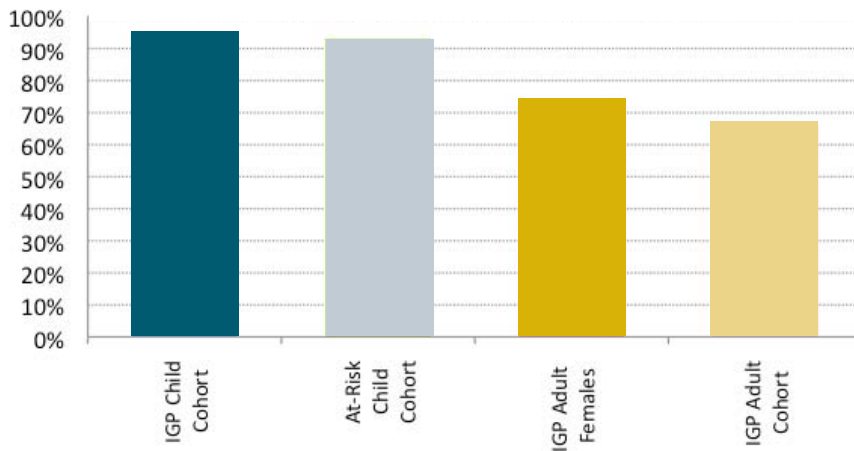
The converse of the low percentage of students graduating from high school is a higher number of

students in intergenerational poverty dropping out of high school. These two indicators significantly impact not only the lives of these students as they attempt to enter the workforce, but also weaken Utah's long-term economic health.

## Health

Access to medical care for both physical and mental health treatment for all members of a family increases the odds that parents can maintain employment, children can consistently attend school and parents have the capacity to care for their children. The importance of health care is so well recognized that two public health insurance programs provide most Utah children with access to health care. Medicaid provides health insurance primarily for children, individuals with disabilities, pregnant women and low income seniors. Some very low income adults with dependent children also qualify for Medicaid. The Children's Health Insurance Program (CHIP) provides

**Public Health Insurance Largely Covers Vulnerable Children**  
*Medicaid Recipients, CY2013*



**Children Did Not See A Doctor**

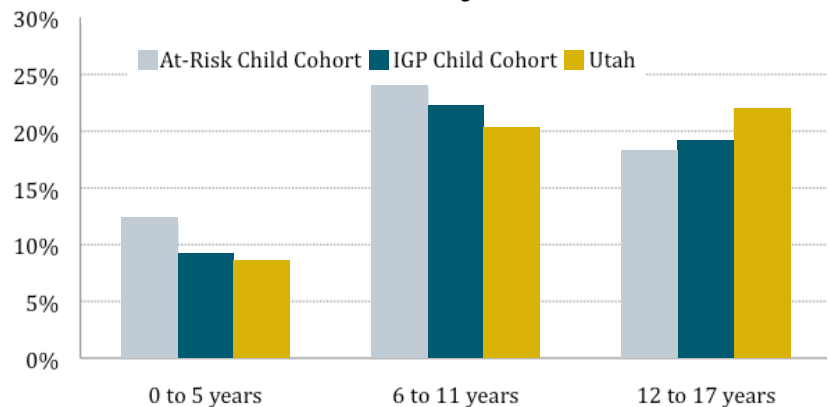
**15%**  
 IGP Child Cohort

**17%**  
 At-Risk Child Cohort

**17%**  
 Utah Child



**Children Who Did Not See a Doctor in 2013**  
*IGP and At-Risk Receiving Medical Benefits*



Source: Utah Department of Health, 2011/12 National Survey of Children's Health.

health coverage for children between 138 percent and 200 percent of poverty.

It is clear that public health insurance programs provide important coverage for low-income families. Although only two-thirds of the members of the intergenerational poverty adult cohort are covered by Medicaid, almost three-quarters of the IGP women receive Medicaid and their children are largely receiving medical coverage through Medicaid.

Although coverage is available for people experiencing poverty, not all who are enrolled take advantage of the coverage. In analyzing the data provided by the Utah

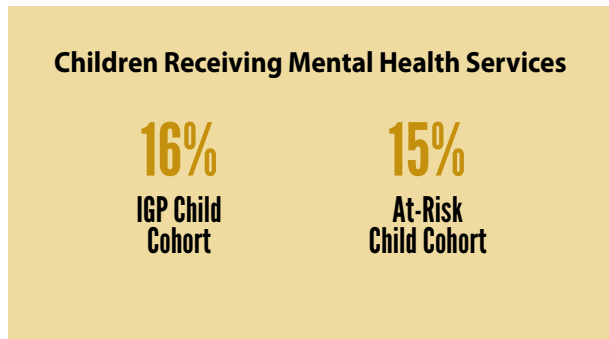
Department of Health, it is possible to determine whether those enrolled in Medicaid or CHIP utilize the health insurance coverage. Fortunately, most children are visiting a doctor at least once during the year. In 2013, only 15 percent of children experiencing intergenerational poverty did not see a physician. According to the most recent National Children's Health Survey, that is slightly lower than the statewide rate of 17 percent.<sup>71</sup>

Younger children in the intergenerational poverty and at-risk child cohorts were more likely than older children to have seen a doctor during that same time period.

Children living in poverty are more likely to experience trauma, stress and anxiety leading to negative health outcomes into adulthood.<sup>72</sup> As a result, ensuring access to quality mental health services is often as important as seeing a physician for physical health care needs. Although there is no statewide comparator for receipt of mental health services among Utah children, the low rate of children in either the IGP child or at-risk child cohorts is concerning given the magnitude of stresses children in poverty typically experience.<sup>73</sup>

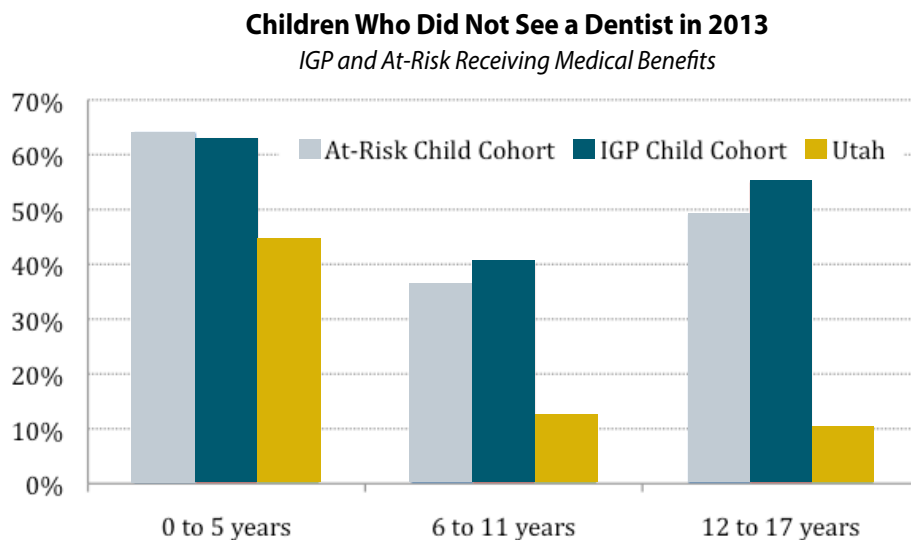
Equally as important as addressing the mental well-being of children is the mental well-being of parents. Parents suffering from untreated mental illness face challenges providing proper care to their children, maintaining employment and can find themselves using alcohol and drugs as a way to cope. In 2013, approximately 35 percent of Utah adults between the ages of 21 and 42 years old receiving Medicaid accessed mental health services. In contrast, 47 percent of the adults in the IGP adult cohort covered by Medicaid received mental health services.

Dental care is often overlooked as a critical component to overall health. Currently, Medicaid does not



provide dental coverage for adults but does so for children. Poor oral health care among children can lead to poor academic performance and poor overall health.<sup>74</sup> In Utah, 79 percent of children between one and seventeen visited the dentist in 2013. In contrast, only 45 percent of the children experiencing intergenerational poverty visited the dentist during that same time.

Not surprisingly, children between the ages of zero and five are the least likely to have seen the dentist.



Source: Utah Department of Health, 2011/12 National Survey of Children's Health.

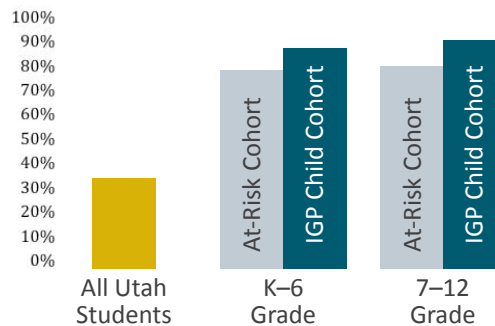


## Nutrition

In addition to receiving medical care, proper nutrition is an important component of healthy child development. In Utah, nearly 21 percent of children experienced food insecurity in 2012.<sup>75</sup> Food insecurity occurs when there is insufficient nutritious food for children to lead active and healthy lives. Children experiencing food insecurity are ill more frequently; struggle academically; less likely to graduate from high school and go onto college; and less likely to earn enough income to feed their families when they are adults.<sup>76</sup> Like Medicaid, the vast majority of intergenerational poverty children are in families receiving Food Stamps. The rate of enrollment for children in the at-risk child cohort is lower and decreasing.

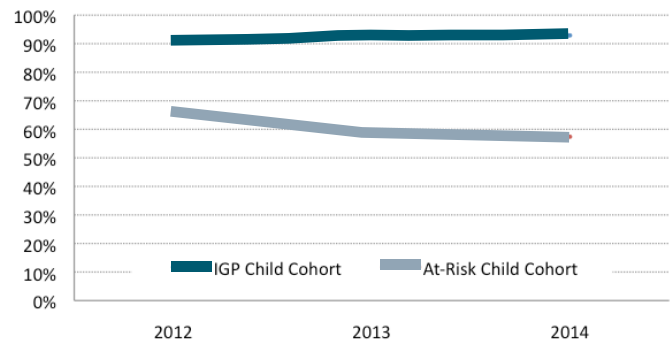
In addition to Food Stamps, low-income children are eligible for free or reduced lunch through their schools. In its 2012 report, USOE reported that 37 percent of Utah public school students are eligible for free or reduced lunch. The rates among children in the IGP child cohort and at-risk child cohort are significantly higher than the statewide free or reduced lunch rate.

**Participation in School Breakfast and Lunch Programs • Free or Reduced Lunch Eligibility**  
 SY2011–2012



Source: Utah Data Alliance, USOE, October Free & Reduced Price Final Report.

**Children Receiving Nutritional Assistance**  
 SNAP Enrollment, CY 2013



## Childhood Abuse and Neglect

The maltreatment of children impacts child well-being in profound ways, often leading to psychological and emotional problems. When it occurs to a very young child, abuse and neglect can impact brain development, the developing nervous system and the immune system.<sup>77</sup> This early damage continues as these children become adults, often leading to alcoholism, depression, drug abuse, high-risk behaviors and in some cases, deviant criminal behavior. These conditions often make it difficult for adults to complete formal education, maintain employment or engage in proper parenting when they have children.<sup>78</sup>

Children living in poverty are more likely to experience maltreatment, particularly neglect.<sup>79</sup> In fact, both the IGP adult and IGP child cohorts have higher rates of abuse and neglect than found in the general public. According to the Utah Division of Children and Family Services, nearly 28 percent of the adults in the IGP adult cohort were victims of substantiated cases of abuse or neglect when they were children. The most common type of maltreatment inflicted was sexual abuse. Given the relationship of abuse and neglect with engagement in risky behaviors, it not surprising that 34 percent of the adults in the IGP adult cohort received treatment for substance abuse in 2013.<sup>80</sup> It must be emphasized that it is not necessarily the case that the same individuals who were abused as children receive treatment for substance abuse.

Although DCFS provided matching data on the non-IGP PA adults to determine whether they too were victims of abuse and neglect as children, there are gaps in the child data for these adults since many grew up outside of Utah.

The data also reveals that adults in the IGP adult cohort have been involved in child abuse and neglect as perpetrators of that abuse and neglect. Among those adults in the IGP adult cohort victims who were child victims themselves, 38 percent have been perpetrators of child abuse and neglect. Unfortunately, it is not uncommon for perpetrators of abuse and neglect to have been victims when they were children.<sup>81</sup> Moreover, among all of the adults in the IGP adult cohort, 25 percent have been perpetrators of abuse and neglect, regardless of whether they were victims of abuse and neglect as children.

In 2013, approximately 1.5 percent of Utah's child population were victims of abuse and neglect. The rate is substantially lower than the rates among the IGP child and at-risk child cohorts. Among the children in the IGP child cohort, 26 percent have been victims of abuse and neglect. The rate is lower among the children in the at-risk child cohort, although more than one in ten children in that group have been abused. Among those children, 14 percent have been victims of abuse and neglect. For both cohorts of children, the rates are much higher than the one percent of all Utah children who were victims of abuse and neglect in 2013. Policymakers should consider these high rates of abuse and neglect among these children when developing policies and programs to reduce the number of children in the cycle of poverty.

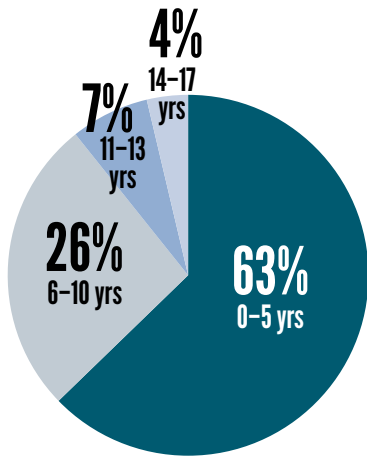
The rates of abuse and neglect vary by age of the victim. The chart below details the types of abuse children in both cohorts are experiencing. Primarily, these children are victims of domestic violence related abuse.

**26 percent of the children in the IGP child cohort have been victims of abuse and neglect.**  
**28 percent of adults in IGP cohort were victims of abuse and neglect as children.**

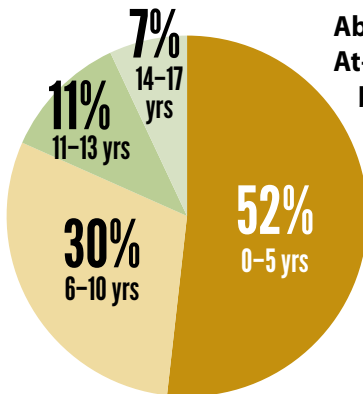




**Abuse of Children in IGP Child Cohort by Age of Abuse**



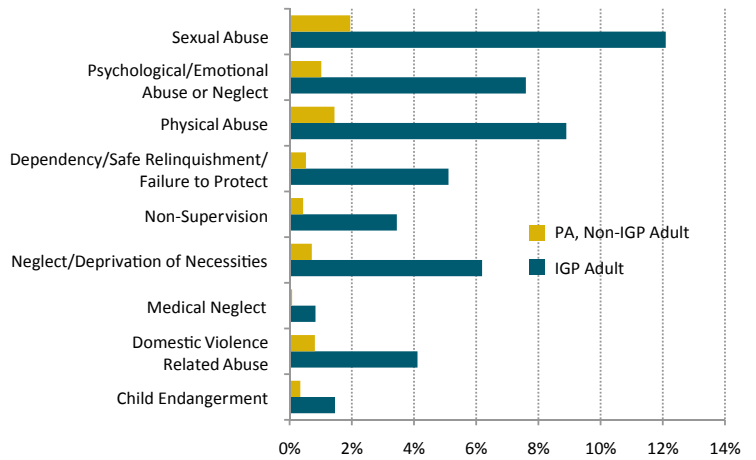
**Abuse of Children in At-Risk Child Cohort by Age of Abuse**



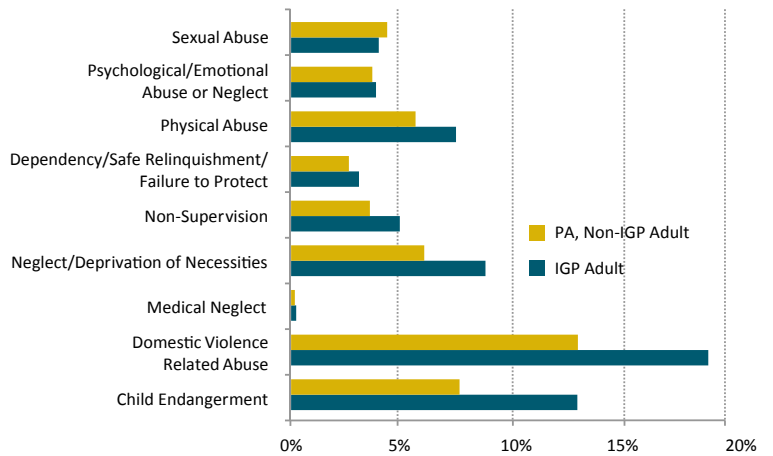
Source: Utah Department of Human Services, Division of Children and Family Services.

**Adults Who Experienced Abuse as Children**

Percent Abused by Abuse Type, Occurring After 1991



**Types of Abuse Experienced by Children • Abuse Occurring at Anytime in Their Childhood**



Source: Utah Department of Human Services, Division of Children and Family Services.

## Juvenile Justice

Throughout this report, data is highlighting the many barriers and risks children living in poverty experience. Many have experienced abuse and neglect, food insecurity, poor academic outcomes, and reside in homes unable to meet their most basic needs. All of these obstacles may lead to interactions with the juvenile justice system. The Utah Legislature recognized the relationship between economic hardship and criminal behavior in the Intergenerational Poverty Mitigation Act by including the Juvenile Court Administrator as a member of the Intergenerational Poverty Welfare Reform Commission.

In determining whether children experiencing intergenerational poverty find themselves involved in the juvenile justice system, the Division of Juvenile Justice Services and the Juvenile Courts analyzed a sample cohort of children experiencing intergenerational

poverty. Included in the sample cohort were 13,432 children from the intergenerational poverty child cohort between the ages of ten and seventeen years old. This is the total number of children between those ages in the intergenerational poverty cohort, as of July 2014.

Unfortunately, due to the age profile of the intergenerational poverty child cohort, the data match did not result in reportable data. As noted throughout this report, the overwhelming majority of children in the intergenerational poverty cohort are 12 years old or younger. In contrast, children involved in the juvenile justice system are typically older. As a result of these discrepancies, the Division of Juvenile Justice, the Utah Juvenile Courts and the Department of Workforce Services will conduct a subsequent match that more accurately reflects the age profile of the children interacting with juvenile justice services. The outcomes of that match will be available in future reports.



## SECTION 5:

# SUPPORTING OUTCOMES FOR SUCCESS

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The data contained in this *Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance* provides a comprehensive look at the challenges and barriers confronting children in jeopardy of remaining in poverty as adults. The ability for these children to emerge from the cycle of poverty and welfare dependence is not fully within their control. As a result, the Act requires the involvement of policymakers, governmental entities and community-based organizations to implement evidence-based policies and programs to address poverty, public assistance, education and all other areas impacting Utah children's ability to maximize their full potential as self-reliant adults. In addition to creating the policies, the Act compels state agencies to cooperate in their efforts to serve the needs of these children.



Since the Commission was formed in 2013, the agencies represented have been collaborating in the establishment of policies and programs that are within their authority to implement. In addition, they have conducted research under the direction of the Advisory Committee, as well as evaluated legislation designed to serve the needs of children experiencing intergenerational poverty. *The Utah Intergenerational Welfare Reform Commission Annual Report* describes the efforts of the agencies over the past year and begins on page 43.

The Act requires the Commission to implement and recommend changes to policies and procedures that are “impeding efforts to help children in the state affected by intergenerational poverty escape the poverty cycle and welfare dependency.” The indicators contained in this report provide the data necessary to determine where policies, programs and procedures may be focused, based on the areas of most pressing need for children.

Recognizing the role of the Commission to establish policies, programs and procedures in response to the data, the following provides general recommendations in those areas of most pressing need. These needs can be classified in four areas directly impacting the lives of children experiencing intergenerational poverty: (1) early childhood development; (2) education; (3) family economic stability; and (4) health. Many of the recommendations below can be met simply by targeting existing programs to provide the support need for children in intergenerational poverty while also determining whether resources within these programs are sufficient.

### Recommendations in Early Childhood Development

- **Support new parents.** Parents are a child's first and most important teacher. The role of the parent is critical to a child's healthy development and well-being. The high rates of abuse and neglect experienced by children in jeopardy of remaining in poverty demonstrate an important need to provide basic parenting skills for their parents so they can create a nurturing home environment for their children. There are

several evidence-based programs in place that can provide parenting skills to these new parents raising children in intergenerational poverty.

- **Ensure young children are on the path to healthy development.** Children in jeopardy of remaining in poverty—whether they are currently living in a family experiencing intergenerational poverty or a family receiving public assistance—must receive timely screenings for disabilities and developmental delays. Care must be provided to ensure children requiring early intervention services are connected to providers and supported throughout the course of treatment to ensure continuity of care for the child and integration of services in the home.
- **Prioritize placement of young children in high quality, safe and developmentally appropriate settings.** Young children are cared for in a variety of settings including their own homes, child care centers and the homes of family members and neighbors. These settings offer various levels of quality. Children, regardless of income, should be cared for in settings that will offer quality care to ensure children develop appropriate social, emotional and behavioral skills to prepare them for school and life. Moreover, state programs must ensure parents of at-risk children are aware of the importance of quality child care settings.
- **Prepare young children to enter kindergarten.** Expand opportunities for young children in jeopardy of remaining in poverty for enrollment in high-quality preschool settings in all areas of the state, including rural communities. These children should also receive priority for enrollment in those communities participating in the School Readiness grants. Physicians throughout the state should be supported to encourage parents to read and talk regularly to their children, as early as infancy.

## Recommendations for Education

- **Connect children to full day kindergarten programs.** Where full day kindergarten is already available, parents of children in both the IGP child and at-risk child cohorts should be informed of this option and encouraged to enroll their children upon entering kindergarten.
- **Develop systems of support to meet the educational needs of children experiencing persistent poverty.** Children experiencing persistent poverty require supports that are not necessary for all students. Systems of support for these children should include connecting them to reading support programs, evaluating barriers to consistent school attendance and addressing mobility of students in poverty to ensure they remain engaged in learning despite frequent moves.
- **Engage families in promoting a culture of education and high academic expectations.** Partner with parents and children at every stage of education to determine their child's educational aspirations and expectations and regular evaluation to ensure academic aspirations are being met with expectations of educators and parents.

## Recommendations for Family Economic Stability

- **Connect families experiencing intergenerational poverty with community resources designed to assist them with employment, job training and education.** Many of the adults experiencing intergenerational poverty are employed but unable to meet the needs of their families. This report demonstrates that families experiencing intergenerational poverty need jobs that provide greater earning opportunities. Utah has an extensive network of programs administered by the government, as well as non-profit organizations. Programs that are providing services to families in intergenerational poverty should connect families to the broad network of supports already in place throughout the state. This

should include ensuring families have access to quality child care and education while parents are employed or participating in job training programs.

- **Ensure working families are properly filing tax returns to ensure receipt of available tax credits.**

The data reveals that a majority of adults experiencing intergenerational poverty had some employment in 2013. These adults are eligible to receive federal tax credits that have been shown to provide an incentive to continued employment, improved health and academic outcomes for their children and increases in lifetime earnings. However, 20 percent of those eligible for these credits fail to apply. Efforts should be made to ensure these parents apply for all available tax credits.

## Recommendations for Health

- **Ensure the nutritional needs of children living in intergenerational poverty are met both in the home and in the school to support healthy development and academic success.** Although children experiencing intergenerational poverty are eligible and participating in the School Breakfast and Lunch Program, it is not necessarily the case that they are in school to receive the food, especially if there are barriers to arriving at school on time. As a result, these children suffer academically and often struggle with behavioral issues. Efforts should be made to ensure these children are receiving food, regardless of when they arrive at school.
- **Ensure parents and children have access to and receive mental health care.** Parents and children experiencing persistent poverty experience significant stress that often impacts their mental wellness. This may jeopardize parenting and lead to abuse and neglect of children which in turn impacts the lives of these children. Efforts should be made to connect these families to mental health services and other approaches to promote mental wellness.
- **Increase awareness among intergenerational poverty families of the importance of good oral health, especially those with children five years old and younger.**

## Additional Recommendations

- **Increase efforts among state agencies to coordinate case management of families experiencing intergenerational poverty.** The data provided throughout the report demonstrates the challenges confronting families in persistent poverty. Many of these families receive assistance from multiple programs, resulting in several case managers across multiple state agencies and divisions. Those entities providing services through case managers should develop coordinated systems and procedures to ensure regular communication, including collaboration on family plans, activities and services to ensure care is coordinated and not duplicated.
- **Continue collaboration to fill gaps in the data relevant to families experiencing intergenerational poverty.** The *Third Annual Report* provided extensive data on the families experiencing intergenerational poverty but gaps in the data remain, particularly in the areas of early childhood, housing, juvenile justice and transportation. Agencies represented on the Commission, the Advisory Committee and the Research Subcommittee should evaluate the gaps that exist in the data to continue developing the data tracking system.
- **Develop a strategic communication plan.** The agencies involved should develop and implement a plan targeting key publics, including families experiencing intergenerational poverty, policy makers, community partners, general public, and state government and Commission internal staff. The plan should be developed as the Intergenerational Poverty Commission continues to analyze the data and make recommendations moving forward.

# CONCLUSION

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*Utah's Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance* builds on the first two reports by supplementing the measurements and indicators of intergenerational poverty. It attempts to recognize shortcomings in data sources while continuing to develop improvements in data across agencies to gain greater understanding of the lives of individuals experiencing intergenerational poverty.

Although there has been little change in the number of individuals experiencing intergenerational poverty, there is a continuing commitment to research the barriers to emerging from poverty as individuals move into adulthood. Part of this commitment involves making the necessary changes to policies and programs that will eventually meet the objectives of the Intergenerational Poverty Mitigation Act. Already this commitment has led to the establishment of a versatile data tracking system that continues to expand by adding indicators to evaluate and analyze patterns across state agencies.

This third report represents collaboration between academic researchers, state agencies and community based organizations directly serving families living in poverty. Together, a comprehensive picture of children who are either second or third generation in poverty, as well as children who are at risk of remaining in poverty as adults has emerged. The new data presented in this report provides a more comprehensive look at the individuals experiencing intergenerational poverty through these findings:

- Children at risk of remaining in poverty as adults include not only those children who are already second or third generation in poverty but also those children currently receiving public assistance. These children comprise 33 percent of Utah's child population.
- 89 percent of the children in the IGP child cohort and 81 percent of the children in the at-risk child cohort are 12 years old or younger.
- Matching data across the state agencies that serve the needs of children and families reveals that many children are experiencing challenges in their young lives that will likely hamper their ability to emerge from poverty. These include poor academic outcomes, experiences with child abuse and neglect, lack of medical care and living in homes unable to meet their economic needs.
- Children living in intergenerational poverty experience risk factors in their lives, in addition to poverty, that will likely affect their long-term their well-being. The largest of these risk factors include growing up in a single-parent family and in homes where the parent(s) has been unemployed in the past twelve months.
- Parents of the children at risk of remaining in poverty as adults confront their own challenges that hamper their ability to meet the needs of their children. These challenges include limited education beyond high school, lack of consistent employment and insufficient wages.



# UTAH INTERGENERATIONAL WELFARE REFORM COMMISSION

## ANNUAL REPORT 2014

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Pursuant to Utah Code §35A-9-305, the following is the *Utah Intergenerational Welfare Reform Commission Annual Report 2014*. The Intergenerational Welfare Reform Commission (Commission) is composed of the executive directors of the following: Department of Health (DOH), Department of Human Services (DHS), and Department of Workforce Service (DWS). In addition to those members, the Commission includes the Utah State Office of Education (USOE), State Superintendent of Public Instruction; the State Juvenile Court Administrator; and the Chair of the Intergenerational Poverty Advisory Committee.

As required by statute, this annual report describes the purpose of the Commission and the activities it engaged in during 2014 to meet its purpose.

### **Section 1: Purpose of the Commission**

The Commission was created by the Intergenerational Poverty Mitigation Act (Act), Utah Code §§35A-9-101-306. The primary purpose of the Act is to reduce the incidence of Utah children living in poverty and welfare dependency as they become adults.

The purpose and duties of the Commission are described in Utah Code §35A-9-303 and paraphrased below to include the following:

1. Collaborate in sharing and analyzing data and information regarding the cycle of poverty and welfare dependency;
2. Examine and analyze shared data and information regarding intergenerational poverty to identify and develop effective and efficient plans, programs and recommendations to help at-risk children in the state escape the cycle of poverty and welfare dependency;
3. Implement data-driven policies and programs addressing poverty, public assistance, education

and other areas to reduce the number of children who remain in the cycle of poverty and welfare dependency as they become adults;

4. Establish and facilitate improved cooperation between state agencies down to the case work level in rescuing children from intergenerational poverty and welfare dependency;
5. Encourage participation and input from the Intergenerational Poverty Advisory Committee and other community resources to help children escape the cycle of poverty and welfare dependency; and
6. Report annually on its progress.

### **Section 2: Requirements of the Annual Report**

This 2014 Annual Report will meet the following reporting requirements:

- Describe how the commission fulfilled its statutory purposes and duties during 2014;
- Describe policies, procedures, and programs that have been implemented or modified to help break the cycle of poverty and end welfare dependency for children in the state affected by intergenerational poverty; and
- Include recommendations on how the state should act to address issues relating to breaking the cycle of poverty and ending welfare dependency for children in the state affected by intergenerational poverty.

The Commission is also required to establish five- and ten-year plans based on data and research that includes measurable goals and benchmarks to reduce the incidence of poverty and welfare dependency among Utah children. The primary resource for development of these plans is *Utah's Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of*

*Public Assistance 2014* which is released on September 30, the same date as this annual report. As a result, the five- and ten-year plans are currently being developed and will be discussed with the Intergenerational Poverty Advisory Committee and community organizations in the coming months. An addendum to this report will be provided March 31, 2015.

The five- and ten-year plans will include measurable goals related to legislation and agency activities to ensure any initiatives are meeting the outcomes each are designed to address.

### **Section 3: 2014 Activities**

The following describes the activities engaged in by the Commission during 2014, as those activities relate to the purposes of the Commission.

#### **1. Collaborate in sharing and analyzing data and information regarding the cycle of poverty and welfare dependency.**

- Sharing of data to produce Utah's Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance 2014. The agencies represented on the Commission engaged in extensive data sharing and analysis to prepare the Third Annual Report. This data sharing resulted in a report detailing the barriers and challenges facing children in jeopardy of remaining in the cycle of poverty and welfare dependency as they become adults.
- Establishment of the Intergenerational Poverty Research Subcommittee. At the request of the Intergenerational Poverty Advisory Committee, a Research Subcommittee was formed in May 2014. Each of the Commission agencies assigned research staff to serve on the Subcommittee. The main purpose of the Subcommittee is to engage in ongoing collaboration and communication on data and research necessary to assist the Advisory Committee and the Commission in the development of policies, programs and

procedures that will positively impact families experiencing intergenerational poverty. In addition to agencies represented on the Commission, community based organizations and academic researchers serve on the Subcommittee.

- Ongoing analysis of the data to prioritize activities in areas of high need, as detailed in the report. The 2014 activities of the Commission are ongoing. The release of the Third Annual Report will allow the Commission to review and analyze the data contained in it. The Commission will be meeting in October to discuss the data included in the report.

#### **2. Examine and analyze shared data and information regarding intergenerational poverty to identify and develop effective and efficient plans, programs and recommendations to help at-risk children in the state escape the cycle of poverty and welfare dependency.**

- Utilized data and research to develop policy areas impacting children in jeopardy of remaining in the cycle of poverty and welfare dependency. In 2014, the work of the Commission focused on compiling research and data in three policy areas impacting intergenerational poverty: Education; Family and Community, and Health. These areas have since been further defined to include: Early Childhood Development; Education; Family Economic Stability; and Health. As a result of the data and research within these policy areas, Commission agencies began evaluating programs internally to evaluate the feasibility of creating policies, programs and procedures in each areas.
- The Advisory Committee established policy recommendations and created a list of data required to assist them in recommending measurable goals benchmarks for the five- and ten-year plans to the Commission. The Advisory Committee met several times to develop a comprehensive list of potential policy

recommendations to address intergenerational poverty. The policy recommendations required further data and analysis before the Commission could act on any specific policies. The Third Annual Report provides much of the data needed to analyze the recommendations. The Commission will be evaluating the policy recommendations at its October 2014 meeting.

### **3. Implement data-driven policies and programs addressing poverty, public assistance, education, and other areas to reduce the number of children who remain in the cycle of poverty and welfare dependency as they become adults**

- Agency initiatives developed to reduce the number of children who remain in the cycle of poverty and welfare dependency. The Departments of Health, Human Services and Workforce Services developed agency initiatives to serve the needs of children in jeopardy of remaining in poverty as adults. Many of these initiatives require collaboration across agencies to ensure continuity of care for these children and government efficiency.

Department of Health. The Department of Health has engaged in two initiatives in 2014: (1) Establishment of the Healthy Utah plan; and (2) Targeting of young parents in the cycle of poverty for home visitation programs.

Research demonstrates that the health care needs of children are more likely to be met when their parents have access to quality and affordable health care. As a result, the Department of Health has been working with Governor Gary R. Herbert to gain approval for its Healthy Utah plan. This plan would ensure that the uninsured parents of children experiencing intergenerational poverty or at-risk of entering the cycle of poverty, have access to health care.

Additionally, DOH and DWS have been collaborating on ways in which the agencies can work together to ensure parents of young children receive priority enrollment in the

home visitation programs administered by the DOH. This collaboration includes evaluating the data to determine the areas of the state in which there is high need for home visitations programs, as well as evaluating whether available resources are sufficient to meet the needs of the intergenerational poverty parent population.

Department of Human Services. The Department of Human Services developed two pilot programs designed to meet the needs of families living in intergenerational poverty: (1) “System of Care” case management framework; and (2) “Homeworks” program.

During 2014, DHS conducted an internal investigation to determine the best approach to meeting the needs of families served by its various divisions. Many families experiencing intergenerational poverty are served by multiple divisions within DHS, each with its own caseworker. DHS also recognized that many of these same families are being served by DWS, working with yet another caseworker. As result, DHS is leading efforts to implement a “System of Care” case management pilot. The implementation of this pilot requires collaboration across divisions and agencies serving families through a more efficient case management model. In addition to DHS case managers, DWS will also provide a case manager to this pilot program. The pilot for the “System of Care” model will begin April 2015 in DHS’ Western Region.

In addition, DHS Division of Children and Family Services developed the “Homeworks” program in Ogden, an area where a large number of families experiencing intergenerational poverty reside. This program is designed to prevent children who are at-risk of going into state custody from removal from their home through an intensive family case management structure. The Ogden DCFS staff has been coordinating with DWS staff in the area to ensure children experiencing

intergenerational poverty are included in the “Homeworks” pilot.

Department of Workforce Services. In 2014, the Department of Workforce Services utilized the intergenerational poverty data to determine whether its policies and programs were effectively meeting the needs of families experiencing intergenerational poverty. In response, DWS developed the following programs and initiatives: (1) “Next Generation Kids” program; (2) TANF Community Grants; (3) Afterschool Grants for underserved communities; and (4) Internal training of staff to understand intergenerational poverty.

DWS has learned through its thorough analysis of the data that adults participating in the Family Employment Program and obtaining successful employment struggle to end their dependency on public assistance. Therefore, DWS developed “Next Generation Kids.” The program is designed to serve the entire family in its approach to case management and work plans. The case management will include the active involvement of other state agencies serving these families, relevant school districts and schools, and community-based organizations.

The data revealed that large numbers of families living in intergenerational poverty reside in Ogden, Salt Lake City and the western region of Salt Lake County. As a result the pilot will be launched in those areas. The Ogden pilot began in late August 2014 and the two pilots in Salt Lake County will begin at the start of 2015. Throughout the pilot, outcomes and performance measures will be tracked to determine the effectiveness of the two-year pilot.

Additionally in July 2014, DWS released a grant for organizations throughout the state serving the needs of underserved populations. The grant is designed to provide resources to organizations

implementing evidence-based programs serving those living in poverty or at-risk of becoming impoverished. Although confidentiality laws prohibit DWS from identifying individuals impacted by intergenerational poverty and therefore the grants cannot specifically target those in intergenerational poverty, the grant application required organizations to describe its approach to recruiting and engaging underserved individuals in their program designs. Upon approval of these grants, organizations will be required to track specific outcomes.

In addition to the afterschool grants already administered by DWS, a new grant was issued to afterschool programs agreeing to expose underserved children to the benefits of an education in Science, Technology, Engineering and Math (STEM). Research has shown that underserved children have limited exposure to STEM learning and the occupations that result from training in STEM. Again, the grant is not targeting specific children experiencing intergenerational poverty; however, programs applying for the grants were required to identify the percent of children in their communities who are economically disadvantaged. These programs will be required to track educational outcomes related to the afterschool program to determine effectiveness.

Finally, DWS has engaged in training of its staff on intergenerational poverty so that they understand the distinction between intergenerational poverty and situational poverty. It will continue this training throughout 2014. Staff will receive resources outlining community partners that can be leveraged to provide additional services to families experiencing intergenerational poverty. In addition, the Office of Child Care has trained DWS staff on the importance of connecting families to quality child care settings given the role child care plays in preparing young children for kindergarten.

Implementation of legislative initiatives designed to reduce the number of children living in poverty and welfare dependency. During the 2014 General Session, two pieces of legislation were adopted that, upon implementation, will serve children at-risk of entering the cycle of poverty and welfare dependency. The legislation included: (1) Senate Bill 43, “Intergenerational Poverty Interventions in Schools,” and (2) House Bill 96, “Utah School Readiness Initiative.” Prior to implementation, both pieces of legislation required extensive collaboration across agencies. The Utah State Office of Education, DOH and DWS collaborated on the development of the grant applications and grant administration for SB 43. The USOE released its grants in July 2014 and DWS release its grants in January 2015 upon determining which school districts and schools have the highest concentrations of students experiencing intergenerational poverty.

- The USOE, DWS and the Governor’s Office of Management and Budget have collaborated on HB 96. This collaboration will continue as eleven grants were approved and require ongoing management and oversight. The School Readiness Board approved four public school grants and seven private provider grants.

**4. Establish and facilitate improved cooperation between state agencies, down to the case worker level, in rescuing children from intergenerational poverty and welfare dependency.** As detailed above, many of the agency initiatives and the legislative initiatives have required extensive cooperation across state agencies including at the case worker level. These collaborative efforts are occurring in the following programs: home visitation programs, “System of Care” case management, “Homeworks,” “Next Generation Kids,” “Intergenerational Poverty Interventions in Schools,” and “Utah School Readiness Initiative.” These practices will continue as these programs develop.

**5. Encourage participation and input from the IGP Advisory Committee and other community**

**resources to help children escape the cycle of poverty and welfare dependency.**

- Advisory Committee and the Research Subcommittee provided input on the design of *Utah’s Third Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance 2014*. Both the Advisory Committee and the Research Subcommittee were actively involved in the development of the Third Annual Report. Beginning in May 2014, both entities reviewed the report outline, reviewed report drafts and ensured the accuracy of the data contained in the report. Moreover, throughout the remainder of 2014 the Advisory Committee and Research Subcommittee will utilize the report to recommend evidence-based policies and programs to the Commission.
- Advisory Committee developed policy recommendations in three issue areas of intergenerational poverty. The expertise of the Advisory Committee was leveraged to create a list of policies it believes will reduce the cycle of poverty and welfare dependency among Utah children. These policies fell within three areas: Education, Family and Community and Health. These policies will be discussed in the context of the data contained in the *Third Annual Report*.
- Advisory Committee has been involved in the development of the Next Generation Kids pilot. DWS enlisted the assistance of those Advisory Committee members with expertise in serving families experiencing intergenerational poverty in developing its “Next Generation Kids” program. Many of these Advisory Committee members provided training to the staff working with the families participating in the program. Additionally, the Commission engaged Advisory Committee members representing rural communities to help design pilot programs in rural communities, recognizing community resources and needs of the families in these

communities may be different than those residing along the Wasatch Front.

- Collaborating with community based organizations to hold a forum on intergenerational poverty. Community based organizations and non-profits will participate in a fall forum on intergenerational poverty in December. The forum will serve three primary objectives: (1) introduce policymakers to the issue of intergenerational poverty; (2) provide a forum to engage community partners and governmental entities in the development of policies and programs that will address the needs of those individuals experiencing intergenerational poverty; and (3) ensure the data contained in the Third Annual Report is shared with the public.

#### **Section 4: Recommendations for 2015**

As noted above, the Commission will meet in October to discuss and analyze the *Third Annual Report* to develop its five- and ten-year plans and create the measurable goals and benchmarks for those plans. The plans will assist the Commission in determining the specific evidence-based policies and programs required to meet those goals and benchmarks.

Although the specific policies and programs are not contained in this report, the Commission has adopted general recommendations it believes will reduce the incidence of children remaining in poverty and welfare dependency as adults. These recommendations are also contained in the *Third Annual Report* and are organized within four areas: Early Childhood Development, Education, Family Economic Stability and Health. Listed in each recommendation is the suggestion that the agencies listed in italics serve as the lead agency in exploring specific strategies with input from the Intergenerational Poverty Advisory Committee and the community.

#### **Early Childhood Development**

- **Support new parents.** Parents are a child's first and most important teacher. The role of the parent is critical to a child's healthy development and

well-being. The high rates of abuse and neglect experienced by children in jeopardy of remaining in poverty demonstrate a high need to provide basic parenting skills for their parents so they can create a nurturing home environment for their children. There are several evidence-based programs in place that can provide parenting skills to these new parents raising children in intergenerational poverty. (Department of Health, Department of Human Services)

- **Ensure young children are on the path to healthy development.** Children in jeopardy of remaining in poverty whether they are currently living in a family experiencing intergenerational poverty or a family receiving public assistance must receive timely screenings for disabilities and developmental delays. Care must be provided to ensure children requiring early intervention services are connected to providers and supported throughout the course of treatment to ensure continuity of care for the child and integration of services in the home. (Department of Health)
- **Prioritize placement of young children in high quality, safe and developmentally appropriate settings.** Young children are cared for in a variety of settings including their own homes, child care centers and at the homes of family members and neighbors. These settings offer various levels of quality. Children, regardless of income, should be cared for in settings that will offer quality care to ensure children develop appropriate social, emotional and behavioral skills to prepare them for school and life. Moreover, state programs must ensure parents of at-risk children are aware of the importance of quality child care settings. (Department of Health, Department of Workforce Services)
- **Prepare young children to enter kindergarten.** Expand opportunities for young children in jeopardy of remaining in poverty for enrollment in high-quality preschool settings in all areas of the state, including rural communities. These children should also receive priority for enrollment in those

communities receiving “School Readiness” grants. Additionally, physicians throughout the state should be supported to encourage parents to read and talk regularly to their children, as early as infancy. (Department of Health, Department of Workforce Services, Utah State Office of Education)

## Education

- **Connect children to full day kindergarten programs.** Where full day kindergarten is already available, parents of children in both the IGP child and at-risk child cohorts should be informed of this option and encouraged to enroll their children upon entering kindergarten. (Utah State Office of Education)
- **Develop systems of support to meet the educational needs of children experiencing persistent poverty.** Children experiencing persistent poverty require supports that are not necessary for all students. Systems of support for these children should include connecting them to reading support programs, evaluating barriers to consistent school attendance and addressing mobility of students in poverty to ensure they remain engaged in learning despite frequent moves. (Utah State Office of Education)
- **Engage families in promoting a culture of education and high academic expectations.** Partner with parents and children at every stage of education to determine their child’s educational aspirations and expectations and regular evaluation to ensure academic aspirations are being met with expectations of educators and parents. (Department of Workforce Services, Utah State Office of Education)

## Family Economic Stability

- **Connect families experiencing intergenerational poverty with community resources designed to assist them with employment, job training and education.** Many of the adults experiencing intergenerational poverty are employed but unable to meet the needs of their families. Families experiencing intergenerational poverty need jobs

that provide greater earning opportunities. Utah has an extensive network of programs administered by the government and non-profit organizations. Programs that are providing services to families in intergenerational poverty should connect families to the broad network of supports already in place throughout the state. This should include ensuring families have access to quality child care and education while parents are employed or participating in job training programs. (Department of Health, Department of Human Services, Department of Workforce Services)

- **Ensure working families are properly filing tax returns to receive tax credits for which they are eligible.** A majority of adults experiencing intergenerational poverty had some employment in 2013. These adults are eligible to receive federal tax credits that have been shown to provide an incentive to continued employment, improved health and academic outcomes for their children and increases in lifetime earnings. However, 20 percent of those eligible for these credits fail to apply. Efforts should be made to ensure these parents apply for all available tax credits for which they are eligible. (Department of Workforce Services)

## Health

- **Ensure the nutritional needs of children living in intergenerational poverty are met in the home and school to support healthy development and academic success.** Although children experiencing intergenerational poverty are eligible and participating in the School Breakfast and Lunch Program, it is not necessarily the case that they are receiving the food, especially if they are barriers to arriving at school on time. As a result, these children suffer academically and often struggle with behavioral issues. Efforts should be made to ensure these children are receiving food, regardless of when they arrive at school. (Department of Workforce Services, Utah State Office of Education)
- **Ensure parents and children have access to and receive mental health care.** Parents and

children experiencing persistent poverty experience significant stress that often impacts their mental wellness. This may jeopardize parenting and lead to abuse and neglect of children which in turn impacts the lives of these children. Efforts should be made to connect families to mental health services and establish other approaches to promote mental wellness. (Department of Health, Department of Human Services)

- **Increase awareness among intergenerational poverty families of the importance of good oral health, especially those with children five years old and younger.** (Department of Health, Utah State Office of Education)

In addition, the Commission recommends the following:

- **Increase efforts among state agencies to coordinate case management of families experiencing intergenerational poverty.**

There are many challenges confronting families in persistent poverty. As a result, many of these families receive assistance from multiple programs, across multiple state agencies and from several caseworkers. Those entities providing services through caseworkers should develop coordinated systems and procedures to ensure regular communication, including collaboration on family plans, activities and services to ensure care is coordinated and not duplicated. (Department of Health, Department of Human Services, Department of Workforce Services, Utah State Office of Education, Utah Juvenile Courts)

- **Continue collaboration to fill gaps in the data relevant to families experiencing intergenerational poverty.** The Third Annual Report provided extensive data on the families experiencing intergenerational poverty but gaps in the data remain, particularly in the areas of early childhood, housing, juvenile justice and transportation. Agencies represented on the Commission, the Advisory Committee and the Research Subcommittee should evaluate the gaps that exist in the data to continue developing the

data tracking system. (Department of Health, Department of Human Services, Department of Workforce Services, Utah State Office of Education, Utah Juvenile Courts)

- **Develop a strategic communication plan.** The agencies involved should develop and implement a plan targeting key publics, including families experiencing intergenerational poverty, policy makers, community partners, general public, and state government and Commission internal staff. The plan should be developed as the Intergenerational Poverty Commission continues to analyze the data and make recommendations moving forward. (Department of Health, Department of Human Services, Department of Workforce Services, Utah State Office of Education, Utah Juvenile Courts)

In the two years the Commission has been meeting to discuss the intergenerational poverty and the impact it has on Utah children, it has made substantial progress in addressing this issue. The Act has inspired collaboration across multiple agencies to establish solutions to reduce the incidence of children remaining in the cycle of poverty and welfare dependence. Already, there is progress in coordinating services among partners. Moreover, government, community based organizations, non-profits and academic researchers are collaborating on the research and data needed to continue fully understanding the impact intergenerational poverty has on Utah families.

Throughout 2014 and into 2015, the Commission and the Advisory Committee look forward to continuing our efforts to establish five- and ten-year plans to decrease the incidence of intergenerational poverty among Utah children. These plans will include measurable goals and benchmarks and we are confident these goals and benchmarks will lead to evidence-based policies, programs and procedures that over time will ensure that all Utah children have the opportunity to become contributing members of the Utah economy as they become adults. We look forward to sharing those plans in 2015.



## APPENDIX A.1

### Intergenerational Poverty Welfare Reform Commission Members

Name	Title
Jon Pierpont, Chair	Executive Director, Department of Workforce Services
David Patton	Executive Director, Department of Health
Ann Silverberg-Williamson	Executive Director, Department of Human Services
	State Superintendent of Public Instruction, Utah State Office of Education
Dawn Marie Rubio	Juvenile Court Administrator
David Burton	Intergenerational Poverty Advisory Committee Chair

## APPENDIX A.2

### Intergenerational Poverty Advisory Committee Members

Representative	Name	Organization
Committee Chair	Bishop H. David Burton	
Advocacy Group that Focuses on Childhood Poverty	Karen Crompton	Voices for Utah Children
Advocacy Group that Focuses on Education	Bill Crim	United Way of Salt Lake
Academic Expert in Childhood Poverty or Education	D. Ray Reutzler, Ph. D.	Utah State University Emma Eccles Jones Early Childhood Education Research Center
Faith-based Organization that Addresses Childhood Poverty or Education	Brad Drake	Catholic Community Services
Local Government Representative that Addresses Childhood Poverty or Education	Joe Piccolo	Mayor of Price, Utah
Child Mental Health	Dr. Doug Goldsmith	The Children's Center
Child Health	Dr. Renee E. Olesen	Intermountain Kearns Clinic
Additional Member Option	William Duncan	Sutherland Institute Center for Family and Society
Additional Member Option	The Honorable Ric Oddone	Retired Juvenile Court Judge
Additional Member	Liz Zentner	Utah PTA

## APPENDIX B

### Additional Data on the IGP and PA, Non-IGP Adult Cohorts

Table B. 1 Age and Gender

Age in December 2013	Intergenerational PA Recipients				Non-Intergenerational
	Female	Male	Total	% of Total	Compare other PA
21-24	5,497	2,462	7,959	22.2%	15.8%
25-29	8,287	4,499	12,786	35.7%	23.5%
30-34	5,814	3,406	9,220	25.7%	25.6%
35-42	3,658	2,193	5,851	16.3%	35.1%
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>

Table B. 2 Marital Status

Most Current Marital Status	Intergenerational PA Recipients				Non-Intergenerational	Compare All Utahns
	Female	Male	Total	% of Total	Compare other PA	Ages 21-41 (1)
Never Married	11,591	7,542	19,133	53.4%	43.2%	32.8%
Married	5,808	3,554	9,362	26.1%	35.6%	57.8%
Divorced	2,925	787	3,712	10.4%	12.8%	7.1%
Separated	2,738	605	3,343	9.3%	7.5%	2.1%
Widowed	118	17	135	0.4%	0.5%	0.3%
Common Law	76	55	131	0.4%	0.3%	n/a
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>	

Table B. 3 Count of Children

Count of Children in Household	Intergenerational PA Recipients				Non-Intergenerational
	Female	Male	Total	% of Total	Compare to other PA
0	3,248	6,432	9,680	27.0%	23.7%
1	4,745	1,486	6,231	17.4%	18.8%
2	6,062	1,759	7,821	21.8%	21.5%
3	4,616	1,427	6,043	16.9%	16.6%
4	2,574	831	3,405	9.5%	10.5%
5	1,166	367	1,533	4.3%	4.9%
6	451	143	594	1.7%	2.2%
7	200	64	264	0.7%	0.9%
8 or more children	194	51	245	0.7%	0.9%
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>

Table B. 4 Homelessness

Possible Homelessness	Intergenerational PA Recipients				Non-Intergenerational
	Female	Male	Total	% of Total	Compare other PA
Not Likely	22,586	11,592	34,178	95.4%	97.4%
Likely	670	968	1,638	4.6%	2.6%
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>

Table B. 5 Legal Issues

Legal Issues	Intergenerational PA Recipients				Non-Intergenerational
	Female	Male	Total	% of Total	Compare other PA
Felony Conviction	1,226	976	2,202	6.1%	2.8%
Misdemeanor	2,810	1,304	4,114	11.5%	4.3%
None	8,115	1,812	9,927	27.7%	16.3%
Unknown	11,105	8,468	19,573	54.6%	76.6%
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>

Table B. 6 Disability Impeding Employment

Disability That Impedes Employment	Intergenerational PA Recipients				Non-Intergenerational
	Female	Male	Total	% of Total	Compare other PA
No	20,601	10,448	31,049	86.7%	79.3%
Yes	928	594	1,522	4.2%	2.9%
Unknown	1,727	1,518	3,245	9.1%	17.8%
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>

Table B. 7 Race

Race	Intergenerational PA Recipients				Non-Intergenerational	Compare Total State Population (1)
	Female	Male	Total	% of Total	Compare other PA	
Asian	203	99	302	0.8%	1.6%	2.2%
Black	559	275	834	2.3%	2.0%	1.1%
Native American	1,297	638	1,935	5.4%	1.9%	1.1%
Pacific Islander	190	129	319	0.9%	1.2%	0.9%
White	16,484	8,009	24,493	68.4%	54.9%	88.1%
Other	137	98	235	0.7%	0.6%	6.6%
Unknown/Undeclared	4,386	3,312	7,698	21.5%	37.9%	n/a
<b>Grand Total</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>	

(1) Source: American Community Survey, 2012, U.S. Census Bureau

Table B. 8 Ethnicity

Ethnicity	Intergenerational PA Recipients				Non-Intergenerational	Compare Total State Population (1)
	Female	Male	Total	% of Total	Compare other PA	
Non-Hispanic	19,902	11,189	31,091	86.8%	90.0%	86.7%
Hispanic	3,354	1,371	4,725	13.2%	10.0%	13.3%
<b>Grant TOTal</b>	<b>23,256</b>	<b>12,560</b>	<b>35,816</b>	<b>100.0%</b>	<b>100.0%</b>	

## APPENDIX C

### Additional Data on the IGP Child Cohort

Table C.1 Age and Gender

Age of Child	Female	Male	Total	Ratio
0	3,888	4,021	7,909	15.2%
1	1,898	2,068	3,966	7.6%
2	2,009	2,216	4,225	8.1%
3	2,069	2,122	4,191	8.0%
4	2,058	2,179	4,237	8.1%
5	1,967	2,031	3,998	7.7%
6	1,695	1,822	3,517	6.8%
7	1,436	1,588	3,024	5.8%
8	1,321	1,411	2,732	5.2%
9	1,219	1,249	2,468	4.7%
10	1,121	1,116	2,237	4.3%
11	953	1,048	2,001	3.8%
12	873	861	1,734	3.3%
13	772	757	1,529	2.9%
14	675	740	1,415	2.7%
15	526	569	1,095	2.1%
16	481	528	1,009	1.9%
17	367	419	786	1.5%
<b>Grand Total</b>	<b>25,328</b>	<b>26,745</b>	<b>52,073</b>	<b>100.0%</b>

Table C.2 Relationship to Adults

Relationship to Adult	Female	Male	Total	Ratio
Son	0	25,960	25,960	49.9%
Daughter	24,600	0	24,600	47.2%
Other	728	785	1,513	2.9%
<b>Grand Total</b>	<b>25,328</b>	<b>26,745</b>	<b>52,073</b>	<b>100.0%</b>

Table C.3 Reported Disability

Disability Indicated	Female	Male	Total	Ratio
Yes	381	762	1,143	2.2%
None Indicated or Unknown	24,947	25,983	50,930	97.8%
<b>Grand Total</b>	<b>25,328</b>	<b>26,745</b>	<b>52,073</b>	<b>100.0%</b>

## ENDNOTES

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<sup>1</sup> Education data was accessible through Utah's longitudinal data system database administered by the Utah Data Alliance (UDA) which includes data supplied by the following: USOE, Utah System of Higher Education, Utah College of Applied Technology, DWS and StudentTracker service from the National Student Clearinghouse. This research including the methods, results, and conclusions does not necessarily reflect the views or opinions of the UDA partners. All errors are the responsibility of the author.

<sup>2</sup> Intergenerational Poverty Mitigation Act, UTAH CODE §35A-9.

<sup>3</sup> See *id.* §303. See Appendix A for a list of members on the Intergenerational Poverty Welfare Reform Commission and the Intergenerational Poverty Advisory Committee.

<sup>4</sup> Jasen Lee, *Utah Exceeds Gov. Herbert's Jobs Goal*, Deseret News, August 20, 2014, <http://www.deseretnews.com/article/865609138/Utah-exceeds-Gov-Herberts-jobs-goal.html>; Utah Department of Workforce Services, *Utah's Monthly Employment Situation Report* (June 2014).

<sup>5</sup> U.S. Census Bureau, 2012 American Community Survey 1-year estimates. The latest poverty figures were released Fall, 2013. The 2012 rate is the current figure.

<sup>6</sup> Senator Stuart Reid, *Op-Ed.*,  *Policymakers Should Shift Priorities and Resources to Children*, Deseret News, Nov. 27, 2011, <http://www.deseretnews.com/article/700201403/Policymakers-should-shift-priorities-and-resources-to-children.html?pg=all> (accessed May 27, 2014).

<sup>7</sup> In 2013, the Intergenerational Poverty Mitigation Act was expanded to include the Intergenerational Welfare Reform Commission and the Intergenerational Poverty Advisory Committee.

<sup>8</sup> States that have passed legislation attempting to reduce poverty include Connecticut, Delaware, Louisiana, Minnesota and Vermont. Many communities throughout the country are also creating plans to reduce poverty. Most states are addressing child poverty specifically.

<sup>9</sup> See Utah Department of Workforce Services, *Intergenerational Poverty in Utah 2012*, <http://jobs.utah.gov/edo/intergenerational/igp12.pdf> (last visited Aug. 7, 2014)

<sup>10</sup> UTAH CODE §35A-9-201(2)(a).

<sup>11</sup> Benjamin Gibbs, Jacob Mortensen & Bronwen Dromey, *The Relationship Between Years of Assistance as a Child and Adult in Utah: Towards a More Nuanced View of Intergenerational Poverty* (2013) (unpublished research, Brigham Young University on file with author).

<sup>12</sup> Sarah Fass, Kinsey Alden Dinan, Yumiko Aratani, National Ctr. for Children in Poverty, *Child Poverty and Intergenerational Mobility* (Dec. 2009), [http://www.nccp.org/publications/pub\\_911.html](http://www.nccp.org/publications/pub_911.html). Elizabeth Thompson Gershoff et al., *Child Poverty in the United States: An Evidence-Based Conceptual Framework for Programs and Policies in 2 Handbook of Applied Developmental Science* 81, 86.

<sup>13</sup> Joan Luby et al., *The Effects of Poverty on Childhood Brain Development: The Mediating Effect of Caregiving and Stressful Life Events*, 167 JAMA 1135-1142 (December 2013).

<sup>14</sup> Harry J. Holzer et al., Institute for Research on Poverty, *The Economic Costs of Poverty in the United States: Subsequent Effects of Children Growing Up Poor* (Institute for Research on Poverty, Discussion Paper No. 1327-07, April 2007), available at <http://www.irp.wisc.edu/publications/dps/pdfs/dp132707.pdf>.

<sup>15</sup> 2014 Poverty Guidelines for the 48 Contiguous States and the District of Columbia, 79 Fed. Reg. 3593 (Jan. 22, 2014).

<sup>16</sup> U.S. Dept. of Commerce, Economics and Statistics Admin., U.S. Census Bureau, *The Research Supplemental Poverty Measure: 2011* (November 2012).

<sup>17</sup> Economic Policy Institute, *Family Budget Calculator* available at <http://www.epi.org/resources/budget/> (last visited August 14, 2014).

<sup>18</sup> The U.S. Census releases 2013 child poverty figures in the fall of 2014.

<sup>19</sup> Economic Mobility Project, Pew Charitable Trusts, *Pursuing the American Dream: Economic Mobility Across Generations* (July 2012), <http://www.pewtrusts.org/en/research-and-analysis/reports/0001/01/01/pursuing-the-american-dream>.

<sup>20</sup> "'Intergenerational Poverty' means poverty in which two or more successive generations of a family continue in the cycle of poverty and government dependence." UTAH CODE §35A-9-102.

<sup>21</sup> "'Situational Poverty' means temporary poverty that is generally traceable to a specific incident or time period within the lifetime of a person and is not continued to the next generation." *Id.*

<sup>22</sup> At the end of Calendar Year 2013, there were 525,457 Utahns receiving public assistance. Workforce Research and Analysis, Utah Department of Workforce Services.

<sup>23</sup> Mary Beth Vogel-Ferguson, *FEP Redesign Study of Utah: 2014 – Wage 3* (July 2014) (unpublished research, on file with author). Among 762 survey participants who had at one time been a FEP recipient, about one-third lived in Utah their entire life. Nearly 24% of the whole sample never lived in Utah as a child.

<sup>24</sup> Child care subsidies are also provided to adults through Refugee Cash Assistance and Employment Support Child Care. Only 14 percent of the child care subsidy case were through the Family Employment Program.

<sup>25</sup> John Krantz & Natalie Torosyan Utah Department of Workforce Services, *Meeting Welfare's Work Participation Requirements and Transitioning into the Labor Market* (September 2012).

- <sup>26</sup> U.S. Census Bureau, 2008-2012 ACS 5-Year Estimates. Percent is based on total 0-17 year olds on public assistance (IGP and "At Risk") at any time during 2013, divided by the population estimate for the same age group.
- <sup>27</sup> In 2012, the U.S. Census reported 872,728 children under the age of 18 in Utah. Although the IGP data included in this report is from Calendar Year 2013, there is little fluctuation in either population, thereby allowing comparison despite data from different years.
- <sup>28</sup> Frances Campbell, Gabriella Conti, James J. Heckman, Seong Hyeok Moon, Rodrigo Pinto, Elizabeth Pungello & Yi Pan, *Early Childhood Investments Substantially Boost Adult Health*, 343 Science 1478-1485 (March 2014). Philippa Garson, *Spare the Rod – The Biology of Poverty and Violence*, IRIN Humanitarian News and Analysis, May 30, 2014 available at <http://www.irinnews.org/report/100153/spare-the-rod-child-deprivation-and-the-cycle-of-poverty>. Frances Campbell, Gabriella Conti, James J. Heckman, Seong Hyeok Moon, Rodrigo Pinto, Elizabeth Pungello & Yi Pan, *Early Childhood Investments Substantially Boost Adult Health*, 343 Science 1478-1485 (March 2014).
- <sup>29</sup> Mary Corcoran, *Rags to Rags: Poverty and Mobility in the United States*, Annual Review of Sociology, 21, 237-267 (1995). Economic Mobility Project, Pew Charitable Trusts, *Pursuing the American Dream: Economic Mobility Across Generations*.
- <sup>30</sup> Fass et al., supra note 9.
- <sup>31</sup> U.S. Census, 2012 American Community Survey 1-Year Estimates. T.J. Mathews & Brady E. Hamilton, Centers for Disease Control and Prevent, *Delayed Childbearing: More Women are Having Their First Child Later in Life* (August 2009). The median age of first marriage for Utah women is 24.1, three years younger than the national median age. The Centers for Disease Control reported that the average age of the mother at first birth was 23.9 compared to 25.0 nationally, as of 2006.
- <sup>32</sup> The Nat'l Ctr. For Children in Poverty created the table by looking at children in poverty and outcomes in adulthood. This report uses attachment to public assistance as a proxy for poverty. Attachment to public assistance is the measure utilized to draw the relationship between experiences in childhood and the likelihood of continued economic hardship into adulthood.
- <sup>33</sup> UTAH CODE §§35A-9-303.
- <sup>34</sup> Nat'l Ctr. For Children in Poverty, Young Child Risk Calculator, <http://www.nccp.org/tools/risk/?state=UT&age-level=9&income-level=Poor&ids%5B%5D=77&ids%5B%5D=84&ids%5B%5D=76&ids%5B%5D=78&ids%5B%5D=74&ids%5B%5D=72&ids%5B%5D=83&submit=Calculate> (last visited June 16, 2014).
- <sup>35</sup> Young Child Risk Calculator, National Center for Children in Poverty, <http://www.nccp.org/tools/risk/> (last visited August 29, 2014).
- <sup>36</sup> DWS does not track data on households without English speakers but does track households of limited English proficiency. That was the indicator that was utilized in the analysis.
- <sup>37</sup> National Center for Children in Poverty supra note 34.
- <sup>38</sup> W.J. Yeung, M.R. Linver, & J. Brooks-Gunn, *How Money Matters for Children's Development: Parental Investment and Family Processes*, 73 Child Development 1861-1879 (2002).
- <sup>39</sup> U.S. Census Bureau, 2012 American Community Survey 1-year estimates.
- <sup>40</sup> *Id.*
- <sup>41</sup> Utah Department of Workforce Services, Utah Jobs Outlook, Jobs with the Best Career Options 2010-2020 (2012).
- <sup>42</sup> Eric F. Dubow, Paul Boxer & L. Rowell Huesmann, Nat'l Inst. of Health, *Long-Term Effects of Parents' Education on Children's Educational and Occupational Success: Mediation by Family Interactions, Child Aggression, and Teenage Aspirations* (Merrill Palmer Q ed., Wayne State Univ Press 2009).
- <sup>43</sup> Utah Department of Workforce Services supra note 32.
- <sup>44</sup> U.S. Census Bureau, 2012 American Community Survey 1-year estimates.
- <sup>45</sup> Utah Dep't of Workforce Services, Utah's Second Annual Report on Intergenerational Poverty, Welfare Dependency and the Use of Public Assistance 2013, 8-9 (September 2013), <http://jobs.utah.gov/edo/intergenerational/igp13.pdf>.
- <sup>46</sup> *Id.* at 11-15.
- <sup>47</sup> Linda Jacobson, *Addressing the High Costs of Student Mobility: Military-connected Schools Show How to Ease the Burden of Frequent Moves*, Harvard Education Letter (2013) available at [http://hepg.org/hel-home/issues/29\\_2/helarticle/addressing-the-high-costs-of-student-mobility\\_563#home](http://hepg.org/hel-home/issues/29_2/helarticle/addressing-the-high-costs-of-student-mobility_563#home).
- <sup>48</sup> Elizabeth Terry-Humen, Jennifer Manlove & Kristin A. Moore, The National Campaign to Prevent Teen Pregnancy, *Playing Catch-Up: How Children Born to Teen Mothers Fare* (January 2005), [http://www.thenightministry.org/070\\_facts\\_figures/030\\_research\\_links/060\\_homeless\\_youth/020\\_pp\\_youth/PlayingCatchUp.pdf](http://www.thenightministry.org/070_facts_figures/030_research_links/060_homeless_youth/020_pp_youth/PlayingCatchUp.pdf).
- <sup>49</sup> The National Campaign to Prevent Teen and Unplanned Pregnancy, *The Public Costs of Teen Childbearing in Utah in 2010*, available at <http://thenationalcampaign.org/resource/public-costs-teen-childbearing-utah-2010> (accessed July 18, 2014).
- <sup>50</sup> UTAH CODE §35A-9-303(1)(a).
- <sup>51</sup> The median wages for those with a Bachelor's Degree were \$43,620 compared to \$28,555 for those with a high school diploma. Similarly, only 2.5 percent of those with a Bachelor's Degree or higher were unemployed compared to 11.2 percent for those who did not graduate high school. U.S. Census Bureau, ACS 5-year estimates, 2008-2012.

- <sup>52</sup> The Urban Child Institute, *Baby's Brain Begins Now: Conception to Age 3*, <http://www.urbanchildinstitute.org/why-0-3/baby-and-brain> (last visited August 22, 2014). Motoko Rich, Pediatrics Group to Recommend Reading Aloud to Children from Birth, *New York Times*, June 24, 2014, <http://www.nytimes.com/2014/06/24/us/pediatrics-group-to-recommend-reading-aloud-to-children-from-birth.html>.
- <sup>53</sup> Betty Hart & Todd R. Risley, *The Early Catastrophe: The 30 Million Word Gap by Age 3*, *American Educator* (Spring 2003), <https://www.aft.org/pdfs/americaneducator/spring2003/TheEarlyCatastrophe.pdf>.
- <sup>54</sup> James J. Heckman, *The American Family in Black and White: A Post-Racial Strategy for Improving Skills to Promote Equality* (The Inst. for the Study of Labor, Discussion Paper No. 5495, 2011), available at <http://heckmanequation.org/content/resource/american-family-black-and-white-post-racial-strategy-improving-skills-promote-equal>. See also Janis Dubno, *Voices for Utah Children, High Quality Preschool Closes the Achievement Gap and Reduces Special Educations Costs for At-Risk Children* (2012) available at [file:///C:/Users/tgruber.UTAH/Downloads/High\\_Quality\\_Preschool\\_Improves\\_Academic\\_Achievement\\_and\\_Reduces\\_Special\\_Education\\_Costs-Evidence\\_from\\_GSD\\_update-Final%20\(1\).pdf](file:///C:/Users/tgruber.UTAH/Downloads/High_Quality_Preschool_Improves_Academic_Achievement_and_Reduces_Special_Education_Costs-Evidence_from_GSD_update-Final%20(1).pdf).
- <sup>55</sup> See UTAH CODE §53A-1b, School Readiness Initiative. The Department of Health provides home visitation services through Healthy Families, Nurse Family Partnership, and Parents as Teachers. It provides early intervention services through its Baby Watch Early Intervention Program.
- <sup>56</sup> Utah State Office of Education, *Optional Extended Day Kindergarten (OEK): Report to the Utah State Board of Education* (June 2011), available at <http://www.schools.utah.gov/board/Reports/Optional-ExtendedDayKindergartenRptJune2011.aspx>.
- <sup>57</sup> The Utah Data Alliance provided all of the educational data contained in this report. This data is from School Year 2011-2012.
- <sup>58</sup> Hedy N. Chang, Mariajose Romero, *Attendance Works, Present, Engaged, and Accounted For, The Critical Importance of Addressing Chronic Absence in the Early Grades* (September 2008) available at [http://www.nccp.org/publications/pdf/text\\_837.pdf](http://www.nccp.org/publications/pdf/text_837.pdf).
- <sup>59</sup> Attendance Works, *Attendance in the Early Grades: Why it Matters for Reading* (February 2014) available at <http://www.attendanceworks.org/wordpress/wp-content/uploads/2014/03/Attendance-in-the-Early-Grades.pdf>.
- <sup>60</sup> Utah Education Policy Center, University of Utah, *Research Brief: Chronic Absenteeism* (July 2012) available at <http://uepc.utah.edu/documents/chronic-absenteeism-research-brief.pdf>.
- <sup>61</sup> *Id.*
- <sup>62</sup> Sean F. Reardon, *The Widening Income Achievement Gap, Educational Leadership*, May 2013 at 10.
- <sup>63</sup> Heckman *supra* note 44.
- <sup>64</sup> KIDS COUNT, Annie E. Casey Foundation, *2013 Data Book: State Trends in Child Well-being* (June 2013) available at <http://datacenter.kidscount.org/publications/databook/2013>.
- <sup>65</sup> Utah State Office of Education, *2012 Utah State Literacy Improvement Report* (2012) available at <http://www.schools.utah.gov/data/Educational-Data/Assessments-Student-Achievement/Literacy2012.aspx>.
- <sup>66</sup> The Criterion-Referenced Tests (CRT) were used in the 2012 school year. The USOE has since changed to assess students using the Student Assessment of Growth and Excellence (SAGE).
- <sup>67</sup> Low-income students are those students who are eligible for free or reduced lunch. Students eligible for free lunch must have family income at or below 130% of the federal poverty line and for reduced lunch income must be at or below 185% of the federal poverty line.
- <sup>68</sup> Child Trends, *Indicators on Children and Youth: Math Proficiency* (February 2013) available at [http://www.childtrends.org/wp-content/uploads/2012/11/09-Mathematics\\_Proficiency.pdf](http://www.childtrends.org/wp-content/uploads/2012/11/09-Mathematics_Proficiency.pdf).
- <sup>69</sup> PSD Gateway, Utah State Office of Education, *Utah Criterion-Referenced Tests, 2011-2012* available at <https://cognos1.schools.utah.gov/cognos10/cgi-bin/cognosisapi.dll> (last visited July 23, 2014).
- <sup>70</sup> Utah State Office of Education, *2013 Cohort Graduation and Dropout Rate Report* (2013) available at <http://www.schools.utah.gov/data/Educational-Data/Graduation-Dropout-Rates/6-Graduation-Report-2013.aspx> (last visited August 21, 2014).
- <sup>71</sup> Data Resource Center for Child and Adolescent Health, *National Survey of Children's Health, NSCH 2011/12*. Data query from the Child and Adolescent Health Measurement Initiative Available at [www.childhealthdata.org](http://www.childhealthdata.org) (last visited July 31, 2014). The statewide data is from the 2011/2012 survey.
- <sup>72</sup> Vincent J. Felitti et al., *Relationship of Childhood Abuse and Household Dysfunction to Many of the Leading Causes of Death in Adults: The Adverse Childhood Experiences (ACE) Study*, *14 Am. J. Prev. Med* 245 (1998).
- <sup>73</sup> The National Survey of Children's Health only provides statewide data for children who need mental health services, whereas the Department of Health data reports the percentage of all children, regardless of need, receiving mental health services.
- <sup>74</sup> Nat'l Inst. of Dental and Craniofacial Research, U.S. Dep't of Health and Human Serv., *Oral Health in America: A Report of the Surgeon General, Executive Summary* (2000), <http://www.nidcr.nih.gov/datastatistics/surgeongeneral/report/executivesummary.htm>.
- <sup>75</sup> Feeding America, *Map the Meal Gap* available at <http://feedingamerica.org/hunger-in-america/hunger-studies/map-the-meal-gap.aspx> (last visited August 5, 2014).



<sup>76</sup> Elizabeth L. March, John T. Cook & Stephanie Ettinger de Cuba, Children's Healthwatch, Food Insecurity Rates Rise Steeply with Recession (2009), available at [http://www.childrenshealthwatch.org/upload/resource/Rise\\_FI\\_Brief.pdf](http://www.childrenshealthwatch.org/upload/resource/Rise_FI_Brief.pdf).

<sup>77</sup> National Scientific Council on the Developing Child, Excessive stress disrupts the architecture of the developing brain (Harvard University Center on the Developing Child, Working Paper No. 3, January 2014) available at [http://developingchild.harvard.edu/index.php/resources/reports\\_and\\_working\\_papers/working\\_papers/wp3/](http://developingchild.harvard.edu/index.php/resources/reports_and_working_papers/working_papers/wp3/).

<sup>78</sup> Jill Goldman et al., Children's Bureau, Office on Child Abuse and Neglect, U.S. Dep't of Health and Human Services, A Coordinated Response to Child Abuse and Neglect: The Foundation for Practice, 35-39 (2003).

<sup>79</sup> Kristen Shook Slack et al., *Understanding the risks of child neglect: An Exploration of Poverty and Parenting Characteristics*, 9 Child Maltreatment 395 (2004) available at [http://www.cfpic.org/downloads/link08/KristenShook\\_povertyparenting.pdf](http://www.cfpic.org/downloads/link08/KristenShook_povertyparenting.pdf).

<sup>80</sup> Felitti et al., supra note 60.

<sup>81</sup> Child Welfare Information Gateway, U.S. Dep't of Health and Human Services, Long-Term Consequences of Child Abuse and Neglect (July 2013).

# UTAH'S THIRD ANNUAL REPORT

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ON INTERGENERATIONAL POVERTY, WELFARE DEPENDENCY  
AND THE USE OF PUBLIC ASSISTANCE

AND

UTAH INTERGENERATIONAL WELFARE REFORM COMMISSION  
ANNUAL REPORT

2014

Department of Workforce Services (DWS)



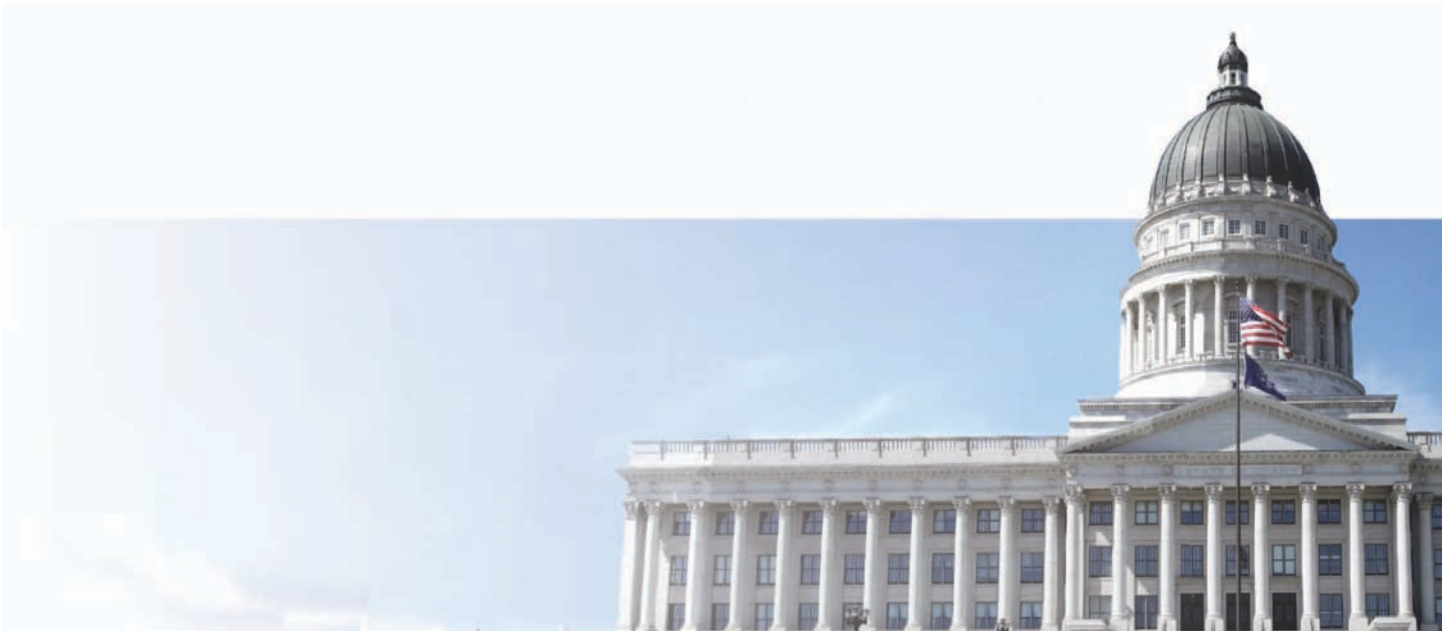
## **APPENDIX B**

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# **UTAH ECONOMIC SERVICE AREA PLANS 2014**



# Utah Economic Service Area Plans 2014



## Workforce Services Cornerstones

- Operational Excellence
- Exceptional Customer Service
  - Employee Success
- Community Connection



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### **DWS ECONOMIC SERVICE AREA OPERATIONAL PLANS**

The DWS area director of each economic service area (ESA) is required to develop operational plans to indicate how key service targets for the year will be achieved. Plans are based on the state fiscal year (SFY), which goes from July 1, 2013, to June 30, 2014.

Each plan is organized similarly and addresses issues common to all ESAs, but each plan is also tailored to focus on those issues and services needing particular attention in a local area.

The plans provide an overview of the current situation in the ESA and then focus on critical issues in the context of the Four Cornerstones outlined by DWS leadership: Operational Excellence, Exceptional Customer Service, Employee Success, and Community Connection. For each of the cornerstones, the ESA plan will outline the objective, how it will be achieved, and the expected results.



# Bear River



## SFY 2014 Bear River Economic Service Area

### **Current Situation**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to meet local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones for success — operational excellence, customer service, employee success and community connections — that fit our operational plan. The following plan is organized with those cornerstones in mind.

Throughout SFY 2013, Bear River focused on job placements while controlling operating expenses. We reduced FTEs and worked within our limited budget to increase placements and assist the community with various issues in the ESA. For SFY 2014 we see an opportunity to reach WDD budget targets and maintain job placements by increasing online services and creating additional efficiencies.

### **Operations**

Our ESAs support DWS' mission by using the theory of constraints (TOC) and the Workforce Development Division TOS to drive quality and affordable service delivery in the three counties that make up the service area (Box Elder, Cache and Rich). For SFY 2014, Bear River will also incorporate the DWS cornerstones to support the departmental goal of becoming "the best-managed state agency in Utah."

Bear River is currently managed using a hybrid model that consists of an ESA director and four supervisors but not a manager. The management structure recently changed to support supervision for teams structured cross functionally. The current model allows management to specialize as well as provide quality in all areas of operation. All staff are trained and prepared to transition to case edit accuracy for all programs, increase online services for all types of customers and identify efficient operating methods.

Each office has a supervisor and one-stop administrator (OSA) responsible for service delivery and program outcomes. Recently an OSA was added to represent the eligibility staff in the Logan office. The change will allow better coordination, communication and problem resolution.

### **Bear River Economic Analysis**

Employment in Bear River peaked at an annual average of 71,886 in 2008, at that time the annual average unemployment rate was 2.9 percent. From 2008 to 2011 year-over employment fell at an annual rate of 2.12 percent, finally settling at 67,405 annual employment. The unemployment rate peaked at an annual average of 6.7 percent in 2010. Annual employment increased to 68,023 in 2012, a 0.92 percent jump from 2011 to 2012. The area has regained only 13.8 percent of the jobs lost since 2008, keeping the unemployment rate at 5.0 percent in 2012 — a much higher rate than in 2008. The Department of Workforce Services projects total job growth from 2010 to 2020 to be 1.8 percent per year, ultimately resulting in 77,671 jobs by 2020.

The top five industries in order from largest to smallest are manufacturing, educational services, health care and social assistance, retail trade and government (excluding education and health care). Combined, those five industries represented two-thirds of the total nonfarm employment in the Bear River area in 2012.

Manufacturing, by far the largest industry in the area, accounted for 22.4 percent of total employment last year. Consider that in 2011 the total labor force in the Bear River area represented only 6.3 percent of the total labor force in Utah, but the percent of laborers employed by manufacturing in Bear River was 13.7 percent of the total manufacturing jobs in the state. Moreover, manufacturing employment paid the highest annual wage of any industry among the top-ten largest industries in the area. The average annual wage for manufacturing employees was \$42,667, which is \$11,662 more per year than the area average in Bear River.

While it is difficult to overstate the value of the manufacturing industry in Bear River, it is worth noting that manufacturing employment has been trending downward as a percent of total employment since the early 1990s. Over the last 20 years, many manufacturing firms have elected to outsource their production to countries with lower labor costs. The 2008 recession also took its toll on the manufacturing industry. From 2008 to 2012, the average number of manufacturing employees in Bear River fell from 18,812 to 15,231, a 19.0 percent decrease. Since the recession in 2008, only educational services as well as health care and social assistance have seen any significant employment gains.

Bear River has experienced many new businesses coming to the area and has utilized job growth funds to promote economic growth and retention. New business prospects will be a heavy focus for SFY2014 along with a continued focus on retaining existing business, thus continuing to reduce the unemployment rate.

### **Bear River Operational Plan for SFY 2014**

#### **Critical Issues**

Several critical issues will drive our service delivery in SFY 2014:

- Increase market share for employers and job seekers
- Triage and prepare job seekers and employers using the appropriate service delivery method
- Meet case accuracy standards across all programs
- Promote and cultivate an error-free work environment
- Increase and support employment of veterans
- Achieve outcomes and measures
- Maintain community partnerships

The following matrix summarizes our strategies to address these and other challenges:

<p><b>I. Operational Excellence</b></p> <p>Bear River is accountable for achieving targets for quality, throughput and operational expense across all teams to support the governor’s initiative for efficient government. A vital focus of operational excellence throughout our service areas will be the quality and accuracy of our services. Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection.</p>			
Functional Area	What	How	Results
<p>Veteran services, Choose to Work (CTW) Disabled Services</p>	<ul style="list-style-type: none"> <li>Identify all walk-in veterans and covered persons, provide re-employment services and refer veterans to appropriate services: DVOP, ACE, veteran workshops, training, etc.</li> <li>Increase outreach activities</li> <li>Increase placements</li> <li>Veteran survey</li> </ul>	<ul style="list-style-type: none"> <li>Customer triage: “Have you or your spouse served in the U.S. military?”</li> <li>Utilize veteran service awards to reward staff for assisting veterans</li> <li>Work with state veteran team to establish relationships and pathways for outreach</li> <li>Consistent education and conversation with staff regarding veteran services</li> <li>Develop partnership with Shoshoni Tribe</li> <li>Utilize fast track training with USU and BATC</li> <li>Utilize OJT opportunities when appropriate</li> <li>Consistently review processes for improvement and efficiencies</li> <li>Coordinate with Voc Rehab to provide CTW services for customers</li> <li>Utilize SOAR process</li> <li>Follow strategies outlined in Vet Call To Action Plan</li> <li>Utilize work study student from USU for outreach services</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of veterans registered for work and placed with employment; target: 65/ qtr; registrations target: 100</li> <li>Meet WDD Utah Patriot Partnership (UPP) goal; target: 45</li> <li>Increased services and placements for disabled customers; target: 15</li> </ul>



Functional Area	What	How	Results
Employer services	<ul style="list-style-type: none"> <li>Promote use of customer self-directed job orders and placement services</li> <li>Develop partnerships between employers and educational partners to grow new jobs</li> <li>Place intensive case-managed customers on jobs</li> <li>Engage new employers and develop self-directed connection to services to increase market share</li> </ul>	<ul style="list-style-type: none"> <li>Use reports and sources to network current and new leads and convert leads to more online job orders</li> <li>Business Engagement Strategy to include associations and business groups when appropriate</li> <li>Develop strategy to increase self-directed job seekers</li> <li>Utilize Job Growth Funds, OJT, EIO, Job Development, Bridge and all other DWS services to increase job orders, employment activity and placements</li> <li>Educate and engage employers on DWS labor exchange and website</li> </ul>	<ul style="list-style-type: none"> <li>Increased self-directed job orders for market share; target: 375/qtr</li> <li>Maintain ratio of self-directed services between 55–65 percent</li> <li>Expend annual Bridge funding to increase area placements</li> </ul>
Training  Workforce Investment Act (WIA) Youth and Adult, Dislocated Worker, Trade, Family Employment Program (FEP) and Temporary Assistance for Needy Families (TANF) Non FEP	<ul style="list-style-type: none"> <li>Increase training completions</li> <li>Improve case accuracy edit quality</li> <li>Increase positive closures and employment outcomes</li> <li>Increase job seeker registrations and utilization of self-directed services</li> <li>Increase spending for appropriate training programs to elevate job seekers for future job placement</li> </ul> <p>Increase literacy and numeracy</p>	<ul style="list-style-type: none"> <li>Second set of eyes (edits)</li> <li>Targeted service area and peer edits</li> <li>Staff all cases prior to closure</li> <li>Ensure accuracy of all case transfers</li> <li>Review all implemented policy and updates</li> <li>Implement case management review process: obligation, de-obligation, quality training review, work success process and intake process</li> <li>Key Train assessment</li> <li>Use case error prevention strategies along with state program specialists and PRT</li> <li>Business engagement strategy with educational partners to increase registration and placement</li> <li>Utilize EIO, incentives and training opportunities for youth</li> </ul>	<ul style="list-style-type: none"> <li>70 percent training completions</li> <li>Maintain all positive closure goals; currently exceeding state goal</li> <li>Increased case accuracy to meet 80 percent standard.</li> <li>Maintain element accuracy to meet standard</li> </ul> <p>Increased job placements for training customers</p>
Family Employment Program (FEP)	<ul style="list-style-type: none"> <li>Increase positive closures for earned and unearned income</li> <li>Decrease nonparticipation (NP) closures</li> <li>Increase Work Success referrals</li> <li>Increase quality case management</li> </ul>	<ul style="list-style-type: none"> <li>Promote skill and training opportunities for FEP customers</li> <li>Coordinate with WDS for work experience opportunities</li> <li>Build in skill proficiency and validate results with case edits</li> <li>Promote work success process</li> <li>Educate customers and community regarding drug testing requirements</li> </ul>	<p>Increased positive and employment closures; target: 60 percent</p> <ul style="list-style-type: none"> <li>Decreased non participation closures</li> <li>Increased FEP participation rate. Target: 50 percent</li> <li>80 percent case accuracy.</li> </ul>

Functional Area	What	How	Results
Connection Team triage workshops	<ul style="list-style-type: none"> <li>• Improve triage process for customers to determine appropriate pathway for services</li> <li>• Identify and serve walk-in veterans or covered persons with priority of service</li> <li>• Ensure staff expertise and optimum staffing levels</li> <li>• Support ESD and UI programs with appropriate, quality service</li> <li>• Increase self-directed services</li> <li>• Increase utilization of in-house on online workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Triage: veteran status, level of service, self-directed or mediated</li> <li>• Review employment center and staff configuration to promote self-directed goal within each employment center</li> <li>• Build skill proficiency by training, testing and validation</li> <li>• Promote and educate online services to walk-in customers</li> <li>• Utilize Re-employment Support System (RSS)</li> <li>• Promote work success process and increase referrals</li> <li>• Utilize internship program with USU to increase customer service and self-directed services</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain 100 percent skills proficiency</li> <li>• Increased online workshop customers</li> <li>• Achieve 55–65 percent range for ratio of self-directed job seekers</li> </ul>
Able-Bodied Adults Without Dependents (ABAWD), Unemployment Insurance (UI)	<ul style="list-style-type: none"> <li>• Increase job placements</li> <li>• Decrease UI duration rates</li> <li>• Improve case management quality</li> </ul>	<ul style="list-style-type: none"> <li>• Use hiring incentives to increase job placements</li> <li>• Use of RSS, EUC, REA and UI project to engage UI claimants early</li> <li>• Promote work success process and increase referrals</li> </ul>	<ul style="list-style-type: none"> <li>• 80 percent case edits (ABAWD).</li> <li>• Increased job placements.</li> </ul>
Management team	<ul style="list-style-type: none"> <li>• Improve overall quality</li> <li>• Increase self-service registrations, job orders and placements to achieve goals</li> <li>• Manage sustainable staffing levels</li> <li>• Increase job orders</li> <li>• Reduce placement costs per FTE</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors and program specialists oversee staff edits</li> <li>• Build, train and validate skill proficiency with supervisors</li> <li>• Utilize the UPM as a performance tool</li> <li>• Manage FTEs and budget effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased operating expense</li> <li>• Increased self-service placements</li> <li>• Increased job orders</li> </ul>

Functional Area	What	How	Results
Quality assurance	<ul style="list-style-type: none"> <li>Align internal control processes with external review methodologies and with the processes of other DWS operational divisions</li> </ul>	<ul style="list-style-type: none"> <li>Use newly created accuracy reports to identify improvement opportunities</li> <li>Actively engage state program and training staff, program review team and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>Respond timely to internal control reviews (PRT edits) to ensure identified errors are corrected quickly.</li> <li>Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes</li> <li>Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations</li> <li>Develop local team and office strategies that support outstanding quality</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives</li> </ul>

<p><b>II. Customer Service</b></p>		
<p>The emphasis on decreasing operating expense poses a challenge to exceptional customer service, so our overall approach must include using resources wisely and efficiently without losing focus on our customers. The employer and job seeker triage processes help us to identify customer needs and provide priority of service for our veteran customers as well as an appropriate level of service for all customers.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>Share best practices with fellow service areas</li> <li>Recognize exceptional customer service</li> <li>Ensure adequate, trained staff coverage in all areas</li> <li>Improve escalation pathway effectiveness</li> <li>Safety for internal and external customers</li> </ul>	<ul style="list-style-type: none"> <li>Manage staffing levels carefully with attention to coverage and service</li> <li>Coordinate and communicate escalation pathway</li> <li>Customer feedback through random surveys on job connection area (JCA) computers</li> <li>Follow risk management recommendations and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction; target: TBD</li> </ul>

**III. Employee Success**

The employee recognition plan supports the cornerstone philosophy and creates a platform for increased employee success. We will fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including Leadership Development Survey results and regular performance mentoring and reviews. Also, we plan to use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop and refine skills such as team building, coaching, mentoring and communication.

What	How	Results
<ul style="list-style-type: none"> <li>• Improve job skills of staff</li> <li>• Recognize individual and team performance and recognize additional employee contributions to team, employment center, service area and department</li> <li>• Recognize employee personal achievements</li> <li>• Direct communication to staff</li> <li>• Regular meetings with staff and teams</li> <li>• Clearly communicate expectations, goals and outcomes</li> <li>• Opportunities for staff to develop additional skills</li> </ul>	<ul style="list-style-type: none"> <li>• Build in staff skill proficiency and validate results with case edits</li> <li>• Notify EDO of employee success</li> <li>• Personal congratulatory messages from supervisors and AD</li> <li>• Employee communication and recognition by all leadership</li> <li>• Peer-to-peer and management nominations for on-the-spot awards</li> <li>• Koffee Klatch with ESA director and staff</li> <li>• Leadership training with featured professional development topics</li> <li>• Encourage staff participation on state and local committees</li> <li>• Temporary job switch opportunities for professional development</li> <li>• Employee satisfaction surveys</li> <li>• Morale booster and recognition events</li> <li>• Provide employees ASI, incentive money and administrative leave to recognize performance</li> <li>• Use personal branding techniques and personalized Individual development plan process</li> <li>• Cornerstone implementation training for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Improved communication and successful support of employee success</li> <li>• Increased employee morale and effectiveness</li> <li>• Accurate implementation of all programs</li> <li>• Increased staff opportunities for advancement</li> <li>• Use of survey results to make improvements</li> </ul>

**IV. Community Connection**

Our community engagement strategy model will be used to partner DWS with employers, education partners and local government partners to help employers meet demands while also growing capacity in certificate programs to support the governor’s 66 percent by 2020 initiative. We also will engage and support our community and nonprofit partners to provide support and resources to our customers.

What	How	Results
<ul style="list-style-type: none"> <li>• Business engagement strategy with employers and community partners</li> <li>• Improve our understanding of partner and resource depth</li> <li>• Develop new and strengthen existing community and educational partnerships</li> <li>• Provide resources to community partners</li> <li>• Connect with the community</li> <li>• Enhance communication among community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Identify businesses with certification needs</li> <li>• Educate community partners on DWS labor exchange and website</li> <li>• Collaborate with education partners to coordinate appropriate curriculum</li> <li>• Include self-directed services in every marketing message</li> <li>• Attend community meetings and events</li> <li>• Share community resources with DWS staff and DWS services with our community partners</li> <li>• Engage actively in outreach efforts</li> <li>• Provide DWS presentations to partners who desire increased knowledge</li> <li>• Collaborate with community partners on special projects and community needs</li> </ul>	<ul style="list-style-type: none"> <li>• Expend job growth funds to increase capacity in certificate programs and to grow new jobs</li> <li>• Validated current knowledge of DWS-educated partners and community members</li> <li>• Increased options and opportunities for customers</li> <li>• Increased customer success</li> <li>• Customers’ barriers resolved more rapidly</li> <li>• More customers entering the workforce at an increased rate; targets TBD</li> </ul>

# Castle Country, Southeast and Uintah Basin



## SFY 2014 Castle Country, Southeast and Uintah Basin Economic Service Areas

### **Current Situation**

#### **Operations**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to meet local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) a new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones for success — operational excellence, customer service, employee success and community connections — that fit our operational plan. The following plan is organized with those cornerstones in mind.

Eastern Utah is composed of three ESAs, providing DWS services to the counties of Carbon, Daggett, Duchesne, Emery, Grand, San Juan and Uintah. Each ESA has a designated manager with the oversight of all program delivery in the area. Employer services are offered through our workforce development specialists (WDSs) with the oversight of this function by the service area director.

The core outcome driving our service delivery for SFY 13 has been successful connection of an employer to a job seeker resulting in a successful job placement. Our focus will remain on this connection and will continue to be our driving force for SFY 14 while we reach WDD targets and increase the use of our self-directed and online services.

#### **Economic Analysis**

We continue to cultivate strong relationships with local economic development offices and community leaders to keep up to date on economic activity in each area. In addition, we utilize our abundant labor market data and the skills of

our regional economist to target growing industries and to develop or refocus our workforce. Each service area has its unique strengths and challenges. While our overall philosophy is consistent, we target our efforts in each area to have the greatest impact.

Castle Country:

Average levels of employment and wages have both declined in Castle Country. The area has seen a decline in mining; leisure and hospitality; trade, transportation and utilities; and manufacturing sectors. There is some indication that service sectors may be on a slight upswing. We are working closely with USU Eastern to help address the needs of local employers, and we support local economic development efforts in the area. We actively monitor progress on a couple of oil industry projects that could bring jobs to the Green River area.

Southeast:

Grand and San Juan counties have very different economic pictures. Grand County's economy seems to be trending up, with a 4.5 percent increase in average employment levels and a 6.8 percent increase in average wages. Most growth seems to be related to tourism and there are indicators that an increasing number of events are helping extend the tourist season and bring increased revenues. Tourism isn't the entire picture, however, as several nontourist-related businesses have taken advantage of Bridge funding to open or expand in the area. Additionally, oil and gas activity in Grand County will potentially play a larger role in the next few years.

San Juan County was hit hard with some major layoffs in 2012. This contributed to an unemployment rate of 10.7 percent and a 1.4 percent decrease in wages. We anticipate another significant layoff in the summer of 2013 and continue to work with local leaders on efforts to diversify the economy. Two wind farm projects and a large-scale potash operation are on the horizon in the Monticello area. If they pan out, these promise to provide a large number of construction jobs and a smaller number of ongoing operational jobs. While the wind projects might come sooner, the potash project is unlikely to begin before the end of 2014. Additionally, there is some optimism that uranium mining and processing activities will ramp up again in a year or so and we will continue to monitor this as well.

Uintah Basin:

The Uintah Basin experienced good economic times in 2012, with increases in average employment levels and wages. There were no significant job losses in Duchesne County or Uintah County and increases were seen in mining, construction, trade, transportation, utilities, leisure and hospitality sectors. The re-opening of Dinosaur National Monument may cause an increase in tourism in the coming years as well. We are keeping our eyes on a cooling economic trend that was identified in the second half of 2012. We continue to work closely with our local education partners to meet the needs of local employers.

**Operational Plan for SFY 2014:**

**Critical Issues**

Plan activities for SFY 2014 will address our critical issues by focusing on our WDD throughput operating strategy (TOS) in the context of our four cornerstones:

1. Employer engagement, triage and education
2. Job seeker triage, education and service delivery
3. Staff knowledge, skill development and success

- 4. Quality program service delivery and outcome achievement
- 5. Supporting employment for veterans

<p>I. <b>Operational Excellence:</b> Deliver the highest quality services, with innovative methods, at the most efficient cost. A vital focus of operational excellence throughout our service areas will be the quality and accuracy of our services. Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection:</p>			
Functional Area	What	How	Results
Employer engagement, triage and education on use of online services	<ul style="list-style-type: none"> <li>• Engage new businesses within ESAs</li> </ul>	<ul style="list-style-type: none"> <li>• Contact 75 percent of new businesses to educate them on our services, particularly our online offerings. Utilize new and engaged employer reports, economic development contacts, community partners and local knowledge to identify these employers</li> </ul>	<ul style="list-style-type: none"> <li>• 10 percent increase in job order postings, 10 percent increase in employer self-directed online job postings</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase job orders and online job order postings</li> </ul>	<ul style="list-style-type: none"> <li>• Make contact with employers with local jobs not listed with DWS. Use local newspapers, advertisements and “help wanted” signage to identify these jobs</li> <li>• Review and make contact with employers with five or more employees who have not posted a job order with us for six or more months. Utilize the Dormant and Retained Employers reports to identify these employers</li> </ul>	
	<ul style="list-style-type: none"> <li>• Outreach to employers</li> </ul>	<ul style="list-style-type: none"> <li>• Give priority to employers who are currently hiring, new businesses, expanding businesses, industry leaders and community partners</li> </ul>	



Functional Area	What	How	Results
Individual connection to appropriate services	<ul style="list-style-type: none"> <li>• Connect individuals to services quickly and effectively in our job connection areas</li> </ul>	<ul style="list-style-type: none"> <li>• Engage customers with timely, appropriate triage to meet their needs with work preparation, temporary assistance and job connection leading to job placement</li> <li>• Work with Communications to develop tips on how to navigate jobs.utah.gov, enabling job seekers to access tools to meet their needs with our self-directed services, such as MyCase, online workshops, drop box, fax and copy machine</li> <li>• Provide appropriate referrals to resources tailored to individualized needs</li> <li>• Direct customers to online workshops, resources and tools to improve job readiness skills</li> <li>• Validate worker skill proficiency with CMS testing and observation</li> </ul>	<ul style="list-style-type: none"> <li>• 10 percent increase in self-directed online service usage</li> </ul>
Veterans engagement in our services	<ul style="list-style-type: none"> <li>• Provide a seamless approach to providing veterans support in obtaining employment</li> </ul>	<ul style="list-style-type: none"> <li>• Provide priority of service determined at initial engagement point</li> <li>• Reach out to registered veterans in our system to assist them with their re-employment goals</li> <li>• Provide referrals to workforce development specialist for job development and employer connection</li> <li>• Workforce development specialist will promote Utah Patriot Partnership Program to employers</li> <li>• Increase outreach to community groups affiliated with veterans to educate on our veterans services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase job placement for this population to 214 per quarter.</li> </ul>

Functional Area	What	How	Results
Quality Assurance	<ul style="list-style-type: none"> <li>Align internal control processes with external review methodologies and with the processes of other DWS operational divisions</li> </ul>	<ul style="list-style-type: none"> <li>Use newly created accuracy reports to identify improvement opportunities</li> <li>Actively engage state program and training staff, program review team experts and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>Respond timely to internal control reviews (PRT edits) to ensure identified errors are corrected quickly</li> <li>Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes</li> <li>Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations</li> <li>Develop local team and office strategies that support outstanding quality</li> <li>Program specialist conduct targeted edits</li> <li>Review and edit data with workers in a monthly one-on-one to address areas of concern and develop plan of action</li> <li>Increase workers knowledge using a peer-to-peer edit process</li> <li>Intensive service staffing process for obligation and case closure</li> <li>Youth programs will be specialized with employment counselors</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives</li> </ul>

<p><b>II. Exceptional Customer Service</b></p> <p>Meet the needs of our customers with responsive, respectful and accurate services.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>• Provide appropriate level of services to meet the needs of customers</li> </ul>	<ul style="list-style-type: none"> <li>• Provide appropriate and triage</li> <li>• Evaluate the level of service based on customer need</li> <li>• Educate customers on the use of our self-directed, online services</li> <li>• Provide referrals to resources tailored to individual needs</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 85 percent or better on a customer service survey</li> </ul>

<p><b>III. Employee Success</b></p> <p>Provide an environment that fosters professional growth and personal fulfillment. We will develop staff to meet the needs of customers and goals of the department, positively impacting their work environment, customers and communities. We will fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including Leadership Development Survey results and regular performance mentoring and reviews. We will also use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop and refine skills such as team building, coaching, mentoring and communication.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>• Skill development: Improve job skills of staff</li> <li>• Recognition of employee success</li> </ul>	<ul style="list-style-type: none"> <li>• Build in staff skill proficiency and validate results with case edits</li> <li>• Clearly communicate expectations, goals and outcomes</li> <li>• Conduct monthly performance sessions with direct reports to highlight strengths and develop action plan for employee development in areas identified as below identified outcome</li> <li>• Use staff meetings and monthly ESA Director Brown Bags to provide timely communication on items with important impacts to service delivery</li> <li>• Seek opportunities for skill and leadership development with all staff</li> <li>• Standardized approach in implementation of updates, policy and procedures, including evaluations and follow-up with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Improved morale, positive outcomes and customer service</li> </ul>

<p><b>IV. Community Connection</b></p> <p>Actively participate with and engage our community partners to strengthen Utah’s quality of life.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>Engage community leaders, agencies and employers to build partnerships leading to increased opportunities for customers in Eastern Utah.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to use community outreach project to provide education on services to increase both online use as well as available labor pool</li> <li>Participate in community events, job fairs and other outreach opportunities</li> <li>Strengthen education partnerships and continue to serve on education advisory boards</li> <li>Conduct quarterly employer advisory boards</li> <li>Strengthen economic development partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Improved collaboration</li> <li>More effective outcomes, especially job placements, at less cost</li> </ul>

# Central Utah and Southwest



## SFY 2014 Central Utah and Southwest Economic Service Areas

### **Current Situation**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to accommodate local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) developing and implementing new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones for success —operational excellence, customer service, employee success and community connection — that fit our operational plan. The following plan is organized with those cornerstones in mind.

Throughout SFY 2013, the Central Utah and Southwest ESAs focused on job placements while controlling operating expenses. With our limited budget, FTEs and wide geographic area, we recognized early in the year the need to focus our efforts on increasing self-directed services as a way to increase job placements. For SFY 2014 we see an opportunity to reach WDD budget targets and maintain throughput by continuing to increase customer (both employer and job seeker) self-directed and online services.

### **Operations**

Our ESAs support DWS' mission by using the theory of constraints (TOC) and the WDD TOS to drive quality and affordable service delivery for our two service areas that include ten counties (Beaver, Garfield, Iron, Kane, Millard, Piute, Sanpete, Sevier, Washington and Wayne). For SFY 2014, Central Utah and Southwest ESAs will also incorporate the DWS cornerstones to support the departmental goal of becoming "the best-managed state agency in Utah."

Central Utah and Southwest are managed using an operational model that is both functional and traditional. Each ESA has a manager responsible for all service delivery and program outcomes in their individual ESA. This model allows

management based on budget, employment centers and program needs as well as a collaborative effort on implementation in our combination of urban and rural employment centers.

Central Utah and Southwest are well prepared to transition to increased case edit accuracy for all case-managed programs, increased online service delivery for job seeker and employer customers and right-sized staffing and resource levels.

### **Central ESA Economic Analysis**

Although most counties in the Central Economic Service Area have entered the recovery phase of the business cycle, only Sanpete County showed firm and steady employment expansion during 2012. Nevertheless, at year end, with the exception of Piute County, all counties had managed some year-to-year growth. In addition, Piute County seems poised to move into positive job territory soon. Most counties continue to generate contracting unemployment rates. In this case, the lone exception is Wayne County, which recently lost its largest employer. In addition, first-time claims for Unemployment Insurance have stabilized back into a normal seasonal pattern. All in all, this rural ESA labor market is improving and should continue to rally through 2013, albeit at a slower rate than most urban areas.

Despite an improving statewide home-building market, the Central ESA has yet to jump on the home-permit bandwagon. No county showed an increase in approved new home permits during 2012. For many counties, home-permits have declined steadily for five years. Generally, nonresidential permitting has failed to pick up the slack and total permit values are also down from one year ago. Nevertheless, most public construction projects do not require permits and several counties are showing expanding construction employment. The eventual return of increased home building in the Central ESA will be one sign of renewed economic vigor. Less-populated areas often lag the metropolitan areas when it comes to phases of the construction cycle.

Growth in gross taxable sales provides some of the better economic news for the Central ESA. Most counties have experienced steady, moderate-to-strong sales expansion over the past year. This pattern most likely foreshadows better economic and labor market times ahead. While the smaller economies of the Central ESA may continue to lag economic gains statewide, they should see continued improvement in 2013.

### **Southwest ESA Economic Analysis**

During 2012, the Southwest Economic Service Area's economy continued to improve. All counties experienced declining unemployment rates while new claims for unemployment insurance settled back into a seasonal rather than cyclical trend. In addition, by year-end, every county with the exception of Iron had managed year-to-year expansion in nonfarm employment. Iron County has shown employment growth in previous months but has failed to generate a consistent track record of steady job increases. In fact, only Washington County showed a firm and stable commitment to employment expansion. In other words, while the ESA's labor market continues to recover, the smaller counties still have some ground to cover to regain complete economic health. Fortunately, other economic indicators suggest 2013 may mark the turning point for these counties.

The three largest of the area's five counties (Washington, Iron and Kane) have finally experienced improvement in new home building. For most counties, the last gains in home-permitting occurred more than five years ago. As new homes are built, the area can expect an increase in construction jobs and the supportive employment this industry requires. While most areas have yet to show gains in new nonresidential permits, this category should also improve as commercial building meets the demands of individuals in new homes.

Finally, all areas have seen improvement in gross taxable sales. For most counties, the gains have proved consistent and long-term. Gains in sales portend a more robust economy (and more jobs) for the Southwest ESA. Moreover, new car sales in the larger counties have improved dramatically, reflecting pent-up demand and heightened consumer confidence — further signals that the Southwest ESA economy should continue to improve in 2013.

**Central Utah and Southwest Operational Plan for SFY 2014**

**Critical Issues**

Several critical issues and operational imperatives continue to drive our service delivery in SFY 2014:

- Engaging employers with more jobs
- Providing excellent job seeker triage, education and service delivery
- Meeting case accuracy standards across all programs
- Increasing efforts to support employment for veterans
- Achieving performance targets
- Reducing operating costs while maintaining service delivery standards

These are addressed specifically in our plan:

<p><b>I. Operational Excellence</b></p> <p>Central Utah and Southwest ESAs are accountable for achieving targets for quality, throughput and operational expense in each employment center as well as across functional teams. A vital focus of operational excellence throughout our service areas will be the quality and accuracy of our services. Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection:</p>			
Functional Area	What	How	Results
<p>Veteran Services</p>	<ul style="list-style-type: none"> <li>• Identify all walk-in veterans and covered persons, provide re-employment services and refer veterans to appropriate services: DVOP, ACE, veteran workshops, training, etc.</li> <li>• Increase outreach activities</li> <li>• Veteran survey</li> </ul>	<ul style="list-style-type: none"> <li>• Customer triage: “Have you or your spouse served in the U.S. military?”</li> <li>• Use veteran service awards to reward staff for assisting veterans</li> <li>• Work with state veteran team to establish relationships and pathways for outreach</li> <li>• Consistent emphasis with staff regarding services for veterans</li> </ul>	<ul style="list-style-type: none"> <li>• 6.7 percent increase in number of veterans registered for work and placed</li> <li>• Meet Central Utah and Southwest’s portion of the WDD veteran target (384 per quarter)</li> </ul>

Functional Area	What	How	Results
Employer Services  WDS, CTW, DVOPs, OJT, EIO	<ul style="list-style-type: none"> <li>• Promote self-directed job orders and placement services, especially through customer education</li> <li>• Develop partnerships between employers and educational partners to grow new jobs</li> <li>• Place intensive case-managed customers on jobs</li> <li>• Engage new employers</li> </ul>	<ul style="list-style-type: none"> <li>• Use reports and sources to network current and new leads and convert leads to more online job orders</li> <li>• Implement a business engagement strategy to include associations and business groups when appropriate</li> <li>• Develop strategy to increase self-directed job seekers</li> <li>• Utilize Job Growth Funds, OJT, EIO, job development and all other DWS services to increase job orders and employment activity</li> <li>• Educate and engage employers on DWS labor exchange and website</li> </ul>	<ul style="list-style-type: none"> <li>• 10 percent increase in job orders</li> <li>• 8.6 percent increase in self-service job orders</li> <li>• Increased placement (WDD goal: 58,000 per quarter)</li> <li>• Expend Bridge funding</li> <li>• 10 percent increase in Job Growth Fund activity</li> </ul>
Training  WIA Youth and Adult, Dislocated Worker, Trade, FEP and TANF Non FEP	<ul style="list-style-type: none"> <li>• Increase training completions</li> <li>• Improve case edit quality</li> <li>• Increase employment outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Second set of eyes (edits)</li> <li>• Utilize reports and data mining</li> <li>• Targeted service area edits</li> <li>• Staff all cases prior to closure</li> <li>• Ensure accuracy of all case transfers</li> <li>• Continue Training Coordinator Committees (TCC)</li> <li>• Business engagement strategy with education partners</li> </ul>	<ul style="list-style-type: none"> <li>• 70 percent training completions</li> <li>• Increase positive closures and meet targets</li> <li>• 80 percent case accuracy</li> </ul>
FEP	<ul style="list-style-type: none"> <li>• Increase positive closures for earned and unearned income</li> <li>• Decrease nonparticipation (NP) closures</li> <li>• Provide Work Success services in each employment center</li> <li>• Increase quality case management</li> </ul>	<ul style="list-style-type: none"> <li>• Promote skill-building and training opportunities for FEP customers</li> <li>• Coordinate with workforce development specialists</li> <li>• Build in staff skill proficiency and validate results with case edits</li> </ul>	<ul style="list-style-type: none"> <li>• Increase positive closures and meet targets</li> <li>• Decrease nonparticipation closures</li> <li>• 80 percent case accuracy</li> </ul>



Functional Area	What	How	Results
<p>Connection Team</p> <p>Triage</p> <p>Workshops</p> <p>ABAWD</p>	<ul style="list-style-type: none"> <li>• Identify and serve walk-in veterans or covered persons with priority of service</li> <li>• Ensure staff expertise and optimum staffing levels</li> <li>• Support ESD and UI programs with appropriate, quality service</li> </ul>	<ul style="list-style-type: none"> <li>• Customer triage: veteran status, level of service, self-directed or mediated</li> <li>• Review employment center and staff configuration to promote self-directed goal within each employment center</li> <li>• Build skill proficiency by training, testing and validation</li> <li>• Promote and educate online services to walk-in customers</li> <li>• Use Reemployment Support System (RSS)</li> <li>• Use RSS to engage UI claimants early</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent skills proficiency</li> <li>• 80 percent case edits (ABAWD)</li> <li>• Increase online workshop customers</li> <li>• Increase number of self-directed job seekers (maintain 55–65 percent self-directed placements)</li> </ul>
<p>Management Team</p>	<ul style="list-style-type: none"> <li>• Improve case edit accuracy</li> <li>• Increase self-service registrations, job orders and placements to achieve goals</li> <li>• Manage sustainable staffing levels</li> <li>• Increase job orders</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors and program specialists oversee staff edits</li> <li>• Build, train and validate skill proficiency with supervisors</li> <li>• Use UPM as a performance tool</li> <li>• Manage FTEs and budget effectively and efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease operating expense</li> <li>• Increase self-service placements (maintain 55–65 percent self-directed placements)</li> <li>• 10 percent Increase in job orders</li> </ul>

Functional Area	What	How	Results
Quality Assurance	<ul style="list-style-type: none"> <li>Align internal control processes with external review methodologies and with the processes of other DWS operational divisions</li> </ul>	<ul style="list-style-type: none"> <li>Use newly created accuracy reports to identify improvement opportunities</li> <li>Actively engage state program and training staff, program review team experts and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>Respond timely to internal control reviews (PRT edits) to ensure identified errors are corrected quickly</li> <li>Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes</li> <li>Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations</li> <li>Develop local team and office strategies that support outstanding quality</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives</li> </ul>

<p><b>II. Exceptional Customer Service</b></p>		
<p>The emphasis on decreasing operating expense poses a challenge to exceptional customer service. The employer and job seeker triage processes help us identify customer needs and provide priority of service for our veteran customers as well as an appropriate level of service for all customers.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>Share best practices</li> <li>Recognize exceptional customer service</li> <li>Ensure adequate, trained staff coverage in all areas</li> <li>Improve escalation pathway effectiveness</li> <li>Safety for internal and external customers</li> </ul>	<ul style="list-style-type: none"> <li>General staff meetings</li> <li>Manage staffing levels carefully with attention to coverage and service</li> <li>Coordinate and communicate escalation pathway</li> <li>Customer feedback through random surveys on job connection area (JCA) computers</li> <li>Follow risk management recommendations and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction: use Survey Monkey to establish baseline and continue monitoring</li> </ul>

<p><b>III. Employee Success</b></p> <p>All Central Utah and Southwest leadership will implement employee success. Fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including leadership development survey results and regular performance mentoring and reviews. Use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop and refine skills such as team building, coaching, mentoring and communication.</p>		
<b>What</b>	<b>How</b>	<b>Results</b>
<ul style="list-style-type: none"> <li>• Improve staff job skills</li> <li>• Provide opportunities for staff to develop additional skills</li> <li>• Recognize employee work and personal achievements</li> <li>• Clearly communicate expectations, goals and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Build in staff skill proficiency and validate results with case edits</li> <li>• Encourage staff participation on state and local committees</li> <li>• Recognize individual and team performance and contributions to team, employment center, service area and department</li> <li>• Recognize employee personal achievements</li> <li>• Notify EDO of employee success</li> <li>• Personal congratulatory messages from supervisors, managers and AD</li> <li>• Regular meetings with staff and teams</li> <li>    Include recognition on agendas</li> <li>• OSA Activities Committee</li> <li>• Peer-to-peer and management nominations for on-the-spot awards</li> <li>• Brown bag lunches with featured professional development topics</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Increase staff opportunities for advancement</li> <li>• Staff retention</li> <li>• Improved communication and effective, positive support of employee success</li> <li>• Increased employee morale and effectiveness</li> </ul>

<p><b>IV. Community Connection</b></p> <p>Using our community engagement strategy, we will partner with employers, educators and local governments to help employers meet demands while also growing capacity in certificate programs to support the governor’s 66 percent by 2020 initiative. We also will engage our community partners to provide support and resources to our customers.</p>		
<b>What</b>	<b>How</b>	<b>Results</b>
<ul style="list-style-type: none"> <li>• Business engagement strategy with employers and community partners</li> <li>• Improve our understanding of partner and resource depth</li> <li>• Develop new and strengthen existing community and educational partnerships</li> <li>• Provide resources to community partners</li> <li>• Connect with the community</li> <li>• Enhance communication among community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Identify businesses with certification needs</li> <li>• Educate community partners on DWS labor exchange and website</li> <li>• Collaborate with education partners to coordinate appropriate curriculum</li> <li>• Include self-directed services in every marketing message</li> <li>• Attend community meetings and events</li> <li>• Share community resources with DWS staff and DWS services with our community partners</li> <li>• Support active involvement and outreach</li> <li>• Provide DWS presentations to partners who desire increased knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Expend job growth funds to increase capacity in approved projects and grow new jobs</li> <li>• Increase “DWS educated” community and employer partners</li> <li>• Increased options and opportunities for customers</li> <li>• Enhance and increase customer success</li> <li>• Resolve customer barriers more rapidly</li> <li>• Increase rate of customers entering the workforce (more placements in a quicker timeframe)</li> </ul>

# Mountainland



## SFY 2014 Mountainland Economic Service Area

### **Current Situation**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to accommodate local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones of success — operational excellence, customer service, employee success and community connections — that fit our operational plan. The following plan is organized with those cornerstones in mind.

Throughout SFY 2013, the Mountainland ESA focused on increasing job placements while carefully managing staffing resources. Currently, our year-end mediated service level is above the WDD budget. For SFY 2014, we see an opportunity to reach WDD budget targets and still maintain operational throughput by strategically promoting quality customer self-directed and online services for both employers and job seekers. Additionally, audits in 2013 identified a need to improve case management accuracy, and this will be a major focus in our SFY 2014 plan.

### **Operations**

Our ESA supports the DWS mission by using the theory of constraints (TOC) and the WDD throughput operating strategy (TOS) to drive quality and affordable service delivery for our four counties (Utah, Summit, Wasatch and Juab).

Mountainland is managed using a hybrid operational and functional model, with managers responsible for all service delivery and outcomes in their individual employment centers while also having oversight of a functional program across the service area. This model allows managers to focus on combining all resources within their employment center to serve the customer while also collaborating on standard implementation of programs and processes across all our urban and rural employment centers.

To meet anticipated SFY 2014 DWS budget targets, we will focus our operations on meeting the overall division goals of improving **quality** and **throughput** (job placements) while controlling **operating expenses**. To help us meet this operational challenge, we will implement the statewide system levers or strategies, achieve the WDD performance measure targets and work as a division to meet the governor's goal to reduce government spending.

In addition to the state system levers, we will focus on a local lever or strategy to build staff skills, supported by WDD's program and training team and the program review team.

### **Economic Analysis**

During SFY 2013 the economic environment in the Mountainland ESA improved considerably with above average job growth reaching 4.8 percent.

Provo-Orem is one of the fastest growing metropolitan economies in the nation and is expected to continue to grow rapidly in the next five years. Northern Utah County also continues to see massive business expansion with Adobe constructing a second facility in the upcoming year. IASIS Healthcare is planning a 90-bed hospital facility in Lehi starting this year. Other information technology employers are seeking to relocate to the "Silicon Slopes," bringing additional industry opportunities in professional and business services.

Commercial construction remains steady in support of technology growth and residential construction is expanding, resulting in a shortage of skilled construction laborers. Construction job growth in 2013 is forecast to be 11.1 percent in Mountainland, which is more than double the 5.1 percent overall expected increases in employment. Manufacturing is showing indicators of pre-recession levels, and in Mountainland is concentrated in Southern Utah County. CSB, a major pharmaceutical manufacturing company, anticipates expanding two additional shifts to operate 24 hours per day. The hospitality industry remains strong in Wasatch and Summit counties. In SFY 2013, the growth along the Wasatch back precipitated a need for DWS to partner with transportation to improve access to these new jobs.

This explosion of economic activity will require continued response to employer demand and collaboration with educational partners. Our business engagement strategy model will connect trained supply to skilled demand. The employer services team will promote online job-order posting and seeker registrations to help grow the state of Utah's online labor exchange and keep DWS a key player in meeting Utah's workforce needs.

### **Mountainland Operations Plan for SFY 2014**

#### **Critical Issues**

Four key issues will continue to drive our service delivery in SFY 2014:

1. Increasing employer demand and matching to existing job seeker supply. This is the focus of our employer triage lever.
2. Connecting job seeker supply to meet employer workforce needs. Two strategies will support this. First, the new job seeker triage process and also the new labor exchange system (GenLEX).
3. Preparing job seeker supply to meet employer demand while decreasing mediation.
  - A key piece of supporting the governor's goal to decrease government spending is to look at the efficiency of delivering services within our key funding areas: Temporary Assistance for Needy Families (TANF), Workforce Investment Act (WIA) and Wagner-Peyser (our labor exchange funding). Our Mountainland staff has developed the skills and focus to examine how we deliver each of these services individually and collectively. We will ensure our resources are right-sized and efficient in delivering those programs. We will have the support of our program and training team and program review team.

- Building employee skills enables us to provide better service to more customers while controlling costs.

4. Increasing the supply of qualified veteran job seekers to meet employer demand.

The following matrix details what we will accomplish, our strategies to do so and the results we plan to achieve:

<b>I. Operational Excellence</b>			
Mountainland is accountable for achieving targets of quality, throughput and operational expense in each employment center as well as across functional teams. A vital focus of operational excellence throughout our service areas will be the quality and accuracy of our services. Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection:			
<b>Functional Area</b>	<b>What</b>	<b>How</b>	<b>Results</b>
<b>Veteran Services</b>	Target veteran outreach	Collaborate with state veteran team to establish relationships and pathways for outreach	10 percent increase in veteran labor exchange registrations
	Identify and connect veterans to appropriate services	Better customer triage to identify veterans; utilize the quarterly service to veterans incentive award to reward staff	15 percent increase in veteran work ready and job development activities
	Connect more veterans to employers	Align DVOP and LVER resources to better connect veterans to employment opportunities	708 veteran placements per quarter
	Increase Utah Patriot Partnership (UPP) program with employers	Improve marketing of program with workforce development specialists and promote by using the employer advisory committee	10 percent increase in UPP employers
<b>Employer Services</b> WDS, CTW, DVOPs	Promote online job orders	Use of reports and networking to convert leads into online job orders	8.6 percent increase in online job orders and self-service job orders over 90 percent
	Develop partnerships between employers and educators to grow new jobs and job seeker supply	business engagement strategy, Bridge Program and Custom Fit Program incentives	Create 112 new jobs
	Increase job placement of intensive case managed customers	Dedicated OJT/EIO, CTW, and DVOP resources; WDS resources for case managed customers	2 percent increase in intensive placements
<b>Training</b> WIA Youth and Adult, TANF-Non-FEP, Dislocated Worker, Trade	Increase percentage of training completions	Evaluate using a pre-assessment tool and monthly customer monitoring	70 percent training completions and 70 percent expenditures for training by end of SFY 2014
	Increase case accuracy	Use quality edit pathway and tracking tool; use all PRT data and P and T experts	80 percent case accuracy
	Increase positive enrollment closures	Business engagement strategy with educational partners	70 percent positive closure

Functional Area	What	How	Results
<b>Family Employment Program (FEP)</b>	Increase positive enrollment closures	Increase skill and training opportunities for FEP customers and work with WDS for placements	70 percent positive enrollment closures
	Increase case accuracy	Build in skills proficiency and validate results with case edits using the quality edit pathway and tracking tool with P and T and PRT support	80 percent case accuracy
	Increase FEP participation	Better SOAR (SSI Outreach Access and Recovery) Services; better intervention to decrease non-participation (NP) closures	Meet 50 percent FEP participation
<b>General Assistance (GA)</b>	Increase positive enrollment closures	Improve the quality of SOAR applications submitted to Disability Determination Services	5 percent increase on initial determinations
	Decrease time for SSA decisions	Improve the quality of SOAR applications	5 percent increase on initial determinations
	Increase case accuracy	Use quality edit pathway and tracking tool with support of P and T and PRT	80 percent case accuracy
<b>Connection Team</b>  Workshops  ABAWD	Identify and serve veterans	Customer triage: Identify those who have served in the U.S. military or their spouses and provide priority of service.	More veteran placements — reach veteran placement target of 708 per quarter
	Increase ABAWD case management accuracy	Use ABAWD (able-bodied adults without dependents) quality edit tool	80 percent case accuracy (ABAWD)
	Increase connection team technical skill	Skills proficiency building, testing and validation, with program and training support	100 percent skills proficiency
	Promote and teach online services to walk-in customers	Train, validate and monitor triage process. Supervisors and program staff to monitor.	Increase online self-service
<b>Refugee</b>	Increase the number of refugee families that resettle in Wasatch and Summit Counties	Educate employers about refugee job seekers resulting in more job orders for this targeted population group	20 percent increase in refugees resettling in Summit and Wasatch Counties



Functional Area	What	How	Results
<b>Quality Assurance</b>	Align internal control processes with external review methodologies and with the processes of other DWS operational divisions	<ul style="list-style-type: none"> <li>• Use newly created accuracy reports to identify improvement opportunities</li> <li>• Actively engage state program and training staff, program review team experts and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>• Respond timely to internal control reviews (PRT edits) to ensure identified errors are corrected quickly.</li> <li>• Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes.</li> <li>• Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations.</li> <li>• Develop local team and office strategies that support outstanding quality.</li> </ul>	Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives, validated through internal program reviews and audits

<p>II. <b>Customer Service</b></p>		
<p>Employees in Mountainland will always strive to provide a consistent, helpful and courteous experience for the customer. We will always be conscientious of how we treat and engage customers every day. We will resolve problems at the lowest possible level, listen to customers’ needs and provide appropriate resources.</p>		
What	How	Results
Share best practices and recognize exceptional customer service	General staff meetings and communication employee and recognition committee (CERC)	Achieve 85 percent or better on a customer service survey to job seekers
Better collaboration with Wasatch Front South (WFS) on employer engagement and service deliver	Connect weekly with Wasatch Front South	Achieve 85 percent or better on a customer service survey to employers

<b>III. Employee Success</b>		
<p>The Communication Employee and Recognition Committee (CERC) will focus on recognition, communication, office morale and professional development to support employee success in Mountainland. We will fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including leadership development survey results and regular performance mentoring and reviews. Also, we plan to use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop or refine skills such as team building, coaching, mentoring and communication.</p>		
<b>What</b>	<b>How</b>	<b>Results</b>
Improve job skills of staff	Build in staff skill proficiency and validate results with case edits	Accurate administration of all programs (80 percent case accuracy)
Recognize individual and team performance and achievements	Monthly local spotlight board, personal congratulatory messages from management, included recognition on meeting agendas and annual awards banquet to celebrate employee success	Increase employee satisfaction by 10 percent from an established baseline measure by developing a survey tool (Survey Monkey) administered to employees twice a year
Direct line of communication to staff and regular meetings with operational staff and functional teams	Employees are always welcome to communicate with management without restriction and share pertinent information from Hyper Drive to all staff; use on-the-spot awards using the employee's profile of favorites for prizes	Achieve a 10 percent increase on a communication survey established from a baseline measure using a survey tool (Survey Monkey) administered twice a year
Improve office morale and professional development	Quarterly brown bag lunches with featured professional development topics, community service project, re-establish activities committee	Achieve 10 percent increase on a morale survey established from a baseline measure using a survey tool (Survey Monkey) administered twice a year

<p><b>IV. Community Connection</b></p> <p>Our business engagement model will be used to partner DWS with employers having training needs and our educational and other community partners to help meet employer demand while growing capacity in certificate programs to support the governor’s initiative. We will engage and support our community and nonprofit partners to provide support and resources to our customers.</p>		
<b>What</b>	<b>How</b>	<b>Results</b>
Develop business engagement opportunities for job growth and certifications	Identify businesses with certification needs; collaborate with educational partners to coordinate appropriate curriculum; monitor job growth expenditure and new jobs	5 percent increase in job growth fund expenditures
Connect and provide resources to community partners	Provide DWS presentations and services to partners and share community resources with DWS staff twice a year at both the Continuum of Care and Community Connections meetings	Increase in use of DWS services and customer referrals
Better coordination with all community and educational partners	Attend meetings and exchange information; actively participate in appropriate activities	Positive results from semi-annual surveys

# Wasatch Front North



## SFY 2014 Wasatch Front North Service Economic Service Area

### **Current Situation:**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to accommodate local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones for success —operational excellence, customer service, employee success and community connections — that fit our operational plan. The following plan is organized with those cornerstones in mind.

### **Operations**

During the past year our strategic plan has centered on the two main goals of meeting employer needs and increasing the rate of employment for job seekers. Our teams are organized under a functional model, which maximizes expertise and efficiency. Our endeavors have proven very successful. Among all the service areas in the state, we are second in the number of job placements per FTE.

Our workforce development specialists have achieved great success marketing our services to employers. The number of employers using our services has increased dramatically, particularly the number of employers recruiting in our employment centers. In April we had 58 on-site recruitments, resulting in a 25 percent increase from the prior month.

Our Family Employment Program (FEP) teams have the highest FEP participation rate in the state, our WIA Adult Training team has the highest rate of cases closing due to employment and the WIA Youth Team has the second highest employment closure rate in the state.

The connection workers are experts in helping job seekers navigate the job search process. They perform Work Readiness Evaluations and give professional guidance about preparing resumé's, interviewing and job searching techniques.

### **Economic Analysis**

Employment in the Wasatch Front North Area peaked at an annual average of 201,787 in 2007, when the annual average unemployment rate was 2.8 percent. From 2007 to 2010, year-over employment fell at an annual rate of 1.61 percent, finally settling at 192,196. The unemployment rate peaked at an annual average of 8.0 percent in 2010. Annual employment has since grown 2.45 percent per year, and in 2012 there was an average of 201,722 employed workers in the Wasatch Front North. While the area has regained **99.33** percent of the jobs lost since 2007, the labor force also has continued to grow during the recession, thus the unemployment rate in 2012 was 5.9 percent — much higher than the rate in 2007. DWS has projected total job growth from 2010 to 2020 to be 2.0 percent per year, ultimately resulting in 233,865 jobs by 2020.

The five largest sectors in the Wasatch Front North are government (excluding education and health care), retail trade, health care and social assistance, manufacturing and educational services, in that order. Combined, those five industries represented 59.6 percent of the total nonfarm employment in the Wasatch Front North area in 2012.

Government accounted for 14.2 percent of total employment in the Wasatch Front North last year. Wasatch Front North has a unique concentration of federal government employment. Consider that in 2011 the federal government workforce in the Wasatch Front North made up 9.9 percent of the total nonfarm employment in the area, while the proportion of the workforce in the State of Utah employed by the federal government was 2.8 percent. Manufacturing, the fourth largest industry in the Wasatch Front North, employs 11.3 percent of the total nonfarm workforce. Unlike the other industries that employ over 10 percent of the workforce, manufacturing represents an industry with considerable regional competitive advantage. As a percent of total employment, manufacturing in the Wasatch Front North is approximately two percentage points higher than it is in the State of Utah and the United States. Furthermore, the annual wage in the manufacturing industry is \$13,027 per year higher than the regional average.

### **Wasatch Front North Operational Plan for SFY 2014:**

#### **Critical Issues**

Several critical operational imperatives will drive our service delivery in SFY 2014:

- Bring costs within new budget guidelines while maintaining service delivery standards
- Implement quality assurance measures to increase case accuracy
- Engage employers with more jobs
- Provide excellent job seeker and employer triage
- Increase efforts to support employment for veterans
- Achieve performance targets

These are addressed in our plan:

### I. Operational Excellence

We will deliver the highest quality services, with innovative methods, at the most efficient cost. A vital focus of operational excellence throughout our service areas will be the quality and accuracy of our services. Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection:

Functional Area	What	How	Results
Services to veterans	<ul style="list-style-type: none"> <li>Identify all walk-in covered persons and provide appropriate services and referrals to DVOP, ACE, and workshops</li> <li>Provide employment services to more temporary assistance veterans and spouses</li> <li>Utilize Local Veteran Employment Rep (LVER) resource for job development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Customer triage: "Have you or your spouse served in the U.S. military?"</li> <li>Use buttons, TV slides, in-person contact and quarterly presentations to connection teams</li> <li>Work Unemployment Insurance list, increase ATC contacts, participate in local job fairs</li> <li>Coordinate with state veteran team and USOR</li> <li>Implement self-editing</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of veterans placed</li> <li>Increase community connections</li> <li>Successful Chapter 31 placements</li> <li>Achieve DWS and DOL targets and standards</li> </ul>
Workforce Development Specialist (WDS), Choose to Work (CTW) Specialist, Job Developers, OJT/EIO Specialist	<ul style="list-style-type: none"> <li>Place intensive case-managed customers with job development</li> </ul>	<ul style="list-style-type: none"> <li>Use of reports and sources to network leads and convert leads to more online job orders</li> <li>Business Engagement Strategy for OJT/EIO Specialist, CTW, Job Developer, Job Growth Specialist</li> </ul>	<ul style="list-style-type: none"> <li>More online job orders to meet 55–65 percent ratio target</li> <li>Business Engagement Strategy in place for OJT and EIO specialist, CTW, job developer, job growth specialist</li> </ul>
WIA, Adult, Dislocated Worker, Trade, TANF Non-FEP	<ul style="list-style-type: none"> <li>Increase training completions</li> <li>Increase case edit quality</li> <li>Increase employment outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Develop ESA quality improvement plan for case accuracy goals</li> <li>Engagement strategy with educational partners</li> <li>Key Train and Utah Futures assessment testing before enrollment</li> </ul>	<ul style="list-style-type: none"> <li>70 percent training completions</li> <li>70 percent employment closure</li> <li>80 percent case accuracy</li> </ul>

Functional Area	What	How	Results
FEP	<ul style="list-style-type: none"> <li>• Increase positive closures for earned and unearned income</li> <li>• Increase participation rate and remain the highest in the state</li> <li>• Provide Work Success in each center</li> <li>• Increase quality case management</li> <li>• Continue our GED incentive pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Increase skill and training opportunities for FEP customers</li> <li>• Share best practices and continue to build our participation rate</li> <li>• Continue to enhance our work success with employer input and recruitments, new classes on communication</li> <li>• Relationship building to re-engage our customers more quickly and assist them in building their career</li> <li>• Build in skills proficiency and validate results with case edits</li> <li>• Encourage customers without a GED to complete it for better employment success</li> </ul>	<ul style="list-style-type: none"> <li>• 70 percent positive closure rate</li> <li>• 50 percent participation rate</li> <li>• Higher rate of employment for our FEP customers</li> <li>• 80 percent case accuracy</li> <li>• 10 percent increase in the number of FEP customers with high school completion or GED</li> </ul>
Connection Team	<ul style="list-style-type: none"> <li>• Exceptional customer service</li> <li>• Reduce Wagner-Peyser Cost</li> <li>• Increase self-directed placements</li> <li>• Employee success</li> </ul>	<ul style="list-style-type: none"> <li>• Customer triage: connect to level of service needed</li> <li>• Educate and train customers through preferred DWS pathway</li> <li>• Robust training, improving KSA's</li> <li>• Implement WRE self and peer editing</li> <li>• Correct RMTS striking</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent skills proficiency completion</li> <li>• Achieve ESA online job placement range of 55–65 percent</li> </ul>
Employer Services	<ul style="list-style-type: none"> <li>• Promote online services to employers.</li> <li>• Develop community connections and partnerships with education, economic development, professional associations and organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Market Bridge Program</li> <li>• Educate current DWS employers how to list jobs online</li> <li>• Use Cognos and other reports to identify and educate new employers to list jobs with DWS online</li> <li>• Provide economic data and job seeker data to employers coming to area</li> <li>• Connection with area chambers and professional associations</li> </ul>	<ul style="list-style-type: none"> <li>• Increase job orders and online services by 9 percent</li> </ul> <p>Market new job creation through various DWS opportunities</p>

Functional Area	What	How	Results
ABAWD	<ul style="list-style-type: none"> <li>• Increase positive closures for earned income</li> <li>• Increase quality case management</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the work focus for our food stamp customers and assist them in connecting to the workforce</li> <li>• Build in skills proficiency and validate the results with case edits</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in positive closure rate for food stamp customers</li> <li>• 80 percent case accuracy</li> </ul>
WIA Youth	<ul style="list-style-type: none"> <li>• Increase training completions</li> <li>• Increase case edit quality</li> <li>• Increase employment outcomes</li> <li>• Increase literacy and numeracy gains</li> </ul>	<ul style="list-style-type: none"> <li>• Refine recruitment strategy with educational partners (youth)</li> <li>• Second set of eyes (edits); internal targeted edits (youth)</li> <li>• Support Partner with Promise Neighborhood Program (youth)</li> </ul>	<ul style="list-style-type: none"> <li>• 70 percent training completions</li> <li>• Positive closures (60 percent youth)</li> <li>• 80 percent case accuracy</li> <li>• Meet DOL outcomes for youth</li> </ul>
Functional Structure	<ul style="list-style-type: none"> <li>• Continue functional structure</li> <li>• Align our teams so that each employee is enabled to achieve the highest success</li> </ul>	<ul style="list-style-type: none"> <li>• Specialized teams and management with focus on increase in outcomes</li> <li>• Specialists focus on quality, edits, training, second set of eyes and mentoring</li> <li>• Have employment counselors use their abilities and strengths to get the best possible outcomes with an increase in morale</li> </ul>	<ul style="list-style-type: none"> <li>• Meet 80 percent case accuracy</li> </ul>



Functional Area	What	How	Results
Quality Assurance	<ul style="list-style-type: none"> <li>Align internal control processes with external review methodologies and with the processes of other DWS operational divisions</li> </ul>	<ul style="list-style-type: none"> <li>Use newly created accuracy reports to identify improvement opportunities</li> <li>Actively engage state program and training staff, program review team experts and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>Respond timely to internal control reviews (PRT edits) to ensure identified errors are corrected quickly</li> <li>Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes</li> <li>Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations</li> <li>Develop local team and office strategies that support outstanding quality</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives</li> </ul>

**II. Exceptional Customer Service**

We will meet the needs of our customers with responsive, respectful and accurate service.

What	How	Results
<ul style="list-style-type: none"> <li>Exceptional customer service at the customer's level of need</li> <li>DWS staff are highly skilled and trained for quality service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Proactively triage walk-in customers for appropriate service needs</li> <li>Educate and train customers through preferred DWS pathways needed</li> <li>Manage staffing levels carefully with attention to coverage and service</li> <li>Provide ongoing skills building, mentoring and coaching to staff</li> </ul>	<ul style="list-style-type: none"> <li>Increase self-service activity and job placements</li> <li>Quality service provided quickly and efficiently</li> </ul>

**III. Employee Success**

We will provide an environment that fosters professional growth and personal fulfillment. We will fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including Leadership Development Survey results and regular performance mentoring and reviews. We will also use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop and refine skills such as team building, coaching, mentoring and communication.

What	How	Results
<ul style="list-style-type: none"> <li>• Improve job skills of staff</li> <li>• Keep org. charts with pictures up to date</li> <li>• Use surveys to assess employee needs and concerns</li> <li>• Continue with quarterly outcomes celebrations</li> <li>• The management team will seek out reasons to recognize employees with a personal note or email</li> <li>• Each supervisor will have an administrative leave plan</li> <li>• Continue with the Center Stage award</li> <li>• Each employment center will maintain an employee committee</li> <li>• A quarterly lunch with management for employees who received a 20, 25 or 30 year service award</li> </ul>	<ul style="list-style-type: none"> <li>• Build in staff skill proficiency and validate results with case edits</li> <li>• Managers will make sure staff changes are updated monthly</li> <li>• Management will determine what questions to ask</li> <li>• Determine outcomes and publish outcome document</li> <li>• Management will constantly be looking for good things staff are doing</li> <li>• Each team will develop an administrative leave plan that all workers will be aware of</li> <li>• Workers will nominate co-workers for the Center Stage peer-to-peer award</li> <li>• Each OSA will assign staff to be on the employee committee</li> <li>• Management will identify those workers with 20, 25 and 30 years of service and schedule a recognition luncheon with the director and managers</li> <li>• Admin leave will be a reward for positive outcomes</li> <li>• Employee committee will help with staff recognition and morale building</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Employees connect with their co-workers to share best practices</li> <li>• Feedback from staff on specific topics</li> <li>• Achieve a focus on what we have accomplished and allow leadership to give immediate kudos and appreciation</li> <li>• Get more positive behavior because we recognize and reward it</li> <li>• Allows staff to recognize their co-workers</li> <li>• Recognition lunches help employees know their service is valued</li> </ul>

<b>IV. Community Connection</b> We will actively participate with and engage our community partners to strengthen Utah citizens' quality of life.		
<b>What</b>	<b>How</b>	<b>Results</b>
<ul style="list-style-type: none"> <li>Memberships with area chambers and other professional and trade organizations</li> </ul>	<ul style="list-style-type: none"> <li>Recognition through consistent visibility and value sharing of DWS programs and services to benefit community partners</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness and create opportunities for community partnership engagement</li> </ul>
<ul style="list-style-type: none"> <li>Market and promote online services to employers, educational and community partners</li> </ul>	<ul style="list-style-type: none"> <li>Educate employers on posting jobs and using labor exchange; community presentations; phone calls, emails or in-person contacts to employers, community and educational partners</li> </ul>	<ul style="list-style-type: none"> <li>Meet and exceed state goal</li> </ul>
<ul style="list-style-type: none"> <li>Partner with Weber State University, Davis Applied Technology College, Ogden-Weber Technology College, area school districts and Job Corps</li> </ul>	<ul style="list-style-type: none"> <li>Develop and maintain partnerships to lead directly to a significant number of job seekers registering and employers listing jobs on the DWS labor exchange</li> </ul>	<ul style="list-style-type: none"> <li>Register students and post online job orders</li> </ul>
<ul style="list-style-type: none"> <li>Participate in Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Provide economic data to cities, counties and other area planners and developers</li> </ul>	<ul style="list-style-type: none"> <li>Increase the utilization of economic data available online</li> </ul>
<ul style="list-style-type: none"> <li>Increase onsite recruitments in employment centers</li> </ul>	<ul style="list-style-type: none"> <li>Market to employers and job seekers</li> </ul>	<ul style="list-style-type: none"> <li>Increase placements and increase employers finding quality job seekers</li> </ul>
<ul style="list-style-type: none"> <li>Ogden City Schools HS Completion and GED (Job Growth Fund)</li> </ul>	<ul style="list-style-type: none"> <li>Work with Ogden City Schools to promote High School and GED completion</li> </ul>	<ul style="list-style-type: none"> <li>Increase High School and GED graduates</li> </ul>
<ul style="list-style-type: none"> <li>Project Restart (Job Growth Fund)</li> </ul>	<ul style="list-style-type: none"> <li>Work with Utah Defendant/Offender Workforce Development Task Force (UDOWD) and community partnerships to promote employment for felons</li> </ul>	<ul style="list-style-type: none"> <li>Place felons using Job Growth Funds</li> </ul>

# Wasatch Front South



## SFY 2014 Wasatch Front South (WFS) Economic Service Area

### **Current Situation:**

The Department of Workforce Services' (DWS) Workforce Development Division (WDD) has developed a systematic and unified throughput operating strategy (TOS) to improve quality, increase throughput and reduce operating expenses for our employment services. This strategy will facilitate consistent approaches across economic service areas (ESAs) to meet our customers' needs, support the governor's cost savings initiatives and still allow sufficient flexibility to meet local circumstances. There are three division-wide levers to facilitate the TOS effort: (1) improved triage of job seeker customers, (2) better assessment of employer needs and (3) new labor exchange capabilities through the GenLEX job matching system.

Executive Director Jon Pierpont has outlined four cornerstones for success — operational excellence, customer service, employee success and community connections — that fit our operational plan. The following plan is organized with those cornerstones in mind.

### **Operations**

To best address these economic issues or any other challenges presented by factors such as service delivery, program compliance and job placement goals, the WFS management team will require the best coordination of, better access to and a larger presence of on-site leadership in its employment centers. As a result, these challenges made it apparent that a change in management structure was necessary to better achieve performance outcomes.

Effective July 1, 2013, WFS is returning to an employment center (EC) management structure. However, this return represents a hybrid of the functional model we have had in place for the past three years and the previous employment center model. With this shift, we are maintaining functional subject matter expertise with the managers, including functional oversight of certain programs and initiatives, as we recognized the hybrid would help us to better achieve success in all areas of the department's four cornerstones, especially operational excellence and employee success.

Each EC manager will have direct line authority and responsibility for all Family Employment Program (FEP), training and connections operations.

### **Economic Analysis**

The WFS economy noted marked improvement by the end of 2012. Employment growth averaged 3.5 percent for the year and the service area's unemployment rate averaged 5.5 percent. Labor market conditions have mended considerably over the past two years. Enough employment growth was generated in 2012 to bring the average ESA's nonfarm payroll job total to 619,767, which exceeds the previous high of 618,385 achieved on average in 2008.

Job growth is occurring across all major industry groups with the exception of federal government employment, which continues to shed jobs. Industries with the strongest job growth include leisure and hospitality, financial activities, information, construction, and professional and business services.

Sustained job growth and an improving labor market will characterize economic conditions throughout 2013 with job growth averaging around 3.5 percent. The above average job increases will bring down the unemployment rate in 2013. Because of the considerable slack created in the labor market during the recession and subsequent slow recovery, the unemployment rate will likely continue to range between 4.2 and 4.8 in the coming year.

Two events are having a negative impact on our local economy. The closure of Deseret Chemical Depot in Tooele continues to present challenges for the county with the total loss of 1,600 jobs. However, we have and will continue to provide support to transition the impacted workers into positions where their skills will be transferrable. Additional layoffs from L-3 Communications and the reality of the same with Kennecott Utah Copper will impact the Unemployment Insurance (UI) rolls and possibly other supportive services.

### **Wasatch Front South Operational Plan for SFY 2014**

#### **Critical Issues**

Several operational imperatives will drive our service delivery in SFY 2014:

- Implement our new management model
- Bring costs within new budget guidelines while maintaining service delivery standards
- Implement quality assurance measures to increase case accuracy
- Engage employers and get more job orders
- Provide excellent job seeker and employer triage
- Increase efforts to support employment for veterans
- Achieve performance targets

These are addressed in our plan:

**I. Operational Excellence**

We will focus on quality while meeting our operational targets. WFS will administer our programs with the quality throughput (QT) and operational expense (OE) standards in mind to include mediated and intensive placement targets, training completions and case closures. Increased efficiencies will be a key strategy to meet the governor’s efficiency initiatives.

Across all programs, WFS will implement processes to increase quality and ensure all outcome measures are met. Activities will include peer, self, comprehensive and targeted edits; skills proficiency checklists; protected time for supervisors; implementation of an editing plan for new employees (100 percent for the first three months, 50 percent for employees with 3–6 months experience and a minimum of 10 per month for those with over 6 months experience); monthly one-on-ones between supervisors and line staff; and hitting the ground running with training and other processes and plans as appropriate.

Though focused on operational excellence, our quality assurance efforts will emphasize accountability at all levels and in all services and also have positive impacts on exceptional customer service, employee success and community connection.

Functional Area	What	How	Results
Special populations	<ul style="list-style-type: none"> <li>WFS is dedicated to providing targeted support, tailored resources, subject matter expertise and, when appropriate, specialized case management to all customers</li> </ul>	<ul style="list-style-type: none"> <li>We will work collaboratively with our community partners to focus specific efforts on the following targeted, vulnerable populations: refugees, ex-offenders, homeless individuals, victims of domestic violence, veterans, disabled persons, youth, ABAWD participants</li> </ul>	<ul style="list-style-type: none"> <li>Better employment outcomes for specialized populations</li> </ul>
Employer services	<ul style="list-style-type: none"> <li>Our workforce development specialists will continue to engage and create partnerships with local employers, educational and economic development partners</li> <li>Educate new employers on use of online services (60 percent of time)</li> <li>Identify employer needs and provide information to center staff; provide information to employers about DWS tools, resources, etc. (40 percent of time)</li> </ul>	<ul style="list-style-type: none"> <li>Assign targeted NAICS codes for our ESA to Workforce Development Specialists (WDSs) as industry experts</li> <li>Align WDSs with local area Chambers of Commerce and targeted employer groups</li> <li>Assign WDSs to each employment center to provide support to local employees</li> </ul>	<ul style="list-style-type: none"> <li>Increase online job orders by 10 percent to 7,500 per quarter</li> <li>Increase the number of employer self-directed job orders by 8.6 percent</li> <li>Ensure 92 percent of all job orders in the system are employer managed</li> </ul>

Functional Area	What	How	Results
Family Employment Program (FEP)	<ul style="list-style-type: none"> <li>• FEP, including Refugee Services, will continue to focus on quality of job preparation and increased earned and unearned income for all customers</li> <li>• Increase quality in all case management services</li> <li>• Increase positive closures: earned and unearned</li> <li>• Reduce nonparticipation (NP) closures</li> <li>• Provide Work Success in all employment centers</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the service area and FEP specific quality plan</li> <li>• Continue to build employee skill levels in job preparation and placement activities</li> <li>• Increased editing at the peer and supervisory levels</li> <li>• Participation and engagement in the state NP policy and rewrite and implementation</li> <li>• Protected time for case review and edit fixes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase positive closures by 5 percent</li> <li>• Decrease NP closures by 5 percent</li> <li>• 80 percent+ case accuracy</li> </ul>
Re-employment and Assessment (REA) Program, workshops and Work Success	<ul style="list-style-type: none"> <li>• Our REA team, workshop presenters and Work Success coaches will provide re-employment and work readiness services to customers</li> <li>• Provide education and resources to assist customers in becoming re-employed</li> <li>• Save UI Trust Fund dollars</li> </ul>	<ul style="list-style-type: none"> <li>• Align re-employment services to meet the needs of those hardest to serve</li> <li>• Market Work Success as an alternative to one-on-one services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase job placements by 11% for each REA worker</li> </ul>
Connection teams	<ul style="list-style-type: none"> <li>• Our Connections teams quickly and effectively link all customers to appropriate services based on individual needs</li> <li>• Operate within available Wagner-Peyser funding, achieving the targeted 40/60 split between mediated and self-directed services, respectively</li> <li>• Equip our employees with the knowledge, tools and defined expectations to perform their duties and serve our customers well</li> <li>• Ensure a positive, helpful and quality transaction for our customers</li> </ul>	<ul style="list-style-type: none"> <li>• Exercise proactive triage to evaluate customers' needs, tailor resources and provide adequate education</li> <li>• Market and educate online services to customers</li> <li>• Pursue technology enhancements (e.g., hover text, required fields, prompts, prerequisite tutorials) and educational supports for both customers and employees (e.g., improvements to Quick Start cards, signage, and troubleshooting and best practice techniques)</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent employee performance results from both demonstrated and CMS-tested proficiencies</li> <li>• Use of quality review tools (e.g., Work Readiness Evaluation edits at 90 percent)</li> <li>• Statistical tracking of online usage, to include identifying the number of customers that use our computers in our centers and tracking the hits to our website and/or its tutorials, will result in better decision-making on self-directed services</li> </ul>

Functional Area	What	How	Results
Veterans services	<ul style="list-style-type: none"> <li>• Counselors will accurately enroll veterans in the appropriate funding stream to increase their skills and credentials to attach to or maintain their employment.</li> <li>• Priority of service for veterans will be implemented in all employment centers</li> </ul>	<ul style="list-style-type: none"> <li>• Veterans in WFS are identified through triage and provided priority of service</li> <li>• Connection to Work Ready counselor</li> <li>• Priority seating in all WFS workshops</li> <li>• Educate employers on the Utah Patriot Partnership (UPP) Program</li> <li>• Priority of service training to all WFS staff</li> <li>• Marketing and outreach in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Increased veteran placements by 6.7 percent to a new quarterly average of 1,947</li> <li>• Increased veteran attendance at workshops</li> <li>• Increased in number of employers participating in UPP program</li> <li>• Increased number of veterans known to UWORKS</li> </ul>
Training services: WIA Youth and Adult	<ul style="list-style-type: none"> <li>• Training counselors will accurately enroll customers in the appropriate funding stream</li> <li>• Achieve minimum 80 percent case accuracy</li> <li>• Achieve minimum 70 percent training completion, positive closures (implement 90-day closure) and youth closures</li> </ul>	<ul style="list-style-type: none"> <li>• Increase comprehensive, targeted and peer edits</li> <li>• Track all edit findings to ensure appropriate action completed</li> <li>• Review case accuracy and strategies in monthly meetings between counselor and supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or increase the following baseline 2013 scores: case accuracy, training completions and positive closures</li> <li>• Increased customer skills and credentials to attach to or maintain their employment</li> </ul>



Functional Area	What	How	Results
Quality assurance	<ul style="list-style-type: none"> <li>Align internal control processes with external review methodologies and with the processes of other DWS operational divisions</li> <li>Managers will be accountable in ensuring every performance review team (PRT) edit finding will be addressed, corrected and resolved within 10 days as indicated in the case review feedback procedure. Additionally, efforts to compare specific findings to overall caseload will be incorporated as part of our quality strategy</li> </ul>	<ul style="list-style-type: none"> <li>Use newly created accuracy reports to identify improvement opportunities</li> <li>Actively engage state program and training staff, program review team experts and operational program specialists to provide real-time targeted support at an individual, group or team level</li> <li>Respond timely to internal control reviews (PRT edits) to ensure errors are corrected quickly</li> <li>Provide regular feedback to staff on individual, employment center, ESA and statewide outcomes during monthly performance reviews</li> <li>Implement skills proficiency tools to ensure all staff have demonstrated the knowledge, skills and abilities to achieve performance expectations</li> <li>Develop local team and office strategies that support outstanding quality</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed the quality and accuracy performance targets outlined for specific programs and initiatives</li> </ul>

<p><b>II. Exceptional Customer Service</b></p>		
<p>Employees in WFS will always strive to provide a consistent, helpful and courteous experience for the customer. We will always be conscientious of how we treat and engage customers every day. We will resolve problems at the lowest level possible, listen to customers' needs and provide appropriate resources.</p>		
What	How	Results
<ul style="list-style-type: none"> <li>Internal and external customer interactions will be professional, handled with patience, timely, responsive, accurate and respectful</li> </ul>	<ul style="list-style-type: none"> <li>Maintain level of awareness with DWS' four cornerstones</li> <li>Ensure motivational opportunities for staff with signage, one-on-ones, team meetings and training (e.g., Utah Leadership Institute, WFS-sponsored Professional Development Series)</li> <li>Ensure staff recognition and reward</li> </ul>	<ul style="list-style-type: none"> <li>Noted in observations made by on-site center managers, supervisors, operational program specialists and peers</li> <li>Feedback provided by customers as related to kudos or complaints</li> </ul>

**III. Employee Success**

The return to center structure management on July 1 and the hybrid model it represents as functional program and subject matter expertise is maintained by the center managers, provide for an increased on-site involvement between managers and employees. Managers will better identify their employees’ career goals and development needs. Center management teams will better support staff with the tools and resources needed to ensure counselors meet their performance outcomes. We will recognize achievement both large and small. Investment in center activities and a larger on-site presence improves staff morale and creates an environment for increased productivity and accountability.

We will fully implement the division-wide focus to enhance the leadership skills of managers and supervisors, including Leadership Development Survey results and regular performance mentoring and reviews. We will use ongoing evaluation and feedback cycles to create opportunities for future leaders to develop and refine skills such as team building, coaching, mentoring and communication.

What	How	Results
<ul style="list-style-type: none"> <li>• Improve job skills of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Build in staff skill proficiency and validate results with case edits</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Increase productivity and retention</li> <li>• Improve individual staff member and office morale</li> <li>• Improve staff communications</li> </ul>
<ul style="list-style-type: none"> <li>• WFS management support</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in regular general office and team meetings including special events and fundraising activities</li> <li>• Actively support any and all efforts to provide staff with new opportunities for leadership development</li> </ul>	
<ul style="list-style-type: none"> <li>• Direct communication with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Area director will meet regularly with staff representatives from each employment center</li> <li>• Employees encouraged to communicate directly with EDO, area director and managers</li> <li>• Management will conduct staff interviews one level removed from their direct reports annually</li> <li>• Area director will hold annual brown bags with staff in employment centers</li> <li>• Managers will hold quarterly brown bags with staff in employment centers</li> </ul>	

What	How	Results
<ul style="list-style-type: none"> <li>• Staff recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in retirement celebrations</li> <li>• Formally recognize employee years of service milestones during general staff meetings</li> <li>• Participate in other special staff recognition activities and events</li> <li>• Each employment center (EC) will fully implement an employee of the month recognition</li> <li>• Each EC will organize and maintain an employee association (EA)</li> <li>• Each EA will support, sponsor and provide the following events: Annual holiday award event, summer picnic, employee appreciation day, customer service week, wellness committee, and community service project(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate administration of all programs (80 percent case accuracy)</li> <li>• Increase productivity and retention</li> <li>• Improve individual staff member and office morale</li> <li>• Improve staff communications</li> </ul>
<ul style="list-style-type: none"> <li>• Staff educational and professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• State-sponsored operational excellence training (beginner, intermediate, advanced)</li> <li>• Service area sponsored mentoring training programs and mentorships</li> <li>• State- and service area-sponsored Professional Development Series pilot</li> </ul>	
<ul style="list-style-type: none"> <li>• Build office morale</li> </ul>	<ul style="list-style-type: none"> <li>• Each EC will organize and maintain an employee association (EA)</li> <li>• Each EA will support, sponsor and provide the following events:                             <ul style="list-style-type: none"> <li>○ Annual holiday award event</li> <li>○ Summer picnic</li> <li>○ Employee appreciation day</li> <li>○ Customer service week</li> <li>○ Wellness committee (responsibility and support determined from local input)</li> <li>○ Community service project(s)</li> </ul> </li> </ul>	

**IV. Community Connection**

WFS will actively participate with and engage our community partners by strengthening relationships to co-produce and improve both services and outcomes for customers.

What	How	Results
<ul style="list-style-type: none"> <li>• Share and exchange resources and service delivery information</li> <li>• Educate on access points as well as tailoring pathways</li> <li>• Address gaps in education, employment and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with these advisory groups: executive, community partner, employer connections and youth</li> <li>• Identify educational and employment opportunities to increase placements for customers</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to services</li> <li>• Increased overall outcomes (e.g., positive closures and placements)</li> <li>• Improved collaboration</li> </ul>