



# UTAH STATE BOARD OF EDUCATION

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## MEMORANDUM

**TO:**                                      Members, Utah State Board of Education

**FROM:**                                  Brad C. Smith  
Chief Executive Officer

**DATE:**                                  June 18-19, 2015

**INFORMATION:**                      Review of Utah State Office of Rehabilitation Legislative Requirements

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### **Background:**

The Utah State Office of Rehabilitation (USOR) is required to ensure that the Utah State Board of Education reviews all legislative requirements of USOR and approves the information and/or data prior to USOR's submission to meet the requirements.

### **Key Points:**

USOR will provide information regarding the intent language for bills that require USOR to provide information or data, and the required dates of submission of that data to the legislature. The information will facilitate tracking of the dates that USOR deliverables are due to the legislature.

### **Anticipated Action:**

The Committee will receive the information and may give further guidance and direction.

**Contact:**                              Scott Jones, Associate Superintendent, 801-538-7514

The Legislature intends that, under 63J-1-206(e), the **Utah State Office of Rehabilitation** transfer \$9,837,000 from the federal Aspire Grant between the Executive Director's Office to the newly created Aspire Grant program beginning in FY 2016.

**A new appropriation unit, division, unit, and program have been created for the ASPIRE grant beginning in SFY16 as follows:**

**Appropriation Unit – PBF; Division – 36; Unit – 3670; Program – 67001**

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The Legislature intends that the Departments of Workforce Services, Health, Human Services, and the **Utah State Office of Rehabilitation** prepare proposed performance measures for all new state funding or TANF federal funds for building blocks and give this information to the Office of the Legislative Fiscal Analyst by **June 30, 2015**. At a minimum the proposed measures should include those presented to the Subcommittee during the requests for funding. If the same measures are not included, a detailed explanation as to why should be included.

**Utah State Office of Rehabilitation, Building Block Performance Measures**  
2/10/15

**\$6,300,000 Supplemental One-Time Request**

1. Continue to provide paid services to 14,000 eligible clients with an existing Individualized Plan for Employment without interruption through June 30, 2015.
2. Provide diagnostic and assessment services, as needed, to 2,300 expected new applicants to determine eligibility for the VR program and Order of Selection category (per regulatory requirement) through June 30, 2015
3. Achieve a total of 3,100 successful rehabilitation outcomes (employment for a minimum of 90 consecutive days) for the federal fiscal year ending September 30, 2015.
4. Utilize 100% of supplemental allocation to direct client services.

**\$500,000 Ongoing IL Assistive Technology Request (Requested as ongoing – appropriated as one-time)**

1. Total number of consumers provided services will exceed previous year (216)
2. Total number of assistive technology devices will exceed previous year (257)

**\$275,000 Ongoing Independent Living Services Request (Requested as ongoing – appropriated as one-time)**

1. Number of consumers served by IL Centers will meet or exceed previous year (target 6,678)
  2. Percentage of consumers served by IL Centers who are new consumers will meet or exceed 30% (target 1950)
  3. For consumer records closed, the percentage of consumers who achieved all planned goals will meet or exceed 15% (target 372)
- =====

The Legislature intends the departments of Health, Human Services, and Workforce Services and the **Utah State Office of Rehabilitation** provide to the Office of the Legislative Fiscal Analyst by **June 1, 2015** a report outlining how funds are distributed within the state when passed through to local government entities or allocated to various regions and how often these distributions are reviewed and altered to reflect the relevant factors associated with the programs.

(1) Is the program considered a statewide program (this would include something that serves all rural areas)?

**IL – This is considered a statewide program. USOR receives money for Independent Living services which it passes through to Independent Living Centers (ILCs).**

**VR – The Vocational Rehabilitation (VR) program administered through the Utah State Office of Rehabilitation (USOR) is considered a statewide program. The program does not “pass through” money. USOR administers the program directly.**

a. Is the implementation of the program really statewide? If not, is there a compelling reason why?

**IL – There are 6 ILCs spread across Utah (locations include Logan, Ogden, Salt Lake, Provo, Price, and St. George). The program is considered to provide services statewide.**

**VR – The VR program is implemented statewide. VR services are available to eligible individuals in all political subdivisions of the State (CFR 361.25).**

(2) Who gets the money (by county)?

**IL – Money is distributed by formula to regions. The regions cover particular counties across the State.**

**VR – USOR distributes VR program funds to 10 district offices under the Division of Rehabilitation Services (DRS) and 1 district (which covers the entire State) under the Division of Services for the Blind and Visually Impaired (DSBVI). At the beginning of each budget year, USOR uses a formula allocation as the methodology to initially distribute VR program funds throughout the State to regional districts. The criteria for USOR’s formula allocation is based on regional service needs and program performance accountability. Specifically, the formula equally weighs the total number of individuals served and the total number of successful employed individuals for the previous federal fiscal year in each district. However, this regional distribution is just a starting point to help with budgeting projections and to project performance expectations. Throughout the year as necessary USOR makes allocation adjustments to redistribute funding to meet regional needs and to ensure VR program resources are available on an equal basis to all eligible individuals without disruption. All clients throughout the State receive equal access to all VR services as long as USOR has funds in any available budget.**

(3) What is the methodology for distributing the money?

**IL – The formula for distributing the money is based, in part, on population. The formula is: fifty percent of the total funds are divided evenly between Utah’s six existing ILCs. Thirty percent of remaining funds are distributed according to the percent of the State population in each ILC’s service area (based on the most recent U.S. census data). Twenty percent of the remaining amount is distributed according to the percent of geographic area of each ILC’s service area in relationship to the total square miles of the State. Population figures used in the calculation are updated every 3 or 4 years or more often if requested by the ILCs.**

**VR – In accordance with federal regulation governing the State VR program, USOR must assure funds are used on a statewide basis in order to provide necessary and appropriate services to**

**eligible individuals (CFR 361.25). Statute does not include specific regulatory language regarding the method for distribution and regional allocation of program funds.**

a. How does the distribution compare to actual need as expressed by population? [If distributions are not reflecting current need (as represented by population), please explain why not?]

**IL – The distribution formula is the best way of ensuring equal distribution across all populations across the entire State.**

**VR – See above.**

b. If not done by population, what is the reason?

**IL – The ILCs feel that the current formula strikes a balance between population and other factors which affect service delivery.**

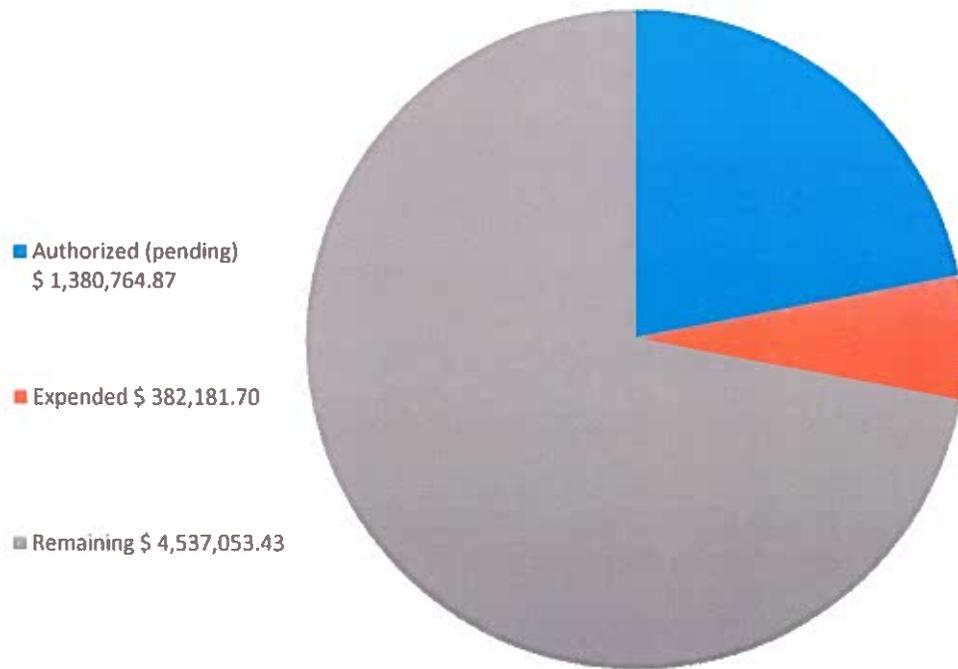
**VR – VR uses a formula for planning purposes only and continually readjusts funding statewide; therefore, past performance is used in the formula rather than population.**

(4) Does statute say anything about distribution and equity for the program?

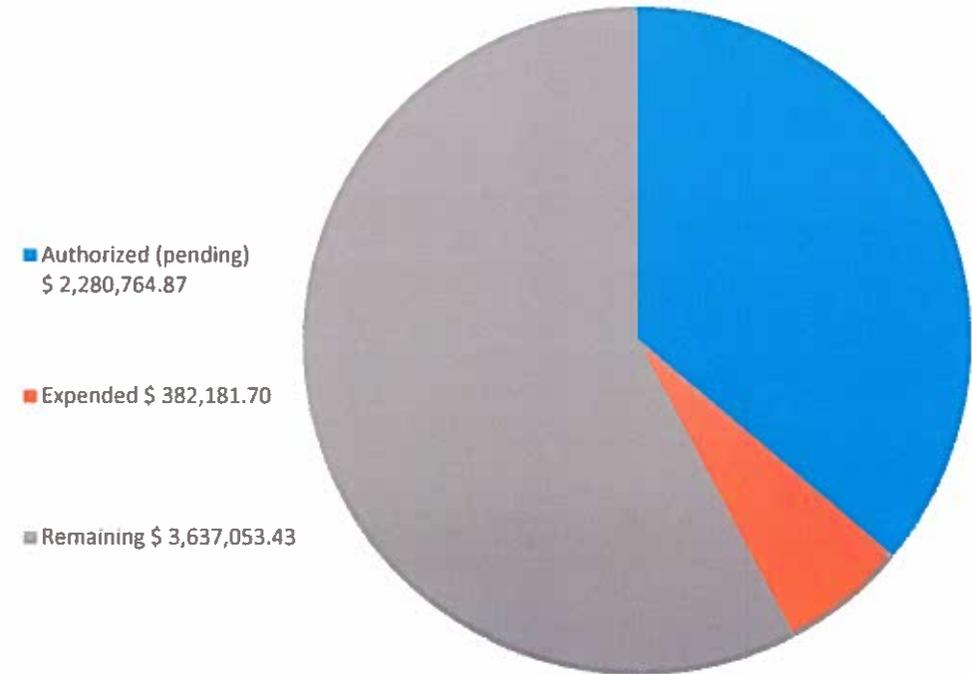
**IL – USOR could not obtain any statute or code that provides explicit distribution and/or equity directions or guidance.**

**VR – See above.**

# SFY 2015 6.3 Million Supplemental Appropriation USOR



**Actual as of 06/05/15**



**Estimated through 06/30/15\***

- ✓ Money from this allocation has been authorized/expended for paid client services only
- ✓ As of 6/5/15 a total of 5,454 authorizations had been issued from this funding
- ✓ As of 6/5/15 a total of 2,913 different individuals had received authorizations for services from this funding
- ✓ As of 6/5/15 the highest total dollar amount authorized was in the category of (1) educational assistance followed by (2) job coaching and job search assistance (3) restoration services and (4) assessment services,
- ✓ \*Uses estimated weekly spending of \$225,000 added to authorized amount only.

**State funding for IL Program services/Fed. Funding for IL Program services**

(1) Is the program considered a statewide program (this would include something that serves all rural areas)?

a. Is the implementation of the program really statewide? If not, is there a compelling reason why?

Yes. USOR receives money for the Independent Living services which it passes through to Independent Living Centers (ILCs). There are 6 ILCs spread across Utah (locations include Logan, Ogden, Salt Lake, Provo, Price and St. George, along with 8 branch offices. The program is considered to provide services statewide.

Please respond "Yes" or "No"

If "No" in the previous cell, explain why

(2) Who gets the money (by county)? [or other appropriate breakout like service area, group covering a certain geographic area, etc.]

	Current Funding	current funding %
Options for Independence serves Cache, Rich, and Box Elder Counties	\$640,278	14.92%
Roads to Independence serves Weber, Morgan, and Davis Counties	\$606,461	14.13%
Utah Independent Living Center serves Salt Lake, Tooele, and Summit Counties	\$1,017,978	23.72%
Ability 1st Utah serves Utah, Wasatch, Sanpete, and Juab Counties	\$594,671	13.86%
Active ReEntry serves Carbon, Duchesne, Uintah, Daggett, Emery, Grand, and San Juan Counties	\$741,776	17.29%
Red Rock Center for Independence serves Millard, Servier, Beaver, Piute, Wayne, Iron, Garfield, Washington, and Kane Counties	\$689,984	16.08%
	\$4,291,148	100.00%

(3) What is the methodology for distributing the money?

Independent Living Centers receive two types of Federal Money, money from the Rehabilitation Act and grant monies to serve Older Blind individuals in rural areas. The Older Blind Grant is divided equally between 3 rural centers (Options for Independence, Active ReEntry and Red Rock Center for Independence). Money from the Rehabilitation Act is divided by formula. The formula for distributing the money is based, in part, on population. The formula is: fifty percent of the total funds are divided evenly between Utah's six existing ILCs\*, thirty percent of the total funds are distributed according to the percent of the State population in each ILC's service area (based on the most recent census data) and twenty percent of the total funds is distributed according to the percent of geographic area of each ILC's service area in relationship to the total square miles of the state. Population figures used in the calculation are updated every 3 or 4 years or more often if requested by the ILCs. \*Money that has been received since 2001 follows a formula which includes only the 4 IL Centers that existed at that time. Increases received since 2001 follow the formula which includes 6 centers.

a. How does the distribution compare to actual need as expressed by population?

Population data annual estimates of Utah's Resident Population: July 2013 Source: U.S. Census Bureau, Population Division

	Population	Population %	Current Funding	Current funding %	funding based on population %	difference
Options for Independence serves Cache, Rich, and Box Elder Counties	169,991	5.86%	\$640,278	14.92%	251,461	388,817
Roads to Independence serves Weber, Morgan, and Davis Counties	570,786	19.68%	\$606,461	14.13%	844,342	-237,881
Utah Independent Living Center serves Salt Lake, Tooele, and Summit Counties	1,178,969	40.64%	\$1,017,978	23.72%	1,744,003	-726,025
Ability 1st Utah serves Utah, Wasatch, Sanpete, and Juab Counties	616,913	21.27%	\$594,671	13.86%	912,576	-317,905
Active ReEntry serves Carbon, Duchesne, Uintah, Daggett, Emery, Grand, and San Juan Counties	113,060	3.90%	\$741,776	17.29%	167,245	574,531
Red Rock Center for Independence serves Millard, Servier, Beaver, Piute, Wayne, Iron, Garfield, Washington, and Kane Counties	251,153	8.66%	\$689,984	16.08%	371,521	318,463
	2,900,872	100.00%	\$4,291,148	100.00%	4,291,148	

(4) Does statute say anything about distribution and equity for the program?

No
USOR could not obtain any statute or code that provides explicit distribution and/or equity directions or guidance.

Please respond "Yes" or "No"

If "Yes" in the previous cell, give a brief explanation of what the law indicates as well as a reference to that law

**State funding for the VR Program**

(1) Is the program considered a statewide program (this would include something that serves all rural areas)?

a. Is the implementation of the program really statewide? If not, is there a compelling reason why?

The VR program is implemented statewide. VR services are available to eligible individuals in all political subdivisions of the State (CFR 361.25).

Please respond "Yes" or "No"

If "No" in the previous cell, explain why

(2) Who gets the money (by county)? [or other appropriate breakout like service area, group covering a certain geographic area, etc.]

	2014 Expenditures	% of Expenditures
Northern District serves Box Elder, Cache and Rich counties	1,306,900.00	8.28%
Ogden and Davis Districts serve Morgan, Weber and Davis counties	2,629,591.73	16.67%
Downtown, Valley West and South Valley Districts serve Salt Lake, Summit, Wasatch and Tooele counties	5,192,300.46	32.93%
Provo and Central Districts serve Utah, Sevier, Juab, Millar, Sanpete, Piute and Wayne counties	2,963,756.48	18.79%
Eastern Utah District serves Carbon, Dagget, Duchesne, Grand, Emery, San Juan and Uintah counties	2,180,851.77	13.82%
Southern Utah District serves Beaver, Garfield, Kane, Iron and Washington counties	1,498,377.87	9.51%
	15,771,778.31	100.00%

(3) What is the methodology for distributing the money?

USOR distributes VR program funds to 10 district offices under the Division of Rehabilitation Services (DRS) and 1 district (which covers the entire State) under the Division of Services for the Blind and Visually Impaired (DSBVI). At the beginning of each budget year, USOR uses a formula allocation as the methodology to initially distribute VR program funds throughout the State to regional districts. However, this regional distribution is just a starting point to help with budgeting projections and to project performance expectations. Throughout the year as necessary USOR makes allocation adjustments to redistribute funding to meet regional needs and to ensure VR program resources are available on an equal basis to all eligible individuals without disruption. All clients throughout the State receive equal access to all VR services as long as USOR has funds in any available budget therefore the figures listed represent actual Federal Fiscal Year 2014 expenditures for the districts. Because service areas/districts do not align with counties some districts are grouped together here so that county population can be used for comparison. \*The DSBVI District is not represented because it serves the entire state rather than just certain counties. As a comparison to other districts the DSBVI district spent \$939,064.13 of 2014 funds which represents 5.62% of the total client paid service expenditures for that year.

a. How does the distribution compare to actual need as expressed by population?

Population data annual estimates of July 2013 Source: U.S. Census Bureau, Population Division

	Population	Population %	Current Funding	Current funding %	funding based on population %	difference
Northern District serves Box Elder, Cache and Rich counties	169,991.00	5.86%	\$ 1,306,900.00	8.28%	\$ 924,227.00	\$ 382,673.00
Ogden and Davis Districts serve Morgan, Weber and Davis counties	570,786.00	19.68%	\$ 2,629,591.73	16.67%	\$ 3,103,883.00	\$ (474,291.27)
Downtown, Valley West and South Valley Districts serve Salt Lake, Summit, Wasatch and Tooele counties	1,205,406.00	41.55%	\$ 5,192,300.46	32.93%	\$ 6,553,174.00	\$ (1,360,873.54)
Provo and Central Districts serve Utah, Sevier, Juab, Millar, Sanpete, Piute and Wayne counties	628,247.00	21.66%	\$ 2,963,756.48	18.79%	\$ 3,416,168.00	\$ (452,411.52)

Eastern Utah District serves Carbon, Dagget, Duchesne, Grand, Emery, San Juan and Uintah counties	113,060.00	3.90%	\$ 2,180,851.77	13.82%	\$ 615,100.00	\$ 1,565,751.77
Southern Utah District serves Beaver, Garfield, Kane, Iron and Washington counties	213,382.00	7.35%	\$ 1,498,377.56	9.51%	\$ 1,159,226.00	\$ 339,151.56
	2,900,872.00	100.00%	\$ 15,771,778.00	100.00%	\$ 15,771,778.00	

b. If not done by population, what is the reason?

USOR distributes funds based on the needs of the eligible individuals being served in each district.

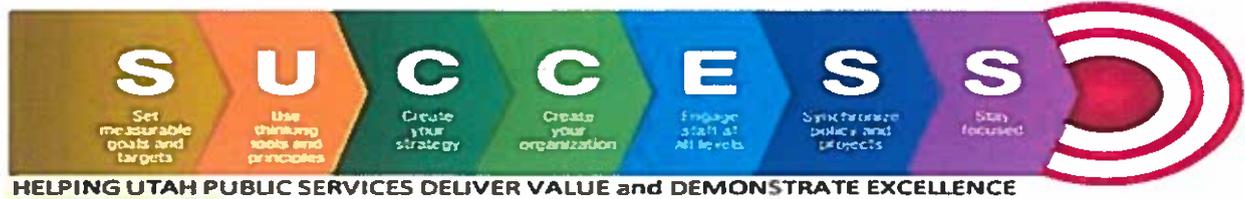
(4) Does statute say anything about distribution and equity for the program?

No

USOR could not obtain any statute or code that provides explicit distribution and/or equity directions or guidance.

Please respond "Yes" or "No"

If "Yes" in the previous cell, give a brief explanation of what the law indicates as well as a reference to that law



# Utah State Office of Rehabilitation

June 12, 2015 - Project Summary

## Set measurable goals and targets

- **Reduction of VR Counselor: Client Ratio**
  - Increase Rehabilitation Counseling Time
  - Improve & Increase Quality Client Outcomes
  - Improve Quality of Rehabilitation Experience
  - Decrease Average Time in Services
  - Decrease Average Cost Per Client
  - Increase Capacity Through Efficiencies

## Use thinking tools and principles

- Data Analysis (Home Office)
- Client Engagement Analysis (District Management Teams)
  - Review of all open VR Cases
- Process Analysis (Core Leadership Summit)
  - Analyze Constraint Points & Process
  - Analyze Policy, Procedure, Practices
  - Analyze Habits, Myths, Lingertudes
  - Brainstorm Innovation to Overcome Constraints

## Create your strategy

- Learning Collaborating Project with the University of Massachusetts-Boston
  - Technical Assistance
- Rehab Way Core Leadership Summit

## Create your organization

- New USOR Leadership Team
- Rehab Way Core Leadership Summit
- 2015-16 Client Base Transformational Agenda

## Engage staff at all levels

- Rehab Way Core Leadership Summit
- Leadership Listening Posts
- Possible Horizons Committee (s)
- Regular Communication on Progress

## Synchronize policy and projects

- Client Service Leadership Team
- Schedule Regular Meetings
- Develop policy and practice change in support of 2015 Client Base Transformational Agenda
- Monitor Strategies, Tasks, Assignments
- Recommend Training Activities
- Report Progress

## Stay focused

- New USOR Leadership Team
- Ongoing process of review, evaluation and progression in order to achieve agency goals, client satisfaction and program efficiency



# 2015 Client Base Size Reduction & Control Project

# Opportunity Statement



- VR Counselor: Client Ratio (1:231)
- Staff Time like \$Revenue is a finite resource
- Rehabilitation Counseling IS our “Blue Light”
- Evidence Based Practice (Academic Research)
  - Single Greatest Impact on Quality Outcomes is VR Counselor/Client “Working Alliance.”
  - **Rehabilitation Counseling** (disability acceptance & adjustment, disability education & accommodation, career counseling, psycho-social, cognitive & motivational counseling) **Guidance** (goal setting, information & referral, occupational & labor market information) **Clinical Assessment** (eligibility determination, interest assessment, achievement testing, skills & abilities), **Intervention Planning** (needs assessment & search for comparable benefits, resource identification, negotiation of Individualized Plan for Employment), & **Case Management** (paid client service brokering, coordination, invoice & payment).
  - Inhibited VR Counselor/Client interaction is correlated with increased service costs, decreased quality outcomes, longer time in service & decreased client satisfaction.

## Set measurable goals and targets

- **SUCCESS Project Objectives**
  - Reduction of VR Counselor: Client Ratio
  - **Increase Rehabilitation Counseling Time**
  - Improve & Increase Quality Client Outcomes
  - Improve Quality of Rehabilitation Experience
  - Decrease Average Time in Services
  - Decrease Average Cost Per Client
  - Increase Capacity Through Efficiencies



## Set measurable goals and targets

### 1. 160 By 2016

- Average Client/VRC Ratio= 160:1 (*Vocational Rehabilitation Caseload Size and the Working Alliance: Implications for Rehabilitation Administrators; Journal of Rehabilitation Administration* Volume 34, No. 1 (5-14) Kierpiec, K. et al.)

### 2. 60 By 2016

- 60% of VRC work time is **Rehabilitation Counseling**
- Counseling, guidance, communication, coordination



### 3. 60 By 2016

- Rehabilitation Rate= 60% or higher

## Use thinking tools and principles

### Diagnosis: Why do we have large Client Bases?

#### 1. Data Analysis (Home Office)

- Average time in service, average time as applicant, average time to IPE, average time in IPE, average time to placement, average time to closure.

#### 2. Client Engagement Analysis (District Management Teams)

- Active/Inactive
- Engaged/Disengaged

#### 3. Process Analysis (Core Leadership Retreat)

- Constraints (bottlenecks to client flow)
- Policy, practice, process, procedure
- Habits, beliefs, myths

# Use thinking tools and principles

## 1. Data Analysis

- Findings:
  - Faster eligibility is significantly correlated with client Active Engagement and Motivation.
  - Faster IPE development is significantly correlated with Client Active Engagement and Motivation.
  - Faster eligibility and IPE development leads to increased likelihood of Client Successful Outcomes.
  - Inactive Disengagement is correlated to delayed eligibility and IPE development.
  - Human resource intensive Active Disengaged clients appear to be a function of:
    - Poor Expectation Framing,
    - Delays in eligibility and IPE development,
    - “Righting Reflex,”
    - Multiple “Cyclical Attempts.”
    - Risk Aversion to Shutting Things Down
  - Overall capacity can be improved by speeding up Eligibility and IPE Development, and by closing clients not making progress toward an IPE.

# Use thinking tools and principles

## 2. Client Engagement Analysis

TRAJECTORY	CATEGORY	DESCRIPTI	INDICATORS	RELATIONSHIP	CAUSES	SOLUTIONS
	ACTIVE ENGAGED	PROGRESS	<ul style="list-style-type: none"> <li>Regular/Consistent Counselor/Client Contact</li> <li>Client engaged in VR activities</li> <li>IPE evaluation criteria being achieved</li> <li>Annual Reviews completed</li> <li>Clear progress toward employment</li> </ul>	<p><i>How the CLIENT views it:</i></p> <p>"Knows what they want and how they can get there with our assistance."</p>	<ul style="list-style-type: none"> <li><b>Client Causes:</b> Motivated, Abivalence &amp; Fear worked through by Engaged Counseling Relationship.</li> <li><b>Agency Causes:</b> VRC Able to Spend Time Necessary for Counseling, Guidance, Planning, Monitoring</li> </ul>	<ul style="list-style-type: none"> <li><b>Rehabilitation Technician:</b> Case Management</li> <li><b>VR Counselor:</b> Intervention when Necessary (Annual Reviews, Amendments)</li> </ul>
	ACTIVE DISENGAGED	CYCLING	<ul style="list-style-type: none"> <li>Inconsistent Client/Counselor Contacts</li> <li>Frequent Client/Counselor confrontation</li> <li>CAP Involvement w/o resolution</li> <li>Frequent Direction Change w/o progress</li> <li>Frequent Client Request for New VRC</li> </ul>	<p>"Knows what they want, but we are too incompetent to do it for them."</p>	<ul style="list-style-type: none"> <li><b>Client Causes:</b> Personality D/O, Secondary Needs, Game Playing, Mental Illness, Other.</li> <li><b>Agency Causes:</b> VRC Turnover, Lengthy Process, Delays, Large Client Bases, Risk Avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Agency Client Concept</li> <li>VRC Support</li> <li>This FOR That with Exit Strategy</li> <li>Clear Boundaries &amp; Expectations</li> <li>Avoid Risk Aversion</li> <li>Close Case/Cut Bait</li> </ul>
	INACTIVE ENGAGED	STALLED	<ul style="list-style-type: none"> <li>Frequent Contacts/No Progress</li> <li>Indecision/ Commitment Avoidance</li> <li>Cooperative but Does not Follow through</li> <li>Does not complete assigned tasks</li> <li>Focus on tangible goods w/o job nexis</li> </ul>	<p>"Knows what they WANT right now, but there is no focus on employment."</p>	<ul style="list-style-type: none"> <li><b>Client Causes:</b> Ambivalence, Lack of Focus, Difficulty Engaging, Lack of Self Understanding, Fear.</li> <li><b>Agency Causes:</b> Large Client Bases, Limitations on Staff Time &amp; Skills, Inability to Engage Fully in Counseling.</li> </ul>	<ul style="list-style-type: none"> <li>Client Conceptualization BASIC-ID</li> <li>Stages of Change</li> <li>Motivational Interviewing</li> <li>Counseling &amp; Guidance</li> <li>Close Case/Cut Bait</li> </ul>
	INACTIVE DISENGAGED	COLD CASE	<ul style="list-style-type: none"> <li>No Contact/No Action &gt;6 Months</li> <li>No Scheduled Appointments &gt;6 Months</li> <li>No Response to Letters or Calls</li> <li>No Payments on Services &gt;6 Months</li> <li>Client Contact Information Is Bad</li> </ul>	None.	<ul style="list-style-type: none"> <li><b>Client Causes:</b> Client Relocation, Changes in Client Life Circumstances, They Got a Job on their Own, Became Discouraged with Process.</li> <li><b>Agency Causes:</b> Service Delivery Delay, Process Focus, Turnover of Staff, Large Client Bases, Limited Time for Engagement in Counseling Relationship</li> </ul>	<ul style="list-style-type: none"> <li>PREVENTION Through Systems Change and Improvement</li> <li>Reengagement Attempts</li> <li>Close Case/ Cut Bait</li> </ul>

Use thinking tools and principles

### **3. Process Analysis** (Core Leadership Retreat)

- Review Data Analysis
- Review Client Base Analysis
- Explore & Analyze Constraint Points & Process
- Explore & Analyze Policy, Procedure, Practice
- Explore & Analyze Habits, Myths, Lingertudes
- Brainstorm Innovation to Overcome Constraints

## Create your strategy

- TBD @ Rehab Way Core Leadership Retreat
  - 2015 Client Base Transformational Agenda
  - 3 to 4 Strategic Columns

## Create your organization

- TBD @ Rehab Way Core Leadership Retreat
  - 2015 Client Base Transformational Agenda
  - 3 to 4 Strategic Columns
    - Each Strategy Broken Down By Tasks and Deadlines
    - Each Task Assigned to Responsible Party
    - Resource Identification

## Engage staff at all levels

- Rehab Way Core Leadership Retreat
  - 2015 Client Base Transformation Agenda
    - Strategies, Tasks, Assignments
- Leadership Listening Posts
- Possible Horizons Committee (s)
- Regular Communication on Progress

## Synchronize policy and projects

- Client Service Leadership Team
  - Schedule Regular Meetings
  - Develop policy and practice change in support of 2015 Client Base Transformational Agenda
  - Monitor Strategies, Tasks, Assignments
  - Recommend Training Activities
  - Report Progress

## Stay focused

- Ongoing process of review, evaluation and progression in order to achieve agency goals, client satisfaction and program efficiency.

**Appropriation (Multiple Items)**

**6300 Dept of Technology Services Telecommunication Charges**

<b>Row Labels</b>	<b>Sum of</b>	<b>Sum of Amount</b>	<b>All DTS?</b>	<b>If partial DTS, how much is spending via DTS?</b>
200	\$	1,642,426		
270	\$	935,417		
400	\$	295,363	99.9%	\$295,033
600	\$	2,854,239		
<b>Grand Total</b>	<b>\$</b>	<b>5,727,444</b>		

Fiscal_Year	Division	Department	Object	Sum of Amount	Unit
2014		400	6300	8612.06	3175
2014		400	6300	46457.24	3274
2014		400	6300	12569.29	3445
2014		400	6300	1983.53	3446
2014		400	6300	15241.12	3441
2014		400	6300	1001.5	4917
2014		400	6300	430.29	3177
2014		400	6300	60	4917
2014		400	6300	1407.63	3570
2014		400	6300	26267.96	3375
2014		400	6300	9279.45	3570
2014		400	6300	9859.08	3176
2014		400	6300	11979.96	3171
2014		400	6300	140369	3172
2014		400	6300	9844.42	3444



Vendor_Custo	Unit_Name	Section_Name
	3175 PED SPECIAL SUPPORT SERVICE	
	3274 PED DISABILITY DETERMINATIONS	
	3445 PED TRAINING & ADJUSTMENT SERV	
	3446 PED BUSINESS ENTERPRISES	
	3441 PED SVI ADMIN	
	4917 PED STATE VENDING MACHINES	
	3177 PED INDEPENDENT LIVING	
	4917 PED STATE VENDING MACHINES	
CenturyLink	3570 PED EXECUTIVE DIRECTOR	
	3375 PED SVCS TO THE HEARING IMPAIRED	
	3570 PED EXECUTIVE DIRECTOR	
	3176 PED FACILITIES	
	3171 PED REHAB ADMIN	
	3172 PED REHAB COUNSEL & PLACEMENT	
	3444 PED DSVH COUNSELING & PLACE	



Division_Name	Appropriation
	PBC
	PBD
	PBB
	PBB
	PBB
	PBC
	PBB
	PBA
	PBE
	PBA
	PBC
	PBC
	PBC
	PBB

**USOR answers to subcommittee member questions**  
**Submitted for Social Service Interim 6/12/15**

**1. Representative Ray a. (2/4/15) Quantify for FY 2014 the amount of penalties and late fees assessed due to USOR paying client school tuition and enrollment late. For example, if a USOR client's tuition was not paid on time and then was assessed a late fee and/or a penalty, what was that cumulative amount for FY 2014? By practice, who is responsible for the late fee or penalty (the client/student or USOR)?**

It is the general policy of USOR to not pay late fees or other penalties assessed by training institutions. USOR has agreements with several institutions of higher learning that USOR will not be charged late fees in cases where authorizations have been submitted to a school but the school does not process or enter them in time to prevent fees.

In a case where a counselor or other USOR staff makes a mistake and there is a late fee or other penalty assessed, the counselor would first try to work with the school to see if the fee can be waived. If the school refuses to waive a fee the counselor would submit a request for payment through channels asking that an exception to the general policy be made and that USOR pay the fee because it resulted from a staff error. The counselor would then work with USOE fiscal to get approval to pay the fee. Under no circumstances would a client be expected to pay a fee that was incurred as the result of an error by a USOR staff member.

Because these fees are submitted with other school payments USOR cannot quantify an exact amount that was spent in a fiscal year without reviewing thousands of individual authorizations. We did survey staff directors however asking them to estimate for their area what they paid in the last year in fees (since they must be reviewed by a supervisor). We combined the responses and USOR believes that the total amount in late fees per year is less than \$500 for the entire agency.

USOR staff has been reminded of the above policy in a recent memo. They have also been advised to counsel clients that they are not obligated to pay any fees due to USOR error and to contact their counselor immediately if the school appears to be charging any fees so the counselor can help to resolve the charges appropriately.

USOR wishes again to express our apologies to any client who has been embarrassed, inconvenienced or made to pay a fee because of a failure on our part to deliver timely and appropriate services. We will continue to work diligently to make sure that we are doing everything in our power to correct this issue.

**2. Senator Christensen a. (1/29/15) For all reported performance measures included in the 2014 General Session Base budget bill (S.B. 8), provide an explanation regarding the choice of the target and a response regarding increasing the target where actual experience was 10 percent or greater above the chosen target.**

USOR has 3 performance measures identified in S.B. 8. For two measures USOR's actual experience was not 10 percent or greater above the chosen target. The third performance measure reads "(3) Deaf and 1097 Hard of Hearing - Increase in the number of individuals served by Division of Services for the Deaf and Hard of Hearing programs (Target = 7,144). Actual number served was 8689 which is more than 10 percent greater than the target. USOR provides the following explanation:

USOR chooses the 'total number served' for the DSDHH programs because we believe it is a reflection of all the programs operating within DSDHH. USOR chose the target of 7,144 because it was close to the number served in the previous year and in the two years prior the increase in the number of individuals served was below 5% per year therefore USOR believed the target to be appropriate. However, the Utah State Legislature granted USOR one-time funding to do outreach to rural consumers who were hard of hearing that year. It appears that when setting the goal USOR did not account for the number of clients who would be served with the new one-time money and therefore the numbers served were higher than expected. Because the money was one-time USOR does not believe that new targets should match the actual for that one year. It is likely numbers served will drop as the one-time funding was not renewed. However, in the future USOR will try to make sure that increases that might be possible from additional funds received are more accurately reflected in chosen performance targets.

## Jones, Scott

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**From:** Jennifer Roth <jenroth@utah.gov>  
**Sent:** Friday, June 5, 2015 6:53 PM  
**To:** Russell Frandsen  
**Cc:** Jones, Scott; Cummings, Stacey; Aaron Thompson; Stephen Jardine  
**Subject:** Re: Any feedback? FW: Please review by 5 p.m. 6/4/15  
**Attachments:** Appropriations - by Bill.xlsx

Russell,

As I look through the color coded portions of this document, it appears correct to me. However, as we get further into the information, particularly the "Recommendations of the Appropriations Subcommittee for Social Services" pages, the totals for USOR don't seem to agree with USOR's appropriations from the bills and I'm not sure where the numbers are coming from. I've attached a spreadsheet of what I've pulled from the bills. If you need additional information from me, please let me know. Otherwise, I would like to know why our amounts aren't agreeing to the records within your attachment. Also, just for clarification, on my spreadsheet I add back in the revenue transfer so that we can budget for both the revenue and expenses associated with our indirect costs.

Thanks,  
Jennifer Roth  
(801) 538-7746

On Fri, Jun 5, 2015 at 7:23 AM, Russell Frandsen <[rfrandsen@le.utah.gov](mailto:rfrandsen@le.utah.gov)> wrote:

Human Services & USOR,

Do you have any feedback on the attached report as per the request below? If yes, please provide ASAP today, thanks!

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**From:** Russell Frandsen  
**Sent:** Wednesday, May 27, 2015 3:11 PM  
**To:** Ann Williamson; Jennifer Evans; Jennifer Roth; Jessica Irwin; Lana Stohl; '[mbrasher@utah.gov](mailto:mbrasher@utah.gov)'; Michael Hales ([MTHALES@utah.gov](mailto:MTHALES@utah.gov)); Nathan Winters; Scott Jones ([scott.jones@schools.utah.gov](mailto:scott.jones@schools.utah.gov)); Angela Cristaudo; Dave Rabiger; David Patton; Robert Rolfs Jr ([rrolfs@utah.gov](mailto:rrolfs@utah.gov)); Shari Watkins; Sheila Walsh-mcdonald; Casey Cameron ([caseycameron@utah.gov](mailto:caseycameron@utah.gov)); 'Dan Schuring' ([dschuring@utah.gov](mailto:dschuring@utah.gov)); Greg Paras; '[JPIERPO@utah.gov](mailto:JPIERPO@utah.gov)' ([JPIERPO@utah.gov](mailto:JPIERPO@utah.gov)); [kbounous@utah.gov](mailto:kbounous@utah.gov); Nathan Harrison  
**Cc:** Stephen Jardine  
**Subject:** Please review by 5 p.m. 6/4/15

Health, Human Services, Workforce Services, & USOR,

Good afternoon! Attached is a document that will go to the Social Services Appropriations Subcommittee at its June meeting (tentatively scheduled for 6/12). The document is a comparison of how the recommendations from the Subcommittee compare to final Legislative action (**green** = accepted, **yellow** = modified, **red** = rejected, and no highlight = funding items not funded). Please provide any feedback or corrections by 5 p.m. Thursday, June 4<sup>th</sup>. You may find the documents posted under the Executive Appropriations Committee helpful to use as a double check <http://le.utah.gov/asp/lfa/lfareports.asp?com=APPexe>. There are several pages at the end of the document with miscellaneous motions passed that were not considered by the Subcommittee.

Thanks for your ongoing help.

SFY16	Item 32			Item 82	Item 255	Item 78	Add revenue transfers		Grand Total
	SB7	SB2	SB3	HB8	HB8	SB8	Total	back in - from SB2	
PBA	12,683,100.00	(262,200.00)	(9,837,000.00)	93,200.00	1,600.00	38,900.00	2,717,600.00	126,200.00	2,843,800.00
PBB	6,258,000.00	(101,300.00)		119,000.00	2,200.00	36,500.00	6,314,400.00	101,300.00	6,415,700.00
PBC	46,733,100.00	(53,500.00)		743,000.00	13,300.00	192,500.00	47,628,400.00	828,500.00	48,456,900.00
PBD	12,366,700.00	(637,900.00)		218,400.00	3,100.00	52,800.00	12,003,100.00	637,900.00	12,641,000.00
PBE	2,866,100.00	(80,800.00)		93,000.00	1,600.00	23,400.00	2,903,300.00	80,800.00	2,984,100.00
PBF			9,837,000.00				9,837,000.00	136,000.00	9,973,000.00
	80,907,000.00	(1,135,700.00)	-	1,266,600.00	21,800.00	344,100.00	81,403,800.00	1,910,700.00	83,314,500.00
General	272,700.00					1,000.00	273,700.00		273,700.00
General - 1x							-		-
Education	20,660,300.00			338,900.00	6,500.00	105,700.00	21,111,400.00		21,111,400.00
Education - 1x		775,000.00		92,600.00			867,600.00		867,600.00
Federal	59,174,000.00			822,400.00	15,100.00	230,900.00	60,242,400.00		60,242,400.00
Dedicated	800,000.00			12,700.00	200.00	6,500.00	819,400.00		819,400.00
Rev Xfers		(1,910,700.00)					(1,910,700.00)	1,910,700.00	-
	80,907,000.00	(1,135,700.00)	-	1,266,600.00	21,800.00	344,100.00	81,403,800.00	1,910,700.00	83,314,500.00

SFY15	HB3	
PBA	6,124,000.00	
PBB	(106,600.00)	
PBC	5,427,900.00	
PBD	(671,500.00)	
PBE	(85,000.00)	
PBF		
	10,688,800.00	
	6,400,000.00	ASPIRE
	6,300,000.00	Supplemental
	(2,011,200.00)	Indirect Costs - Revenue Transfers
	10,688,800.00	