



UTAH SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP) STATE PLAN 2016

Strategic Plan 2016-2020

Darren Hotton, Utah SCSEP Program Director
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Economic Projections and Impact

- **Discuss long-term projections for jobs in industries and occupations in the State that may provide employment opportunities for older workers. (20 CFR 641.302(d)). Alternately, States may discuss this in the economic analysis section of strategic plan, if submitting a Combined State Plan.**

Economic, Workforce, and Workforce Development Activities Analysis

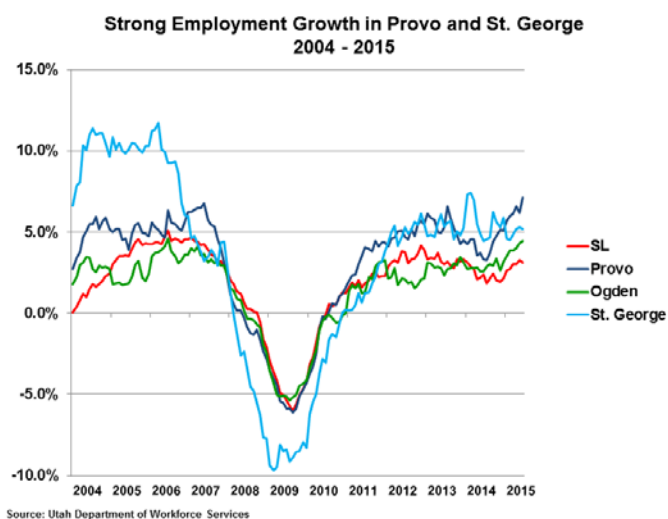
For its economic coverage and profiling of Utah under this WIOA Unified and Combined State Plan, Utah will identify four major economic regions: Utah's principle urban heartland identified as the Wasatch Front, the Bear River Region, Eastern Utah and Central/Southwestern Utah. The latter three have enough distance or dissimilarity from Utah's urban core to warrant their own regional identifications. Each region can also be dissected further into sub regions to further profile internal nuances and geographic variabilities.

Since 83 percent of the state's employment is embodied in the Wasatch Front urban core, the state profile will serve as a proxy for the profile of that urban core. Select urban variables may be isolated for further discussion where necessary, but in general, the statewide focus will serve as the urban focus. The remaining regions will be given a brief general profiling.

Utah's Economic Performance

In 2015, the Utah economy is roughly six years beyond the Great Recession's low point of employment. Utah's labor market has largely recovered and is currently growing robustly. While lingering effects and weak areas remain, they are limited and decrease with each year of employment rebound.

Given Utah's current strong job growth (around four percent), most of the state's geographic regions are contributing. The 80-mile Wasatch Front corridor, from Ogden to Payson, accounts for 83 percent of all Utah employment. Of particular note is the Provo-Orem metropolitan area, which is currently recording



job growth of 7.0 percent. For national metropolitan areas of like size, Provo-Orem leads the nation. Utah's technology corridor that largely encompasses northern Utah County and southern Salt Lake County is the epicenter of this growth. In addition, the Ogden-Clearfield metropolitan area is also growing at a commendable 4.5 percent pace.

These high metropolitan-centered employment growth rates are destined to be tempered as the next several years unfold. Growth rates this high are historically difficult to maintain. However, employment growth

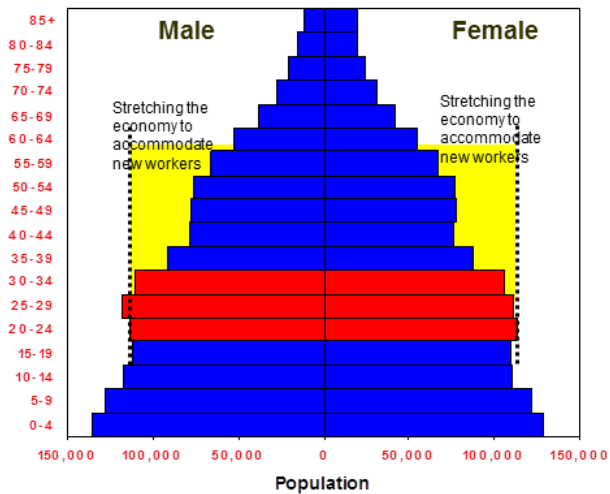
around or just above the state’s long-term average of 2.8 percent is expected.

The key to sustaining high growth, in addition to a favorable national business environment, is to maintain an adequate supply of labor. Given Utah’s low unemployment rate (in the mid three percent range), this raises some concern about the ability to maintain a sufficient labor supply for such high job growth. The task of attracting out-of-state talent may become more critical over the next several years.

The non-Wasatch Front metropolitan areas of Washington County (St. George MSA) and Logan are also swept up in Utah’s strong economic performance. Washington County has a long history of four percent-plus yearly job growth. The Great Recession put a seven-year dent in that run, but that area’s growth is currently around five percent and should maintain its historically strong performance. The Logan area’s job growth of around four percent is probably destined to moderate, but that area’s long-term economic outlook is also on an upward plane.

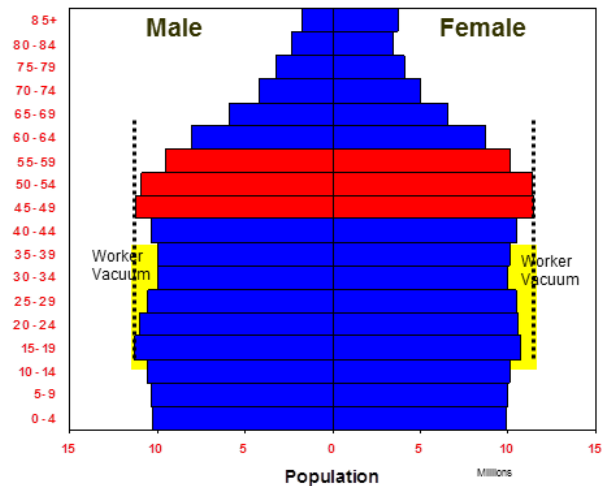
Labor Force Age

Utah’s Population by Age and Sex: 2010



Source: U.S. Bureau of the Census

U.S. Population by Age and Sex: 2010



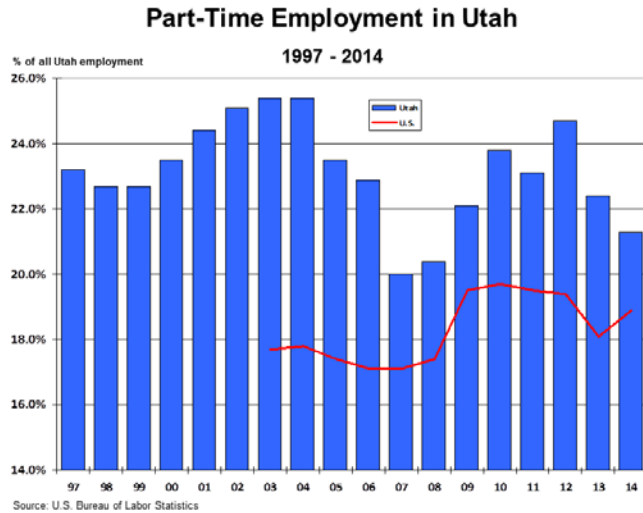
■ Dominating the Labor Force

There is much talk about the stress that is to come upon the labor market when the baby boom generation retires in mass. This is a valid concern at the national level but not an issue in Utah. The U.S. labor force is dominated by 45 to 60 year olds. In contrast, the Utah labor force is dominated by 25 to 40 year olds. It is likely that every Utah baby boomer will be replaced by two young Utah workers. This is not to say that some particular industries will not be impacted, as some will, but overall, the Utah economy should be able to weather the loss of the baby boom generation quite well.

Gender Profile and Part-Time Employment

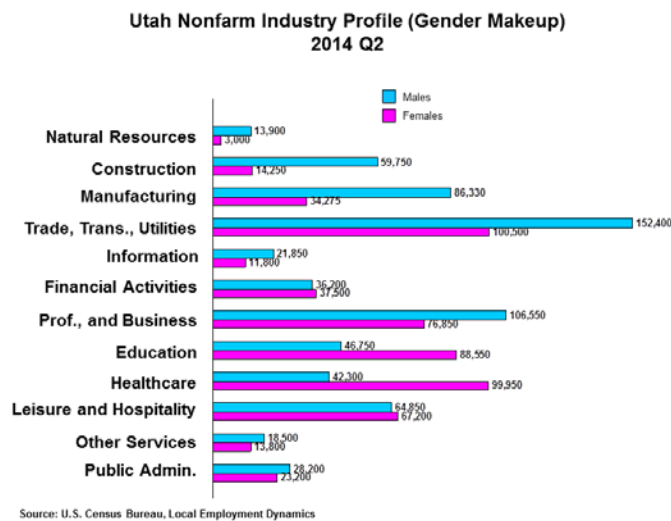
Males account for 58 percent of Utah’s labor force. Of all available working-age males, 79 percent are active in the labor force. That is more than at the national level where only 69 percent of males are

active. This is a function of Utah having the youngest labor force in the nation (the young are more active than the old). The state's female labor-force participation largely mirrors the national average of 57 percent.

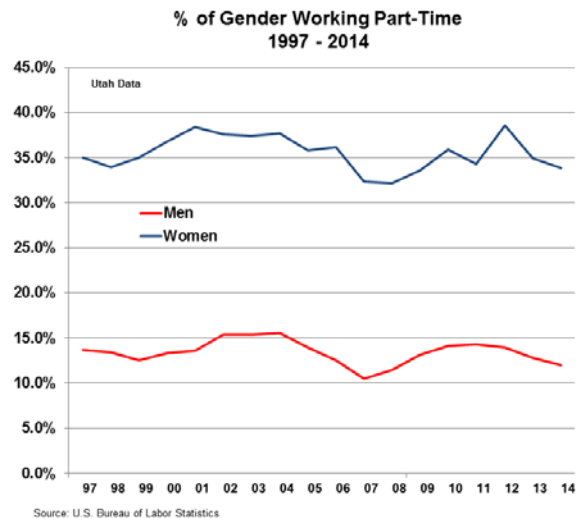


be an economic strength?

Around 35 percent of all Utah female workers work part time. Yet when these part-time female workers are asked how many would rather be working full time, less than 10 percent responded in the affirmative. One concludes that part-time employment is a work-life balance issue for many Utahns, and therefore, it is an economic asset. Males and females are not distributed equally across the



Part-time employment is a key segment in the Utah labor market. Utah has a higher percentage of its jobs as part-time than seen across the nation as a whole. Roughly a quarter of all Utah jobs are part-time. Part-time employment is often portrayed as negative, with the portrayal implying that part-time employment is a shortfall—an unwanted consequence of an economy that is not strong enough to produce more full-time employment or is an economy that is trying to get by on the cheap. But what if part-time employment was welcomed and wanted by the labor force? Would it then be a negative, or might it instead



state's various industry groups. In some industries there is balance, like leisure and hospitality, financial activities and government administration. But in other sectors there are noticeable gender partitions. Males are predominant in the durable goods industries like natural resources (agriculture and mining), construction and manufacturing. These are industries that experienced heavy employment setbacks during the Great

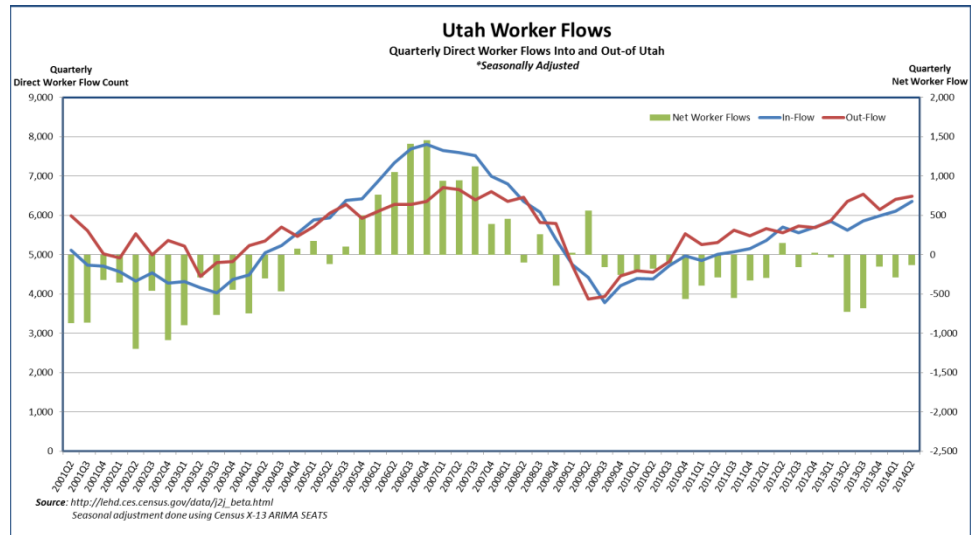
Recession and why that recession was very male-centric.

Industries where females make up the majority of the employment are healthcare and education. The ratio of females to males is nearly two-to-one. These were also the only two industries to not lose employment during the Great Recession.

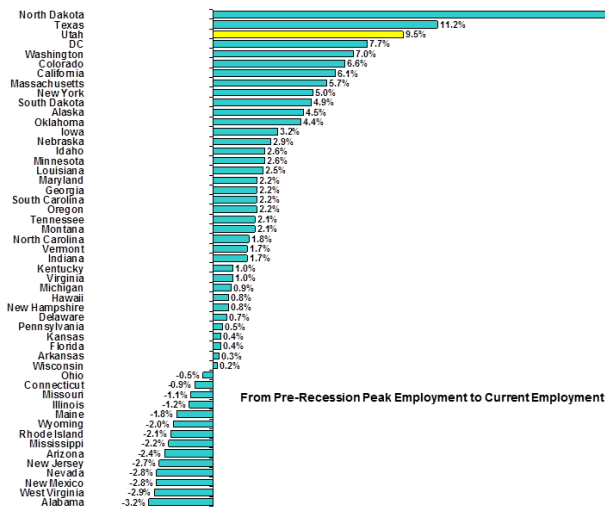
Because of the natural gender segmentation that has developed in the labor force, it would be logical instead of discriminatory to consider some job training programs be designed or slanted to work with these gender partitions for greater levels of success.

Labor Migration

Utah's job growth has been above average for the past three years, adding around 40,000 new jobs per year. Workers sidelined by the Great Recession re-entering the labor force have supplied roughly fifteen thousand workers annually and has been paired with



State by State Recession Employment Rebound



Source: U.S. Bureau of Labor Statistics; August 2015 Current Employment Statistics estimates.

the natural increase in Utah's labor force age (from internal population growth) of roughly 20,000 to 25,000 per year. The combination of the two was supplying the 40,000 workers per year. Yet with current unemployment now into the mid-3.0 percent range (implying a limited pool of available labor), and evidence that there are few additional idled workers wishing to reenter the labor force, it follows that labor in-migration will need to become a more active component. Prior to 2015, there was little evidence of strong in-migration coming to Utah since the Great Recession, so in-migration will have to increase in short order.

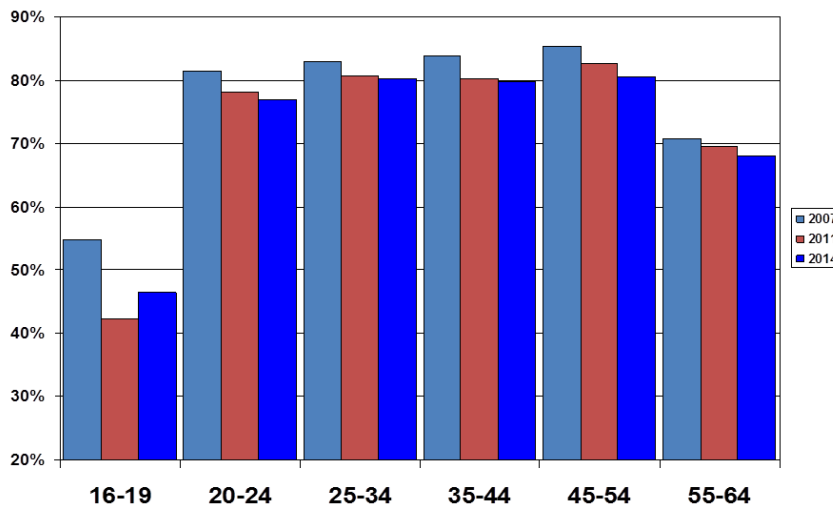
Utah's 2015 employment count is 9.5 percent higher than the pre-Recession peak employment of 2007. Utah ranks third nationally for employment

growth above its pre-recession peak. Most states have only grown three percent or less while about a dozen states have yet to return to their pre-recession level. However, given the high pace of internal growth within the age range of Utah’s labor force, the Utah economy has not been able to match new labor force entrance with jobs—even with employment levels 9.5 percent higher. Therefore, Utah is a net exporter of labor as shown in the previous Utah Worker Flows chart. This is one lingering vestige of the Great Recession.

This leaves open the possibility of the Utah labor supply continuing to fuel robust job growth in the short run. But the longer the persistence of a low unemployment rate, the more sensitive employment growth rate will become to the availability of additional labor.

Utah Change in Labor Force Participation Rate

2007, 2011, 2014



Source: U.S. Bureau of Labor Statistics

represents about 20,000 people). As the working age population increased during the recession at a faster pace than jobs could be created, workers either left the state or withdrew from the labor force. A question remains as to whether these long-term idled workers are a viable source of available labor for the state. Their skills could have atrophied or they could be permanently discouraged from seeking work.

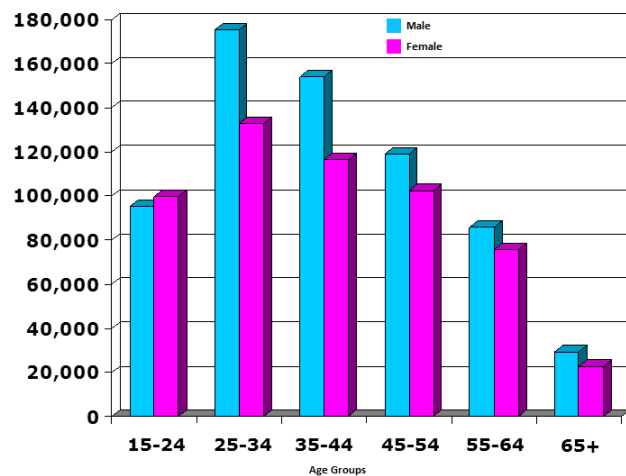
The general labor force participation decline is found across each age cohort. This uniformity and a general lack of rebound

Labor Force Participation

This job-creation shortfall is further exposed by an examination of the labor force participation rate (LFPR), which is the percentage of persons age 16 and over who are either working or looking for work.

Prior to the Great Recession, the Utah LFPR was around 72 percent for the prior 20 years. The current LFPR stands around 68.5 percent, up from a recession low of 67.3 percent (each percentage point increase

Utah Employment By Age 2014



Source: U. S. Census Bureau, LED data.

since the recession implies that the percentage of those of labor force age will not be as active going forward as past generations.

The small rebound of the Utah LFPR since the low point of the recession speaks to those pushed out by the business-cycle, but the lack of any general increase for several years thereafter implies that a structural change has occurred—that more people of working age are finding other ways to sustain their lives than through work. So it seems rational to conclude that the labor force, while not as engaged as in the past, has settled into a level of engagement that may have to be accepted as the new normal going forward.

The data points available to measure LFPR imply that over the past seven years it is the female population that is disengaging as opposed to males. Other than the very young, the male working age population is rebounding in its labor force participation. This contrasts against sustained female labor force declines in the 20 to 24 year age group, the 35 to 45 year age group, and the 55 to 65 age group.

Occupational Profiling

Industries create jobs, but people work in occupations. An occupation, like an accountant, can be found within many different industries. As DWS gives information or guidance to the state’s labor force, students or educational institutions, it is occupational information that rises to the forefront.



It is not uncommon to hear economy watchers note that Utah is full of low-wage jobs. In fact, all states are full of low-wage jobs.

Occupational categories with a Utah hourly wage of less than \$15 per hour for comparative purposes are classified as low-wage. The percentage of all employment in each state in those occupational categories is represented in the graph at left. In that profile, about two-thirds of the states have more low-wage jobs in their occupational structure than does Utah (which has 58 percent low-wage). Utah is flanked by what many may think of as high-wage states New Jersey and California.

Low wage jobs are predominant everywhere because high-wage jobs require accomplished workers—they are positions where a certain degree of skill, training or educational investment is required.

Aptitudes, communication, motivation, opportunities, and affordability all play into a worker’s ability to accumulate education. Any one of these factors can work against a person’s education possibilities.

Utah Educational Makeup

	% of 25+ Pop	Utah Occupational Mix as referenced upon Typical Education for Occupational Entry	% of Annual Utah Job Growth
Less than 12th grade, no diploma	8.6%	25.4%	23.4%
High school graduate (includes equivalency)	23.0%	41.5%	39.5%
Some college, no degree	27.4%	7.8%	8.8%
Associate's degree	9.9%	3.7%	4.3%
Bachelor's degree	20.8%	17.7%	18.9%
Graduate or professional degree	10.3%	3.9%	5.1%

Source: U.S. Census Bureau; 2014 American Community Survey

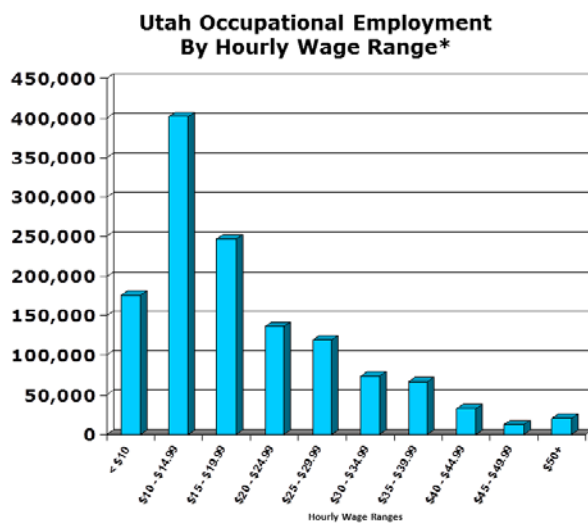
Source: U.S. Bureau of Labor Statistics; Occupational Employment Statistics

Source: Projections; Utah Dept. of Workforce Services

Note: The Occupational Mix column includes any workers 18 and over.

Looking at Utah’s educational makeup, nearly one-third of all Utahns age 25 and older have as their highest education level a high school diploma or less. Add to that some college but no degree and the percentage rises to nearly 60 percent. In the low-wage occupational chart previously mentioned, around 58 percent of all Utah occupations are low-wage and don’t require extensive education. There is a relative match between what the labor force can offer and what the occupational mix demands.

A chicken-and-an-egg question may arise in this profile. Is there a predominance of low-wage jobs because the education levels are low, or are the education levels low because there are a lot of low-wage jobs that don’t demand higher education? The fundamental question is, will empowering people



Source: Utah Dept. of Workforce Services, Occupational Employment Statistics data.
* Median hourly wage.

with higher education levels facilitate more higher-wage jobs, or would increasing education levels not produce more higher-wage jobs but instead more higher-educated people for low-wage jobs? Some combination is probably the reality. Yet this much is known—income levels are highly correlated with education. Efforts to lift education levels so higher wage jobs can blossom are worth the effort, even if all individual endeavors and programs to do such do not result in complete success.

TOP OCCUPATIONS BY EMPLOYMENT SIZE*

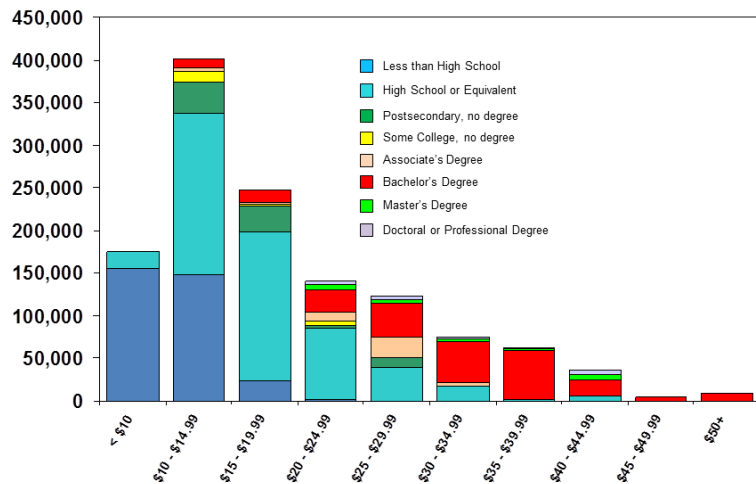
<u>Specific Occupation</u>	<u>Entry Education</u>
Retail Salespersons	Less than high school
Customer Service Representatives	High school diploma or equivalent
Combined Food Preparation and Serving Workers, Including Fast Food	Less than high school
Cashiers	Less than high school
Office Clerks, General	High school diploma or equivalent
General and Operations Managers	Bachelor's degree
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	Postsecondary non-degree award
Registered Nurses	Associate's degree
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Less than high school
Laborers and Freight, Stock, and Material Movers, Hand	Less than high school
Waiters and Waitresses	Less than high school
Stock Clerks and Order Fillers	Less than high school
Elementary School Teachers, Except Special Education	Bachelor's degree
First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent
Bookkeeping, Accounting, and Auditing Clerks	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	High school diploma or equivalent
First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent
Construction Laborers	Less than high school
Teacher Assistants	Some college, no degree
Sales Representatives, Services, All Other	High school diploma or equivalent
Receptionists and Information Clerks	High school diploma or equivalent
Landscaping and Groundskeeping Workers	Less than high school
Team Assemblers	High school diploma or equivalent
Carpenters	High school diploma or equivalent
Maids and Housekeeping Cleaners	Less than high school
Accountants and Auditors	Bachelor's degree
Nursing Assistants	Postsecondary non-degree award
Maintenance and Repair Workers, General	High school diploma or equivalent
* Occupations that currently employ 10,000 or more.	

Incomes and Education

The largest segment of Utah's occupational mix pays from \$10 to \$15 per hour. This is followed by \$15 to \$20 per hour, and third is less than \$10 per hour. From there the quantities progressively diminish with each increasing segment of the hourly wage range.

A high school diploma or equivalent is generally sufficient for entry or achievability in occupations paying median wages up to \$25 per hour. Bachelor's degrees begin to play a noticeable role when median wages rise above \$20 per hour, and then

**Utah Occupational Employment
By Hourly Wage Range*
By Entry Level Education****



Source: Utah Dept. of Workforce Services, Occupational Employment Statistics data.
* Median hourly wage. ** As measured by the U.S. Bureau of Labor Statistics

play a dominant role in all wage levels above \$25 per hour.

In the Occupational Employment by Hourly Wage Range chart, the entry level education is a measure of what the U.S. Bureau of Labor Statistics through employer surveys designates as entry education. It does not represent the education levels of current incumbents. It is quite likely that people holding various jobs have more education than the educational-attainment minimum, so that people with some college education are working in jobs that at a minimum only require a high school education.

Job Boards and Job Postings

Occupational projections are produced every two years by DWS’ Workforce Research and Analysis (WRA) unit along with occupational median wages. This acts as a primary tool for sorting occupations by pay, educational requirements, and job outlooks. Specific targeting of various training programs or initiatives can be analyzed and supported with this traditional labor market information.

This data can also be augmented with what is known as “real-time” labor market information. This entails examining the summarization of electronic job board job postings and compiling summary statistics. Help Wanted Online® is the real-time labor market information tool that DWS utilizes. This offers a current look into the quantity and types of jobs employers are offering. Advertised occupations can be sorted by quantity of job ads, geographies, income levels, educational requirements, certifications, and desired skills (both hard and soft skills). Some of these variables are not available for measure from the traditional labor market information tools generally provided by either the U.S. Bureau of Labor Statistics or the Employment and Training Administration (ETA), so these real-time labor market tools have added value.

Current job advertisements mirror the job-distribution demand across Utah based upon education. The Conference Board’s Help Wanted Online® (HWOL) is a tool that scrapes hundreds of job boards across America, from high-level corporate sites to Craig’s List. A pull of the top 100 advertised jobs of unique ads posted over a recent 120 day period reveal that about 60 percent of these jobs only require a high school diploma or less. Much of this is a reflection of high turnover in lower-paying jobs, but it does

Utah Help Wanted Online® Unique Ads 120-day Period		
Mid Level Income – \$30K to \$49K		
Occupation	Unique Ads	Entry Education
Heavy and Tractor-Trailer Truck Drivers	6,670	Postsecondary non-degree award
First-Line Supervisors of Retail Sales Workers	5,990	High school diploma or equivalent
First-Line Supervisors of Office and Administrative Support Workers	3,051	High school diploma or equivalent
First-Line Supervisors of Food Preparation and Serving Workers	2,523	High school diploma or equivalent
Computer User Support Specialists	2,272	Some college, no degree
Executive Secretaries and Executive Administrative Assistants	1,440	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	1,279	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	1,183	Postsecondary non-degree award
Automotive Service Technicians and Mechanics	1,145	High school diploma or equivalent
Maintenance and Repair Workers, General	1,089	High school diploma or equivalent
Retail Salespersons	1,037	Less than high school
Registered Nurses	1,030	Associate's degree
Accountants and Auditors	813	Bachelor's degree

show that this class of jobs is a large part of the Utah economy.

The desire of some job-training programs is to just help people get into any occupation. Then there are other programs designed to help workers make the next step above these types of occupations, to move higher up the wage ladder with jobs that can pull a worker toward a more middle-income existence. These are jobs that generally pay between \$30,000 and \$49,000 per year.

Utah Help Wanted Online® Unique Ads 120-day Period	
Mid Level Income -- \$30K to \$49K	
Advertised Certifications	
Certifications	Unique Ads
Driver's License	6,799
Commercial Driver's License	5,320
Basic Life Support	1,924
Certified Registered Nurse	1,726
Occupational Safety & Health Administration Certification	1,246
HAZMAT	1,114
Certification in Cardiopulmonary Resuscitation	975
Continuing Education	898
Advanced Cardiac Life Support	889
Pediatric Advanced Life Support	811
Food safety programs	800
Automotive Service Excellence	709
Licensed Clinical Social Worker	574
Health Insurance Portability and Accountability Act - HIPPA	545
Pharmacy Technician	545
Licensed Practical Nurse	524
Dental Assistant	500
DOT Medical card	489
Certified Coding Specialist	384
Class A Commercial Drivers License	382
Registered Health Information Technician	356

Utah's Economic Clusters

Utah has identified six economic clusters that it targets for economic development. These include Information Technology, Aerospace, Life Sciences, Finance, Energy and Natural Resources, and Outdoor Products. These are industries where Utah feels it has a comparative advantage against the greater national economy and that occupations pay above average wages. Combined, the sectors employ about 15 percent of Utah's labor force. The HWOL analysis can be built to examine not just these industry clusters, but many other industry groups also.

It is also from HWOL that Utah can get insight into the skills, credentials and licenses that Utah employers are currently asking for via job postings. These can be isolated to the job advertisements in Utah's various regions, specific industries and occupations, so Utah's recent purchase of HWOL makes it possible to provide the WIOA requirements for economic plans to include skills, credentials and licenses that workers can achieve to be successful in the Utah economy. A summary of this information can be requested through DWS' WRA unit.

Utah Help Wanted Online®	
Advertised Hard and Soft Skills	
Hard Skills	Soft Skills
Quality Assurance	Oral and written communication skills
Application process	Integrity
Bilingual	Detail oriented
Technical support	Marketing
Structured query language	Customer service oriented
Customer relationship management	Self-starting / Self-motivated
Java	Microsoft Office
Linux	Problem solving
Quality control	Team-oriented, teamwork
Bilingual Spanish	Creativity
Behavioral health	Basic computer skills
Pediatrics	Work independently
JavaScript	Organizational skills
Hypertext markup language	Sales experience / ability
Salesforce CRM SFDC	Sales and operations planning
Food preparation	Coaching
Software as a Service	Strong leadership skills
User Experience design	Time management

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

Existing and Expanding Industry and Occupational Demands

EMERGING INDUSTRIES		
<u>Major Industry</u>	<u>Specific Industry</u>	<u>NAICS</u>
Healthcare	Other ambulatory health care services	621900
Education	Educational support services	611700
Business Services	Office administrative services	561100
Healthcare	Home health care services	621600
Professional and Technical	Management and technical consulting services	541600
Finance	Securities, commodity contracts, investments	523000
Healthcare	Individual and family services	624100
Healthcare	Community care facilities for the elderly	623300
Professional and Technical	Specialized design services	541400
Professional and Technical	Computer systems design and related services	541500
Construction	Building foundation and exterior contractors	238100
Transportation	Support activities for transportation	488000
Warehousing	Warehousing and storage	493000
Recreation	Museums, historical sites, zoos, and parks	712000
Construction	Building finishing contractors	238300
Construction	Residential building construction	236100
Education	Other schools and instruction	611600
Professional and Technical	Other professional and technical services	541900
Healthcare	Offices of physicians	621100
Healthcare	Outpatient care centers	621400
Professional and Technical	Business support services	561400
Professional and Technical	Facilities support services	561200
Information	Other information services	519000
Healthcare	Offices of other health practitioners	621300
Healthcare	Other residential care facilities	623900
Professional and Technical	Architectural and engineering services	541300
Retail Trade	Nonstore retailers	454000
Healthcare	Emergency and other relief services	624200
Professional and Technical	Scientific research and development services	541700

Utah's economic expansion of the past several years has been very diverse. Only mining, Utah's smallest industry sector, has seen employment losses. Otherwise, all industrial sectors have added jobs. This largely qualifies all existing industrial sectors as high-demand industries. This is a natural historical picture for Utah during good economic times. Utah has been one of the most industrially diverse state economies in the nation. This diversity is largely driven by the composition of the urban Wasatch Front region. Industrial diversity generally means diversified opportunities throughout the occupational arena. However, as one moves into Utah's rural regions, that industrial diversity can evaporate rapidly. Rural industrial diversification will be discussed more in a later section.

Even though nearly all industrial sectors are growing, and grow regularly from year to year, ten year industry projections do bring forth both major and specific industry groups that stand out for greater-than-average expansion. They are presented in the Emerging Industries table. The industries of particularly fast growth are labeled as the Specific Industries, and one can also see from their Major Industry parent that there are particular major industry groups that will grow aggressively—in particular Healthcare, and Professional and Technical Services. "Emerging" is when an industry increases its share of total employment by over 10 percent across the next ten years.

If most industries are contributing to economic expansion, then the demand for most occupations is also increasing. Areas of particular need are in some of the production-type, middle skill areas like machinist, welders, tool and die makers, etc. This is signaled by the higher-than-average advertised wages on new job orders for these occupations. Another area always demanding additional labor supply is the technology industries.

The technology arena is also where many of the emerging occupations will develop. America continues to dominate the digital realm. The newest growth drivers include wearable devices, the "Internet of Things," driverless cars, and the ongoing digitization of nearly everything else. Utah has enough of a technology presence to rise with this tide. The technology fields develop quite rapidly, so it is difficult to point to specific occupations as the next "hot" thing five years from now. But whatever they may be, it can with confidence be said that it will require a significant background in STEM education. Given the speed of technological change, the task is not so much to identify the next hot jobs but to instead be prepared educationally to move into those jobs, whatever title they carry.

In the following list of emerging occupations, the same criterion is employed as in quantifying emerging occupations. Using this criterion created a long list, therefore it was shortened to include only an

EMERGING OCCUPATIONS		
<u>Major Occupation</u>	<u>Specific Occupation</u>	<u>SOC</u>
Production	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	51-2011
Construction	Helpers--Electricians	47-3013
Construction	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	47-3011
Construction	Brickmasons and Blockmasons	47-2021
Architecture and Engineering	Biomedical Engineers	17-2031
Education and Training	Health Specialties Teachers, Postsecondary	25-1071
Production	Painters, Transportation Equipment	51-9122
Media and Communications	Interpreters and Translators	27-3091
Business and Financial	Credit Counselors	13-2071
Personal Care Services	Skincare Specialists	39-5094
Education and Training	Nursing Instructors and Teachers, Postsecondary	25-1072
Healthcare Practitioners	Diagnostic Medical Sonographers	29-2032
Business and Financial	Market Research Analysts and Marketing Specialists	13-1161
Construction	Insulation Workers, Mechanical	47-2132
Computer and Mathematical	Information Security Analysts	15-1122
Healthcare Support	Home Health Aides	31-1011
Healthcare Practitioners	Physician Assistants	29-1071
Business and Financial	Meeting, Convention, and Event Planners	13-1121
Healthcare Support	Phlebotomists	31-9097

increase of 20 percent or greater.

Utah has developed tools to help students, educators and others interested in career evaluation. These range from the [Wage and Occupational Openings Data](#) (WOOD) tool to the [Occupational Explorer](#) profile to the newly developed for WIOA purposes and user interactive [Occupational Comparisons Dashboard](#) tool.

The Utah SCSEP program is concerned for the participants in the SCSEP program. According to the Utah Department of Workforce Services, the following industries are projected to rank among the fastest growing from 2014: ***These include Information Technology, Aerospace, Life Sciences, Finance, Energy and Natural Resources and Outdoor Products.*** These industries are not the common job skill training for SCSEP participants. The Utah SCSEP participants’ lack the education and experience to apply for these positions. However, the SCSEP participants can be trained for the “supportive services” to these industries. Attached is the “High Growth Industries for Ages 65-99”, these industries follow more closely the training provided to SCSEP participants.

High Employment Industries for Workers 65-90 Years											
Private Firms											
Rank	NAICS Code	Industry	Employment				New Hires				Average 2014 New Hire Monthly Wage
			1st Qtr 2014	1st Qtr 2015	% Change	Numeric Change	1st Qtr 2014	1st Qtr 2015	% Change	Numeric Change	
		All Private Firms	43,125	47,248	9.6%	4,123	4,794	5,583	16.5%	789	\$1,962
1	561	Administrative and Support Services	3,388	3,757	10.9%	369	748	910	21.7%	162	\$1,697
2	722	Food Services and Drinking Places	3,371	3,579	6.2%	208	668	727	8.8%	59	\$1,013
3	541	Professional, Scientific, and Technical Services	3,239	3,548	9.5%	309	325	398	22.5%	73	\$3,756
4	238	Specialty Trade Contractors	2,079	2,394	15.2%	315	393	447	13.7%	54	\$2,337
5	621	Ambulatory Health Care Services	1,896	2,065	8.9%	169	134	164	22.4%	30	\$2,291
6	452	General Merchandise Stores	1,450	1,606	10.8%	156	51	108	111.8%	57	\$1,025
7	611	Educational Services	1,442	1,595	10.6%	153	86	110	27.9%	24	\$1,789
8	423	Merchant Wholesalers, Durable Goods	1,115	1,203	7.9%	88	57	61	7.0%	4	\$2,587
9	622	Hospitals	1,086	1,163	7.1%	77	21	28	33.3%	7	\$2,749
10	721	Accommodation	1,108	1,155	4.2%	47	128	148	15.6%	20	\$1,346

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

- **Discuss current and projected employment opportunities in the State (such as by providing information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c)).**

Skills Gap

Skills gaps have been a trending topic nationwide across the past ten years. Demand for jobs and specific skill sets are much easier to quantify than is the supply of qualified labor, so developing data about skill gaps is difficult and often times anecdotal.

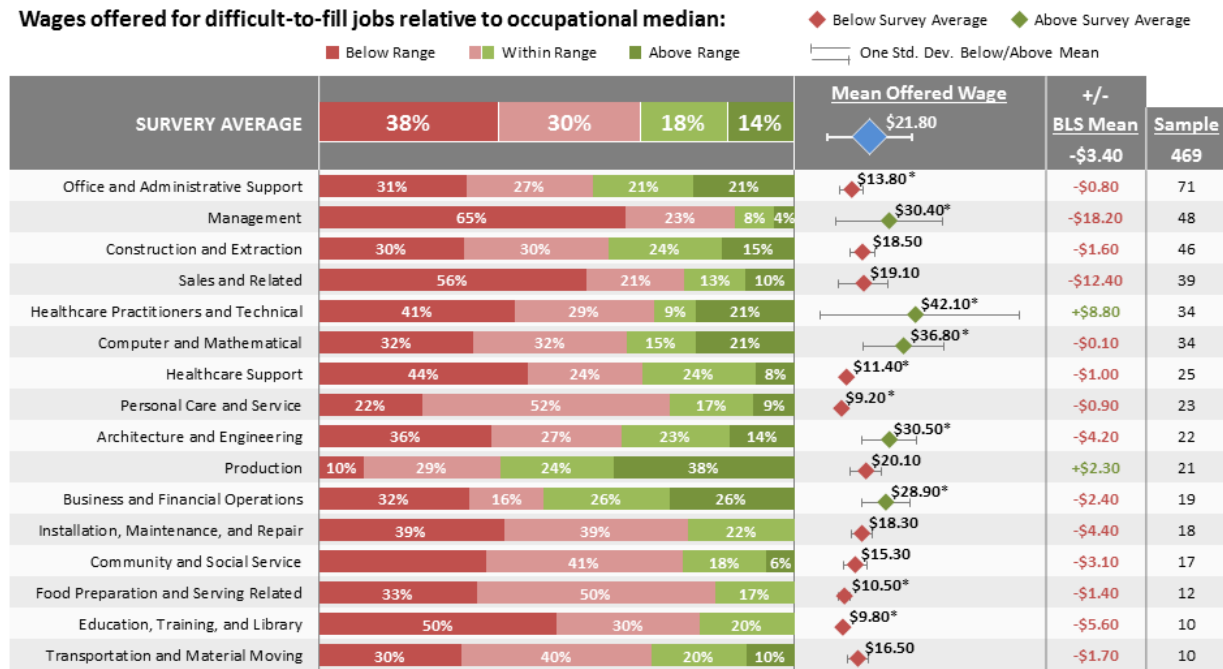
The term “skill gap” is bandied about generously. A true skill gap is when a particular set of skills are required by industry and not enough workers possess those necessary skills. The necessary condition for a skills gap is that employers are offering a competitive wage. If an industry offers nationally competitive wages and workers still do not come forth in quantity, then that, with confidence, can be profiled as a skill gap. Too often, a wage gap will be passed off as a “skill gap.”

DWS recently undertook a hard-to-fill survey, allowing employers to identify what they labeled as hard-to-fill occupations, why they considered them hard to fill, and what wages were they advertising for said occupations. Industries who hire with an eye for workers with a STEM training or background yielded the employer sample. What emerged was a general theme that employers would identify lack-of-skills or lack-of-candidates as their biggest hurdle of their hard-to-fill occupations. DWS then evaluated their

Offered wages: major occupational group

RESULTS: Although most of the major occupational groups in the survey offered wages for difficult-to-fill jobs that were below the median, a few distinct trends emerged. Management and sales related occupations offered wages well below the occupational norm. Over 50 percent of those two groups were offered wages below the 25th percentile; and in both cases, the mean hourly offered wages was over \$12 per hour lower than the occupational mean according to the 2014 BLS estimates. The production occupational group was the only group in which more than 50 percent of the offered wages were above the occupational median.

Wages offered for difficult-to-fill jobs relative to occupational median:



NOTE: Excludes "Refused to Answer", "Don't Know", commission based wages, and "Other" responses

* Indicates that the observed data for a given occupational group is significantly different from the aggregate data of the other occupational groups (p < 0.01).

offered wages for these occupations against prevailing wages. What emerged was that for many of these employers, their wage offerings were low in relation to the market. So what many of these employers viewed as a “skill gap” might instead be labeled as a “wage gap.”

This is not to say that skill gaps do not exist in the Utah economy. They do. This is only to say the skills-gap dialogue is often overused and must be accompanied by a wage profile to actually prove its validity. This is necessary to avoid making skills-gap action plans upon what are really low wages instead of the main goal—a shortfall of needed skills.

Economic theory states that if labor is in short supply businesses will offer higher wages to try and attract the necessary labor. Therefore, high wage offerings can be a viable proxy for identifying “real” skill gaps. In the DWS hard-to-fill survey, Production Occupations and Business and Financial

Occupations—with larger percentages of offered wages in each occupational category’s above-median range—stood out.

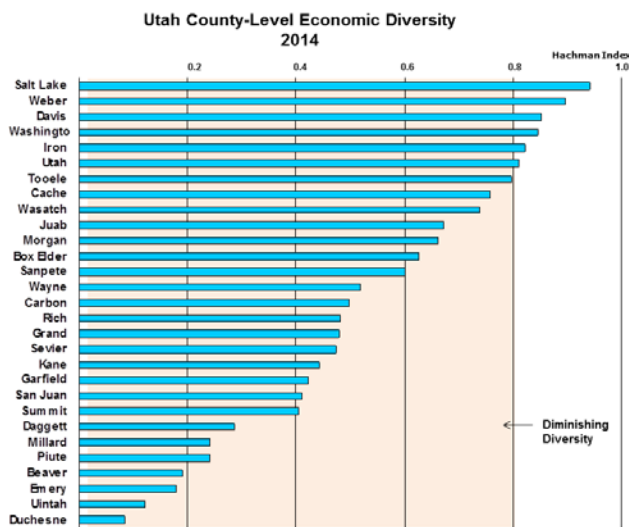
This profile presents a bit of a dilemma as industry has to be a major source for identifying where labor skill gaps are truly emerging. However, this comes with the caveat that industries themselves may not have the clearest picture of its own labor market and prevailing wages and so the source that needs to be most relied upon for skill-gap information also has the potential to overstate the problem.

Economic Outlook

Utah has shaken off the weightier effects of the Great Recession. For the past three years, employment growth has outpaced Utah’s long-term average. Much of this is playing catch-up from the setback of the Great Recession. Currently, the national economy is on a sound footing and is providing an adequate foundation upon which Utah can continue to operate with a favorable economic environment.

Over the next four years, Utah’s current strong employment growth will probably temper a bit, naturally migrating toward its long term average of around 2.8 percent growth. This is predicated upon the idea that with a sustained low unemployment rate, labor (as fuel for rapid growth) becomes harder to find. It takes a slack labor market to grow an economy at above-average rates as Utah currently is experiencing. Theory predicts and history has shown that high growth rates eventually revert to the trend.

A tighter labor market plays favorably toward workers who might otherwise look to the State for



Source: Utah Dept. of Workforce Services

economic support. As the labor pool tightens and employers look wider for labor resources, disadvantaged workers and those needing economic assistance morph into a more attractive labor reserve. Opportunities for state agency clientele should generally continue to improve over the next four years. Absent a national recession, the Utah economic outlook appears favorable. The state does not appear to be vulnerable to any particular industry or sector. Any potential setbacks will be from external shocks. Without recession, the general pressures upon state government agencies should gradually lessen over the short-term horizon. Opportunities for the economically less advantaged should

improve, and the economy should present a favorable environment.

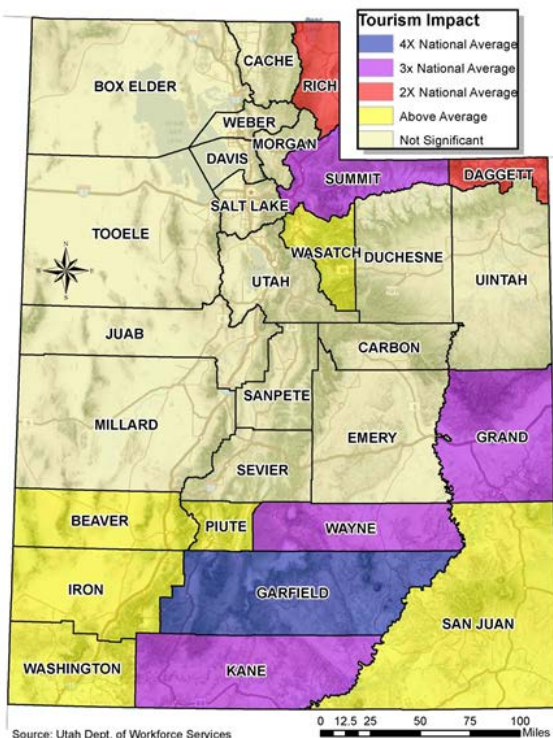
Rural Profile and Economic Diversity

Utah’s rural areas generally lag the overall economic tide of the Wasatch Front but do feed off the urban success. The current lone areas of rural concern are the Uintah Basin and the Carbon and Emery County

areas. The energy sector is important in those regions and that sector’s current trend is downward after years of an upward swing. However, commodity cycles are notoriously volatile and the trend can change in short order.

When looking at these two regions, the isolation upon only a single industry speaks to a bigger picture of industrial employment diversity across the entire state. Taken as a whole, Utah is one of the nation’s most industrially-diverse economies. This means that its employment distributions across major industry groups is spread out, very much resembling the nation’s industrial diversity. This speaks to a broad range of employment opportunities across many occupations and also more cushioning against economic setbacks. But when one highlights industrial diversity down to the individual county level, there are some very non-diverse areas in Utah—particularly in its rural regions.

Where Is Tourism-Related Employment Significant?



Industrial diversity, as profiled by a Hachman Index¹, is measured from zero to one, with zero being no diversity and one being complete diversity (as measured against the national economy, which is looked upon as the diversity standard). The County-Level Economic Diversity chart shows the diversity measure of each county. The lower the diversity number, the more concentrated the county’s employment is in fewer and fewer industries. At the top of the scale is Salt Lake County, the state’s largest, urban, and correspondingly most industrially-diverse county. At the opposite end is Duchesne County, which is the least diverse county. Most of its employment is concentrated in just one or two major industries. In this case, it is mining (oil and gas).

The takeaway from the diversity measure is occupational opportunities or constraints. DWS as an agency is charged with helping workers throughout the state who may have lost their job

look toward other industries or occupational arenas to find re-employment. But if an area is not economically diverse, it becomes a deeper challenge to produce successful re-employment outcomes than in diverse counties. For example, since much of Duchesne County’s employment is tied to the oil industry, then finding new employment opportunities for displaced oil-related workers in other nearby

¹ This is an index of similarity that measures how closely the employment distribution of the subject region resembles that of the reference region. The value of the index is between zero and one. As the value of the index approaches one, this means that the subject region’s employment distribution among industries is more similar to that of the reference region. If the reference region is the nation, and, given the assumption that the nation’s economy is diversified, a larger value of the Hachman Index relative to the nation means that a subject region is more diversified (and therefore less specialized).

industries is limited, because the other industries (such as construction) are also ultimately dependent on the oil industry.

An area cannot artificially build an economy. A region's economy has developed because the comparative advantages that are inherent in that region have been utilized through time. Therefore, it is extremely difficult to artificially build an economy that doesn't line up with a region's profile. For example, it would be very difficult to maintain a surf board shop in Vernal as it is without an ocean. So an area must work within the economic resources inherently available in that region. Therefore, most of Utah's rural counties are economically non-diverse and as such face deeper challenges in helping displaced or challenged workers find re-employment.

Throughout Utah the tourism industry, as a whole, employs fewer workers on a percentage basis than does the greater national economy. Yet in many of Utah's rural communities tourism is the major economic opportunity. This is especially true in southern Utah, where tourism employment is three to four times higher than the national average. One hurdle to a tourism-dependent economy is oftentimes that tourism is seasonal. For example, the ski resorts in Summit County are fully operational in the winter and then operate at only half those levels during the other months. Tourism sustains many rural areas, yet it is one of the lower-paying industry sectors. It would be ideal if rural counties could economically diversify, but again, one cannot artificially create economies. It is the cards that have been dealt, and it is best to make the most with what one has been given.

Analysis of Statewide Workforce

Individuals with Barriers to Employment		Source/Comment
Low Income	201,725	Poverty and below; 18+ Population. ACS Table S1701
American Indians	28,800	ACS Table B02005
Alaska Natives	377	ACS Table B02005
Native Hawaiian	2,340	ACS Table B02007
Individuals with Disabilities	279,536	ACS Table S1810
Youth with Disabilities	30,225	5 to 17 Population; ACS Table S1810
Older Individuals	732,783	WIOA definition of "Older" is 55 and over. ACS Table S0101
Ex-Offenders	16,000	http://www.ncjp.org/index.php?q=content/lever-aging-partnerships-utah%E2%80%99s-employment-placement-project
Homeless Individuals	14,900	Data Submitted for HUD's 2015 Annual Homeless Assessment Report
Homeless children and youth	4,000	
Foster Care	9,900	ACS Table S901
English Learners	20,190	ACS Table S1602
Low Levels of Literacy	205,800	National Center for Education Statistics (9%) and the ACS
Substantial Cultural Barriers	8,450	DWS Refugee Data
Farmworkers	750	WIOA definition is migrant farm workers. 2012 Ag Census
Individuals within 2 Years of TANF Exhaust	1,505	DWS Data
Single Parent	136,630	ACS Table B09002
Male	35,800	ACS Table B09002
Female	100,830	ACS Table B09002
Pregnant	5,650	DWS Data Only
Long-term Unemployed	6,800	Six months or longer. Current Population Survey data.
Displaced Homemaker	62,560	Single female in labor force. ACS Table S2302

Veterans	131,381	ACS S2101
Male	121,920	ACS S2101
Female	9,461	ACS S2101
Gulf War (2001+)	25,619	ACS S2101
Gulf War (1990)	26,276	ACS S2101
Vietnam	45,852	ACS S2101
Korea	14,452	ACS S2101
WWII	8,934	ACS S2101
Age		
18-34	12,481	ACS S2101
35-54	31,400	ACS S2101
55-64	24,305	ACS S2101
65-74	31,400	ACS S2101
75+	31,926	ACS S2101
With any disability	37,470	ACS S2101
Education		
Less than high school	5,180	ACS S2101
High School	23,300	ACS S2101
Some College/Associates	54,355	ACS S2101
Bachelors Plus	46,590	ACS S2101
Poverty	8,587	ACS S2101
Labor Force	53,996	ACS S2101
Participation Rate	79.3%	ACS S2101
Employed	51,458	ACS S2101
Unemployed	2,538	ACS S2101
Unemployment Rate	4.7%	ACS S2101
ACS = American Community Survey, U.S. Census Bureau		

Service Delivery and Coordination

- **Provide a detailed description of what actions will be taken to coordinate SCSEP with other programs. Alternately, States may discuss this in the State strategies section of the strategic plan, but regardless of its placement in document, this section must include plans for:**
 - **Actions to coordinate activities of SCSEP grantees with WIOA title I programs, including plans for using the WIOA one-stop delivery system and its partners to serve individuals aged 55 and older. (20 CFR 641.302(g), 641.325(e))**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)**

Because SCSEP is located in 7 Workforce Offices throughout the state, workforce partners naturally refer their clients that are potentially eligible for SCSEP services. Easter Seals-Goodwill also has a strong partnership with Vocational Rehabilitation, the Veterans Administration, DWS Employment Counselors, Work Success coaches, Re-employment Services Counselors as well as Refugee Services Counselors. The Director of Easter Seals-Goodwill Utah Services attends monthly Workability (Workability Utah strives to link employers in the business community with the qualified workforce of people with disabilities) meetings as well as affiliate meetings of the National Rehabilitation Association; the Utah Non-Profit Association; Office of Child Care Advisory Board; United Way of Utah County; and the State Department of Aging Senior Committee and communicates items of interest to the SCSEP team.
 - **Salt Lake County Aging Services (Utah SCSEP sub-grantee) - Aging and Adult Services (AAS) SCSEP requires all Title V participants to be registered with DWS and have an online profile for job searches in place. Participants utilize the DWS database for job searches and job applications when appropriate. Staff also refers participants to DWS Training Services when appropriate, recommends resume and interview classes when needed, and the DWS approved occupational skills training providers.**
 - **National Indian Council on Aging (National Grantee)** While NICOA does not have a physical address in Utah, all SCSEP participants will be registered with DWS and will participate in NICOA SCSEP classes on interviewing, resume building, and other offerings as needed. NICOA staff will meet with local DWS representatives and inform them about our program and educate them about the population we will be assisting with job searches to get appropriate job referrals.
 - **Actions to coordinate activities of SCSEP grantees with the activities to be carried out in the State under the other titles of the OAA. (20 CFR 641.302(h))**

- **Easter Seals – Goodwill Northern Rocky Mountain (National Grantee)**
 Goodwill cooperates with other providers of community resources in the State that are carried out under titles of the Older Americans Act. This includes: taking an active role in the Caregivers Coordinating Council of the Utah Coalition for Caregiver Support; working closely with nutritional services; partnering with housing agencies to ensure participants are aware of housing opportunities; partnering with agencies focused on assisting non-English speakers in gaining language proficiency; partnering with the community mental health centers in referring participants for drug and alcohol counseling; and coordinating with the Division of People with Disabilities to ensure assistive technology and services are obtained for participants. ESGW has partnered with Vocational Rehabilitation in the past to provide such services as dentures and hearing aids. SCSEP supportive services also routinely provide eyeglasses to participants to allow them to more fully participate in their community service assignments.

- **Salt Lake County (Utah SCSEP sub-grantee)** - Because the Aging and Adult Services Division of Salt Lake County is the designated Area Agency on Aging, SCSEP staff has knowledge of services under the OAA . Staff has referred participants to Meals on Wheels, transportation, in-home services, respite care and health improvement classes that could benefit the participant, a family member or friend. Our close working relationship with the staff in these programs and our in-depth knowledge of the services provided has greatly benefitted our participants because we can get them to the correct service when we become aware that it is needed.

- **National Indian Council on Aging (National Grantee)** NICOA staff work with Title VI and the local Chapter House on the reservation to coordinate services for individuals in San Juan County. NICOA will ensure that participants have information on community resources for housing assistance, home repair and modification, nutrition, health, personal care, adult day care, elder abuse prevention, respite care, legal assistance and financial services.

- **Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities. (20 CFR 641.302(i).)**

- **Easter Seals- Goodwill Northern Rocky Mountain (National Grantee)**
 Goodwill partners with several community agencies that provide services for people in need. Easter Seals-Goodwill has formed several partnership agreements to support participants in their search for employment: Participants are referred to the Community Action Program for assistance

with HEAT and housing as well as in tax preparation; other participants are housed and train in the Road Home's Palmer Court or in homeless prevention complexes through the Housing Authority of Salt Lake City. In Davis County an ongoing relationship with Pioneer Adult Rehabilitation Center (PARC) has resulted in training opportunities for participants with disabilities. PARC is working with Vocational Rehabilitation to assign job coaches to work with SCSEP participants with the greatest barriers to employment. PARC also has a history of hiring SCSEP participants. Weber County SCSEP has a thriving relationship with YCC (Your Community Connection), an agency that provides community services to families and individuals at risk. YCC provides free lunch to SCSEP participants training at their facility; provides training for participants and has hired SCSEP participants in the past. YCC allows SCSEP to use its conference room to accommodate quarterly participant meetings. The Ogden Weber Community Action Partnership (OWCAP) also provides training opportunities for SCSEP participants and has added them to staff as opportunities arise. OWCAP partnered with SCSEP to provide training resulting in a participant obtaining her Teacher's Assistant Certification. OWCAP also provides computer training to SCSEP participants. Midtown Clinic in Weber County provides low cost physicals; Cottages of Hope offers computer and budgeting classes along with free unlimited use of their computers for job searching. The Salvation Army has helped to furnish apartments of homeless participants when they obtain housing, and have also hired SCSEP participants in various capacities. In Utah County Easter Seals-Goodwill has a strong partnership with HealthConnect, an agency that provides low-cost health solutions. Also in Utah County there is a strong partnership with the Centro Hispano, an agency that provides services to Spanish-speaking residents. In Washington County, a partnership with the LDS employment services has expanded employment opportunities for participants. St George Catholic Thrift has offered clothing vouchers to Washington County participants and several churches offer free meals during various days of the week. Family Health Centers in St. George and Cedar City offer physicals at a reduced rate for SCSEP participants. The Utah Transit Authority provides half-price bus passes for homeless participants; Deseret Industries provides vouchers for clothing and household items; Junior League and Catholic Thrift also provide vouchers for clothing. English as a Second language is available through the Salt Lake Refugee Center and Horizonte Instruction and Training Center and Literacy Action Center provides TABE testing and literacy programs for senior adult learners.

- **Salt Lake County (Utah SCSEP sub-grantee)**- AAS SCSEP recommends that participants' access services through various community agencies in order to better their quality of life and refers them to services that will help them in

their preparation for entering the workforce. Examples of services recommended are food pantries; free or reduced cost health and dental care; free or reduced meal programs (senior centers, community based-programs); UTA Flex-trans, SLCO transportation to medical appointments; housing referrals; referrals to SLCO Outreach Program for assistance with community programs that are available to older Americans; refer to the SHIP or Medicaid program to assist them with insurance enrollment and access; work with Vocational Rehab to get people in the best program for their needs; develop host sites to make placements available for individuals with special needs/ disabilities; refer participants to the Work Activity Center; refer participants to LDS job and training services and receive referrals from their program and job placements.

- **National Indian Council on Aging (National Grantee)** NICOA staff work with Title VI and the local Chapter House on the reservation to coordinate services for individuals in San Juan County. NICOA will ensure that participants have information on community resources for housing assistance, home repair and modification, nutrition, health, personal care, adult day care, elder abuse prevention, respite care, legal assistance and financial services.

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

- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** National Easter Seals conducts a monthly Workforce Development call providing best practice and training on employment initiatives including how to engage local employers and educate them about the benefits of hiring older workers. The Program Manager is a member of the National Association of Workforce Development Professionals (NAWDP) and so has access to training and materials specifically designed to assist older workers, and is currently in the process of obtaining NAWDP certification as a Workforce Development Professional. Each SCSEP Employment Specialist provides training each week in topics on Computer Competency, Job Readiness and Workplace Tools. Curriculum has been specifically developed to motivate seniors and target skills required to compete in the modern workplace. Participants are also encouraged to take advantage of skills workshops offered by the Department of Workforce Services. Workshops include Resume Development, Networking Strategies, Using Linked-In and Interviewing Skills. Also available are Life Skills workshops that contribute to participants overall well-being such as Budgeting and Credit and Finding Healthy Relationships. Easter Seals-Goodwill SCSEP is also partnering with LDS Employment Services, CAT computer classes provided in the recreation centers, Habitat for

Humanity, Community Action Program, and other community resources to provide services to seniors. Several seniors are training in programs offered through Ogden-Weber Applied Technical College, Davis Applied Technology College, Dixie Applied Technology college and Brigerland Applied Technology College. In Weber County SCORE has offered training opportunities to participants as well as free guidance to participants wishing to explore self-employment opportunities.

- **Salt Lake County (Utah SCSEP sub-grantee)** - We send and accept referrals from Easter Seals' SCSEP program, Department of Workforce Services and LDS Employment Services. We also refer to DWS funded training programs and DWS workshops (resume, interview skills).
 - **National Indian Council on Aging (National Grantee)** NICOA SCSEP Employment Specialists and Job Developers have information on in-demand industries in the area, which are very limited. They work closely with agencies within the reservation to train and hire the individuals placed with them. Participants who have the capability to travel to the nearest DWS to participate in various classes and job search will be referred to them.
- **Actions the State will take to ensure that SCSEP is an active partner in the one-stop delivery system and the steps the State will take to encourage and improve coordination with the one-stop delivery system. (20 CFR 641.335)**
- **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Seven Easter Seals-Goodwill SCSEP sites are located within the American Job Center (formerly the Career One-Stop) at the Department of Workforce Services offices, which naturally allows for cooperation and coordination within the Job Center. In each site ESGW staff works in close cooperation with the Department of Workforce Services employees. Mature job seekers registered at the jobs.utah.gov site who are unable to find employment are referred directly to the Easter Seals SCSEP program. The next challenge for ESGW SCSEP is to improve our presence in rural counties where we do not have staff co-located. In counties where we have held recruitments results have been favorable, however, staff cutbacks and budgetary constraints have made sustained efforts difficult. We are currently strategizing with Area Agencies on Aging to improve the visibility of ESGW SCSEP in rural counties throughout the state.
 - **Salt Lake County (Utah SCSEP sub-grantee)** - During enrollment for AAS SCSEP, staff will either enroll or access the participant's prior enrollment in DWS and verify information of participant.

regularly with community groups such as the Five County Association of Governments and the Washington County Area Human Services Council to ensure community organizations are aware of the SCSEP.

- **Salt Lake County (Utah SCSEP sub-grantee)** - AAS SCSEP staff will attend community job fairs to meet potential employers. We plan to develop relationships with businesses and potential job sources for participants. We will ask employers to develop SCSEP –specific job descriptions and contacts and will post these in the office. Staff will also check a variety of employment sites (Salt Lake County, local municipalities, DWS, Veterans’ Affairs, Utah Nonprofits Association) weekly and contact participants who have the skills for jobs listed.
- **National Indian Council on Aging** – Employment Specialists and Job Developers will work together to build relationships in areas served to link NICOA SCSEP participants up with the resources to find employment, as well as providing face to face and online trainings (where applicable) to participants to give them the skills to find employment. Job Developer/Trainers will reach out to area employers that match the participant’s skills and interest by informing them of tax incentives and other benefits of hiring mature workers and to develop On-the-Job training opportunities as an incentive to hire SCSEP participants. SCSEP participants that wish to transition to employment prior to reaching their durational limit, as well as those that are job ready, will automatically be assigned to a NICOA Job Developer for intensive job search services.
- **Describe the long-term strategy for serving minorities under SCSEP. (20 CFR 641.302 (c))**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** Currently 16 percent of participants enrolled in ESGW SCSEP are non-white minorities. This is comparable to Utah’s minority population of 18.4 percent. The SCSEP will continue to partner with local agencies serving minorities by ensuring a strong representation on state committees that focus on working with minority and older individuals as well as partnering with all the grass roots and non-profit organizations in the communities that the SCSEP serves. The Easter Seals-Goodwill SCSEP will continue to provide waivers to the 48-month lifetime program limit for people 75 and older who do not receive Social Security Retirement benefits, and to those individuals classified as severely disabled. For those who qualify for Durational Limit waivers, their lifetime program limit will be extended by 12 months.
 - **Salt Lake County (Utah SCSEP sub-grantee)** - AAS staff will continue working with agencies that specifically support minorities, such as Refugee and Immigrant Center (formerly Asian Association) and the Catholic Community Services refugee (and homeless) program, the International Rescue Committee and Comidades Unidas, Centro de Familia De Utah. We will encourage current participants to tell other

potential refugees or minority seniors about the SCSEP program. We will continue to reach out to new social services agencies that serve minorities to explain SCSEP and how the program can improve job skills.

- **National Indian Council on Aging – NICOA SCSEP** is a set-aside grant to primarily serve the American Indian minorities with multiple barriers to employment. Staff will continue to recruit all minorities with an emphasis on American and Alaskan Indians. To do this, NICOA Staff will continue to build relationships with agencies serving the American Indian populations in both urban and rural areas, as well as on reservations.
- **List needed community services and the exact places where these services are most needed. Specifically, the plan must address the needs and location(s) of those individuals most in need of community services and the groups working to meet their needs. (20 CFR 641.330)**
 - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** There is a continuing and growing need for services to support the homeless populations in Salt Lake and Weber Counties. Local housing authorities are constantly engaging with business and other entities to expand opportunities for transitional and subsidized housing. Homeless individuals are also at risk for mental health conditions. More funding to support mental health and substance abuse issues of the homeless would make a significant impact on the ability of this population to find employment. Another major area of need in the urban areas of the state is for those who have been involved in the justice system. Participants who have had felony convictions struggle to find employment and are in need of successful reintegration programs. Transportation continues to be a concern for the aging population of Utah. Easter Seals-Goodwill SCSEP partners with UTA to provide monthly bus passes for senior, homeless and other participants in urban areas. Transportation needs are provided for on a case-by-case basis in other areas where mass transit is not available.
 - **Salt Lake County (Utah SCSEP sub-grantee)** - More subsidized senior housing for low-income seniors in suburbs; access to free or reduced dental and vision care in the west and south area of the county; more health care access for low-income seniors in the west and south areas of the county; better transportation options (UTA bus routes to suburban areas are very limited and difficult to use in winter due to snow).
 - **National Indian Council on Aging – NICOA** serves the Navajo Nation in San Juan County, which is very poor and unemployment is high. Services: Employment, housing, mental health, food assistance, utility assistance and transportation. In San

Juan County, NICOA SCSEP staff refer participants to: Navajo Nation Senior Centers, Aneth Chapter House, Indian Health Services, the Housing Authority of Southeastern Utah and H.E.A.T program.

- **Describe the long-term strategy to improve SCSEP services, including planned long-term changes to the design of the program within the State, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate. (20 CFR 641.302(k))**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee) ESGW SCSEP** recommends the following changes to the Department: 1) Recognize that multiple barriers to employment require more intensive case management than the general population. The SCSEP's budgetary structure does not allow for staffing levels to appropriately case manage SCSEP participants. A more robust program would enable staff to devote the time necessary to assist the neediest participants prepare for and enter employment. Under the current design, those who most need the program do not receive the full support required for them to succeed. This results in not only their dissatisfaction with the program but also decreased morale as staff recognize they cannot provide needed services due to the demands of the many participants they are serving. 2) Recognize that participants who have been justice-involved are among the hardest individuals to place in employment. Criminal History and/or prior felony convictions should be considered a most-in-need factor based on the significant barriers they present to employment. 3) Recognize the value of sustaining seniors who will most likely not find employment. The SCSEP should have a two-track approach: one for mature workers who are definitely seeking employment and another for those who need the income support and wish to stay engaged in their communities, but for whom a successful outcome would not necessarily include employment. Those on the "Community Service" track would be limited to no more than 10 percent of the total grant, however, the needs of the most impoverished seniors could be met while the community would benefit from their experience and energy. 4) Increase funding to those projects tasked with serving large geographical and remote areas. In order to best serve rural counties, travel sometimes including overnight stays in remote locations is required. Under current guidelines, there is not sufficient funding to support required travel for recruitment and program functions. Easter Seals-Goodwill also encourages the Department of Labor to continue to have service provision provided through both National and State agencies.
 - **Salt Lake County (Utah SCSEP sub-grantee) -** The best long-term strategy for our participants would be to increase the hourly wage – they struggle to make ends meet working only 20 hours. Another strategy is to provide enough funding for sub-grantees – after taking the 25 percent out for administrative costs, the remaining 75

percent is not enough funding to pay the number of slots for 20 hours a week for 50 weeks at \$7.25 an hour. A third strategy, would be to have DOL add training funds to the allocation so we could cover the costs for a participant who could really benefit from advanced training to attend classes at a community college or other educational entity.

- **Describe a strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii). (20 CFR 641.302(f))**
 - ***Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)*** -Goodwill SCSEP has been continuously improving placement percentages over the past four years, increasing Entered Employment from 33.3 percent in PY2012 to 52.9 percent in PY2014. This improvement is a result of several factors: a reduction in the number of participants enrolled enabled Employment Specialists to work more closely with participants to improve their application, resume development and interviewing skills. An increased focus on training has enabled participants to develop more of the technology skills required for success in the modern workplace. More time is devoted to assessment during program orientation, which allows participants to set clearer employment related goals. As the overall economy has improved, the unemployment rate has dropped and employers are more open to hiring people from the SCSEP demographic. We will maintain these strategies to the extent possible, however, because we will no longer have dedicated Training and Supportive Service funds, the resources we have been able to allocate to training will no longer be available.
 - **Salt Lake County (Utah SCSEP sub-grantee)** - AAS staff will increase our partnerships with Salt Lake Community College, University of Utah and Westminster College to recruit students to assist Title V participants with one-on-one computer tutoring. This individualized attention helps them to improve office and computer skills so they can enter and maintain unsubsidized employment. Staff will also continue to seek out new and innovative host site placements where participants can gain the skills needed for employment and each participants' personal growth. The staff will also develop a plan to ease the transition from SCSEP participation to regular employment in the hope that participants will be successful in their new positions.
 - **National Indian Council on Aging** - NICOA has begun holding monthly meetings and quarterly all staff trainings as a strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment. Currently the program exceeds targets in Community Service, Service levels and Services to

Most-in-Need. The program is 12.7 percent below the target for Common Measures of Entered Employment and 12.4 percent below the target for Common Measures of Retention. Common Measures of Earnings are also below the target. NICOA has also been in the process of restructuring in order to return the focus of the program to assisting our participants with finding unsubsidized employment. Job Descriptions have been rewritten and clarified so that all staff know their role and part in putting together the puzzle to better help our participants looking for employment.

Location and Population Served, including Equitable Distribution

- **Describe the localities and populations for which projects of the type authorized by title V are most needed. (20 CFR 641.325 (d))**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** – Goodwill covers the entire state of Utah as the National grantee. Goodwill has 231 slots.
 - **Salt Lake County (Utah SCSEP sub-grantee)** – AAS only covers Salt Lake County with 60 slots.
- **List the cities and counties where the SCSEP project will take place. Include the number of SCSEP authorized positions and indicate if and where the positions changed from the prior year.**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** – Goodwill covers the entire state of Utah as the National grantee. Goodwill has 231 slots.

PY2015 - ESGW NRM

County	Approved Slots	Current Enrollment
Beaver	2	1
Box Elder	5	4
Cache	9	12
Carbon	6	12
Davis	20	20
Duchesne	3	1
Emery	2	2
Garfield	2	
Grand	3	
Iron	7	9
Juab	2	
Kane	2	
Millard	3	
Piute	1	
Salt Lake	59	64

San Juan	5	
Sanpete	5	6
Sevier	4	3
Summit	3	
Tooele	4	5
Uintah	4	3
Utah	31	30
Wasatch	2	
Washington	19	20
Wayne	1	
Weber	27	36
Overall Total	231	228

- **Salt Lake County (Utah SCSEP sub-grantee)** – AAS only covers Salt Lake County with 60 slots.
- **Describe any current slot imbalances and proposed steps to correct inequities to achieve equitable distribution.**
- **Explain the State’s long-term strategy for achieving an equitable distribution of SCSEP positions within the State that:**
 - **Moves positions from over-served to underserved locations within the State in compliance with 20 CFR 641.365.**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** It is our goal to serve mature workers throughout the state of Utah, wherever there are eligible seniors who need SCSEP services. Potential participants are most easily identified in urban areas where they have access to the American Job Centers where SCSEP is housed. Rural Utahans do not tend to have as much access to a local Job Center near their homes. (See attached chart for authorized positions and equitable distribution). Although ESGW SCSEP is located strategically throughout the state, there are still areas of the state that are several hours driving distance to the nearest SCSEP location. Strategies to identify and serve these participants include partnering with local county agencies and non-profits providing services to seniors. In some locales, this strategy has worked very well, in others it has been difficult to identify the best sources to assist with recruitment efforts. Natural attrition due to durational limits and participants finding unsubsidized employment in the over-served areas will allow Employment Specialists to focus attention and outreach efforts on those under-served areas.

- **Salt Lake County (UTAH SCSEP sub-grantee) – AAS only has one county to serve.**
 - **National Indian Council on Aging – NICOA Staff will continue to recruit and enroll in underserved areas. As participants exit the program in overserved areas, staff will enroll in underserved areas.**
 - **Equitably serves both rural and urban areas.**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)-** Goodwill SCSEP has slots throughout the state of Utah. Most of the participants currently being served reside in urban areas, as these areas provide ample support for recruitment efforts as well as the most opportunities for employment. Limited funds available to support travel into rural areas seriously curtails efforts to recruit, as well as to serve individuals residing in isolated areas. The state of Utah is an area of nearly 85,000 square miles; much of it is rugged terrain with isolated populated areas. Although Easter Seals-Goodwill SCSEP has staff in seven locations throughout the state, often there is a long distance to the nearest office serving SCSEP participants. Coordination with area Agencies on Aging has met with some success, but what is really required to serve these areas properly is additional funds to either staff offices within reasonable traveling distance or funds to allow for regular travel into the rural areas by SCSEP staff.
 - **Salt Lake County (UTAH SCSEP sub-grantee) – AAS only has one county and it is in an urban area.**
- **Serves individuals afforded priority for service under 20 CFR 641.520. (20 CFR 641.302(a), 641.365, 641.520.)**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** ESGW SCSEP uses an intake form with descriptions that help Employment Specialists to identify Most In Need factors per the Department of Labor. Applicants are prioritized according to their barriers to employment. Veterans receive first priority to enter the program. Employment Specialists also attend conferences and job fairs that attract the most in need. For example, senior center fairs, Choose to Work job fairs, Refugee Cultural Celebrations and Veteran’s conferences. The program manager is bi-lingual English/Spanish, so we are able to accommodate Spanish-speaking participants. Over the past four years, ESGW SCSEP has consistently met goals for Service to Most In Need and Service Level, demonstrating the

ability of the program to serve the greatest number of eligible participants. We believe this is due in large part to the co-location of ESGW SCSEP offices within the American Job Centers. Utah also has a large presence of veterans with a Veterans Hospital and Air Force, Army and National Guard bases. The SCSEP has a continuing partnership with the Veterans Administration through host agency agreements and sharing employment activities. A mutually beneficial partnership has developed with the Homeless and Justice Clinical Recovery Program, as veterans referred by the Employment Coordinator are enrolled immediately. Through this partnership in PY14 and so far in PY15, we enrolled eight veterans and were able to successfully place four into unsubsidized employment. Although there are still some rural counties that are not fully served according to the equitable distribution chart, plans to expand Easter Seals-Goodwill presence in these areas are underway.

- **Salt Lake County (Utah SCSEP sub-grantee)** - AAS staff will review SCSEP participant characteristics on a regular basis to ensure targeted populations are being served. Appropriate services will be provided to ensure successful participation of these groups.
- **National Indian Council on Aging** - NICOA works primarily with American Indians on the Navajo reservation in San Juan County, giving preference to Veterans and their spouses. Staff identify those are most in need by working closely with the Aneth Chapter House and Senior Centers in the area.
- **Provide the ratio of eligible individuals in each service area to the total eligible population in the State. (20 CFR 641.325(a))**
 - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** The total population of Utah is approaching 3 million. An estimated 12.7 percent of the total population is at or below poverty level, and 10 percent of the total population is aged 65 or older. If one of every ten Utahans at poverty level is over 65 then approximately 38,100 seniors are income eligible statewide. ESGW SCSEP has 232 authorized positions throughout the state.
- **Provide the relative distribution of eligible individuals who:**
 - **reside in urban and rural areas within the State**
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** The majority of Utah's population is clustered around the Wasatch Front Mountain range, including Weber, Davis, Salt Lake and Utah counties. Most

of the land area of the state has low population density and is designated rural. ESGW SCSEP currently has seven locations in strategic areas throughout the state. The full time employment counselor in the Ogden office conducts all documentation and data entry for participants in the northern rural counties with assistance from a participant who provides supportive services to participants and host agencies from the Logan DWS office. The Ogden office currently serves 54 participants and 21 Host Agencies in Cache, Box Elder and Weber County. The office situated in Davis County serves 28 participants and 15 Host Agencies in Tooele, Duchesne and Uintah counties as well as Davis. Participants are placed in local Host Agencies and the Employment Specialist travels regularly to complete employment plans, needs assessments and re-certifications. Recruitment is currently taking place in these counties and local Host Agencies assist with referrals. In Salt Lake County, two full time Employment Specialists provide services to 64 participants and 18 Host Agencies. Salt Lake host agencies offer a variety of training opportunities within easy access of public transportation. All host agency assignments are made with the participant's location and ability to travel in mind. In Utah County we are currently serving 27 participants and eight Host Agencies, including Habitat for Humanity, Utah State Hospital, Community Action Services and Food Bank, Ability First and the American Red Cross. The Price office serves several Central and Southeastern counties: Carbon, Emery, Grand, Piute, Wayne, San Pete, Sevier and San Juan County. One staff participant travels to meet participants at their local host agency sites as well as conducting business by phone, fax and email. The office in Cedar City serves participants in Iron, Beaver, Millard and Garfield counties. Most of these counties are in rural areas. Host Agencies are limited. The Forest Service has been a valuable partner in these rural areas providing employment training for the rural participants. The local governments in these tourist areas have also extended training opportunities to participants with participants training as tour guides in various rural museums and parks. The employment counselor in Cedar City also travels to serve participants. In Washington County, many participants live in and around the St. George area. Host agencies are accessible by public transportation if necessary. The Washington County office also serves rural Kane County.

- **Salt Lake County (UTAH SCSEP sub-grantee) – AAS only has one county and it is in an urban area.**
- **National Indian Council on Aging – NICOA serves only San Juan County, which is a rural area.**

- **Have the greatest economic need** means the need resulting from an income level at or below the poverty guidelines established by the Department of Health and Human Services and approved by the Office of Management and Budget (OMB). (42 U.S.C. 3002(23).)
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** In the current program year (PY15), 91 percent of participants served by ESGW SCSEP are at or below 100 percent of the Federal Poverty Level. For those participants facing the greatest economic need, Easter Seals-Goodwill SCSEP's partnership with local homeless shelters, food banks and other community agencies serving economically depressed mature individuals allows participants greater access to needed resources. ESGW SCSEP reaches out to local minority communities through churches, schools and community networking to provide services to and engagement of disparate groups in all local service areas. Employment Specialists are trained to identify and prioritize enrollment for those most in need.
 - **Salt Lake County (UTAH SCSEP sub-grantee)** – AAS SCSEP staff will assist participants with the greatest economic need by helping them find affordable housing, free clothing, food assistance, free or low cost medical and dental care, reduced cost bus passes and free or low cost assistive devices.
 - **National Indian Council on Aging** – San Juan County is an area facing great economic need. NICOA partners with the chapter house, Navajo nation, food banks, the local housing authority and other community agencies to serve the majority of participants who are at or below 100 percent of the Federal Poverty Level at the time of enrollment.

- **Are minorities**
 - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** Participants representing seven different language groups from around the world are served statewide. Thirteen percent of total participants enrolled speak English as a second language. Sixteen percent of participants are races other than Caucasian.
 - **Salt Lake County (UTAH SCSEP sub-grantee)** – AAS SCSEP staff will assist minorities by making sure they are aware of community services beyond those commonly known to them, placing them in host sites where staff are cognizant of the their unique needs and willing to assist the participant

achieve their goals, and providing SCSEP staff who are aware of each participants' issues and can offer individualized services to each participant.

- **National Indian Council on Aging** – NICOA recruits in San Juan County, primarily on the Navajo reservation.
- **Are limited English proficient**
 - **Easter Seals-Goodwill Northern Rocky Mountain (National Grantee)** Salt Lake County has the greatest number of limited English proficient participants due to the high number of refugees served in the county. ESGW SCSEP provides ESL instruction in partnership with Horizonte Instruction and Training Center, the Refugee Center of Salt Lake, the Somali Community Agency, Catholic Community Services and Vietnamese Community Agency. Participants speak such disparate languages as Arabic, Bhutanese, Burmese, Russian, Somali, Spanish and Vietnamese.
 - **Salt Lake County (UTAH SCSEP sub-grantee)** – AAS SCSEP staff will assist participants who are limited English proficient by providing interpreters when needed; whenever feasible, placing the participant in a host site where someone speaks their native language; providing information on ESL classes; working with family members to assure the participant is learning work related skills at their host site; and work with family members or interpreters to resolve any program related issues when they occur.
 - **National Indian Council on Aging** – NICOA recruits in San Juan County, primarily on the Navajo reservation.
- **Have the greatest social need (20 CFR 641.325(b).)** *Greatest social need* means the need caused by non-economic factors, which include: Physical and mental disabilities; language barriers; and cultural, social, or geographical isolation, including isolation caused by racial or ethnic status, which restricts the ability of an individual to perform normal daily tasks or threatens the capacity of the individual to live independently. (42 U.S.C. 3002(24)).
 - **Easter Seals - Goodwill Northern Rocky Mountain (National Grantee)** In Salt Lake City host agency agreements with the Road Home and Salt Lake City Housing Authority provide a natural pathway for referrals of homeless participants. Agreements with other helping agencies that provide food, clothing and other necessities to those in need also encourages referrals for recipients potentially eligible for SCSEP. Employment Specialists in all areas of the state reach out to churches and schools and engage in community

networking to ensure that all potentially eligible participants have the opportunity to apply for the program.

- **Salt Lake County (UTAH SCSEP sub-grantee)** – While the AAS SCSEP program has developed strong host site placements to meet the needs of participants with the greatest social need, staff also will locate new host sites or job duties at current host sites to customize the training experience for each participant. The staff also assists with the location of needs outside job training by locating appropriate and affordable housing, food assistance, transportation options, clothing and assistive devices.

SCSEP Operations

- ***Per recent guidance, the DOL has not required a description of Utah SCSEP operations. However, we will submit a copy of the Utah SCSEP DOL approved Policy and Procedure Manual and the Easter Seals SCSEP policy and Procedure Manual as an Appendix.***