



# FY 2019 / FY 2020 BUSINESS CASE

**Agency: Utah Education and Telehealth Network (UETN)**

**Request Title: UtahFutures Operations**

## Request Amount & Source:

FY 2019 One-time	FY 2020 One-time	FY 2020 Ongoing	Total Request
\$0	\$0	\$1,600,000	\$1,600,000

## Performance Improvement Specialist & Contact Information:

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## 1. What system or program is the focus of this request?

The focus of this request is to fund Utah Code 53B-17-108 UtahFutures.

UtahFutures is the state's web portal for college and career planning administered by the UtahFutures Steering Committee and managed by the Utah Education and Telehealth Network (UETN).

Funding for UtahFutures has been in Governor Herbert's recommended budget for the past six years and appropriated four times with one-time funding. For what we hope will be the last time, UtahFutures seeks ongoing funding of \$1.6 M to continue this critical service. This amount represents a reduction of 20% from previous years, and \$484,000 less than the average that Governor Herbert included in prior budgets as illustrated in Appendix A.

The UtahFutures portal provides a suite of timely resources to support informed decision making by students and job seekers, leading to economic benefit for individuals and the state.

Today, more and more Utahns are using UtahFutures to research careers, identify educational pathways toward their career goals, explore economic aspects of their choices, and locate jobs matched to their interests and abilities--ultimately increasing the chances of a well-prepared, informed workforce in Utah.

## 2. What are the current performance metrics for the system or program, including a measure for QT/OE?

UtahFutures tracks and reports on seven performance metrics listed in Appendix B and posted here: [https://utahfuturesonramp.org/downloads/measurable\\_objectives2019.pdf](https://utahfuturesonramp.org/downloads/measurable_objectives2019.pdf)

These data show usage of UtahFutures increased another 36% in the last year, with over 4.7 million page views. Users are also spending 25% more time on the website, nearly 12 minutes per session. Over 1,700 resumes each month are created on UtahFutures, and nearly 8,000 counselors and advisors participated in training on how to make the most of UtahFutures with those they serve.

Last year, UtahFutures engaged an outside research firm to conduct a broad impact study. The study reported that 88% of Utah counselors and adult-serving advisors say UtahFutures not only helps them

better serve their clients, but also enables them to serve more clients, creating efficiency for our over-tapped counselor workforce.

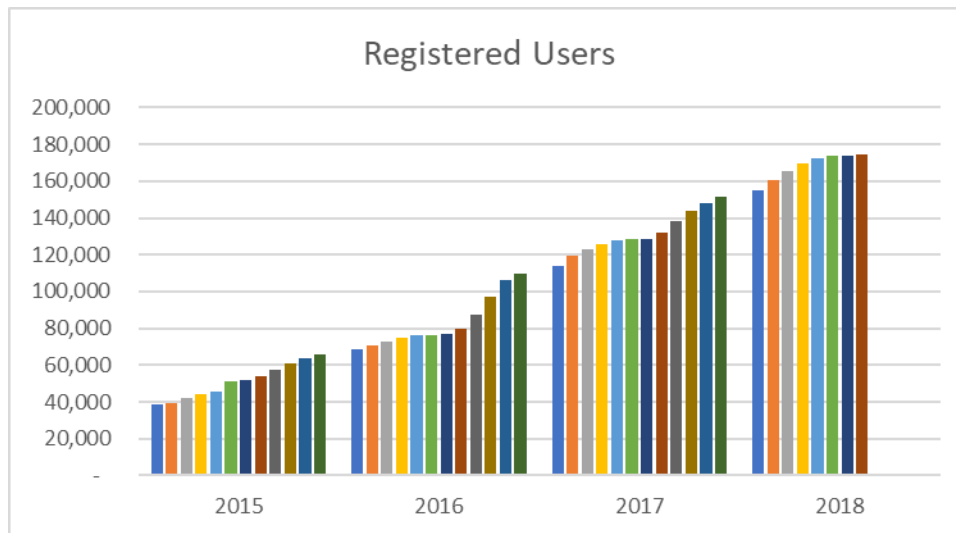


Figure 1. The trajectory of UtahFutures growth shows 388% more users in 2018 than in 2015.

UtahFutures users overwhelmingly perceive the program as effective for learning about careers and planning. Our impact study showed that 89% of K-12, college and adult users say the program makes them more successful in researching careers and identifying relevant training or coursework to achieve their aspirations. Moreover, over two-thirds of respondents used UtahFutures to learn how to prepare for a specific career.

In a survey of 290 professionals completing training on UtahFutures, 93% said they would be extremely likely or very likely to use UtahFutures with their students or clients.

**3. Summarize the current budget for this system or program. If this is a new system or program, summarize the current budget for the line item and appropriation code(s) in which this new system or program will operate.**

The current budget for this program is \$1,629,073. This is comprised of \$1,000,000 one-time appropriation from last year’s legislative session and \$629,073 carry-forward funds. Grant and sponsorship funding is project-specific supplemental and does not replace base operational funds. All one-time funding will be exhausted at the end of this fiscal year, June 2019. A budget history and projected budget for FY2020 are included in Appendix C.

The request of \$1,600,000 is an ongoing appropriation to keep UtahFutures operational and represents the lowest budget and fiscal request for the project to date. We take our fiscal responsibility very seriously and have found ways to both reduce costs and increase revenue this year, as illustrated below:

Reduced Costs	Increased Revenue
Moved website hosting from DWS to UETN, resulting in cost savings of \$400,000.	Successfully applied for and awarded grant funding of \$210,000.
Renegotiated vendor contract resulting in API’s for efficiency and \$25,000 cost reduction.	Gained sponsorship and in-kind donations totaling \$53,000.

UtahFutures funding has been included in Governor Herbert's budget every year since FY2013, averaging \$2.1 million per year over the last six years (See Appendix A). The legislature appropriated one-time money of \$2 million in FY16 and \$2 million in FY17 to UETN when the transfer from DWS to UETN and new governance structure was established in Utah Code 53B-17-108. With no new appropriation in FY18, UETN relied on one-time carry-forward funding for UtahFutures. Operating costs for FY19 are the result of a one-time appropriation of \$1 million, carry forward funds, and the cost savings described above. Funding for this project will be exhausted by the end of FY2019.

**4. What problem would be solved with additional funding? Show historical data to support and quantify problem statement.**

UtahFutures empowers Utahns to make informed life choices based on education and labor data, presented in a user-friendly format that is accessible from school through employment. Ongoing funding leads to continuity of service for students and job seekers entering the employment pipeline, providing guidance at critical decision-making junctures along their individual pathways.

Historically, UtahFutures transferred among different agencies and experienced low usage. Those issues are no longer present, as evidenced by record-setting growth, yet operating on one-time year-to-year funding produces instability that makes it difficult to reduce costs and maximize value through long-term contracts and planning.

Ongoing funding for UtahFutures solves several problems in Governor Herbert's *Education Roadmap*: 1) Utah's critical shortage of school counselors, 2) the middle-skills workforce gap, and 3) the need to unite and focus partnerships for educational attainment in our state.

- 1) UtahFutures provides needed efficiencies for school counselors.** UtahFutures provides a much-needed one-stop-shop for reliable education and labor data to support informed decisions and provide guidance to students and job seekers. UtahFutures helps our over-tapped school counselors make effective use of their limited time. This service has tangible financial value. In 2017, UtahFutures users experienced a total of 111,760 hours of one-on-one career counseling. At average Utah counselor salaries, that equates to \$3,541,928 million in counseling services provided in the last year and over \$9.2 million since 2015. Dependable ongoing funding will help our school counselors.
- 2) UtahFutures spotlights Utah opportunities for learners and job seekers.** Users find Utah-specific jobs data, education pathways and programs, and guidance for paying for postsecondary education. They are able to make informed decisions, creating a more efficient life path through education and career. This pipeline is important for the state's long-term economic health.
- 3) UtahFutures exemplifies the Governor's desire to unite and focus partnerships to increase educational attainment in our state.** In managing UtahFutures, UETN is providing more than a website: it is a partnership convener and connector. Bringing UtahFutures to UETN broadened its statewide reach, particularly with the public television station KUEN, enabling the influx of \$210,000 federal support for this work. UtahFutures partners with the USHE Step Up Utah program, GOED's Talent Ready Utah program, USBE, Utah Technical Colleges, DWS and Utah Public Libraries. We amplify the excellent work occurring with partner agencies.

**5. What has been done to solve this problem with existing resources? What were the results?**

Despite operating on one-time funding, UtahFutures has continued to excel in the last year, while also reducing the request for ongoing funding by 20% to \$1.6 million.

In 2017, at the request of GOMB, UtahFutures surveyed partner agencies such as USHE, USBE, DWS, GearUp, and the State Library to determine the level of financial commitment each would be able to contribute to the project. Despite their support and strong desire to see the project continue, partner agencies indicated they would not have funds to contribute unless their agency operating budgets were increased correspondingly.

UtahFutures operated under a shared funding model from 2009-2014, resulting in disjointed operation with instability, change in direction, and uncertainty for end-users. The reason Governor Herbert and the Legislature moved UtahFutures to UETN in 2015 was to provide the necessary stability and forward planning that a consortium-governed and state-funded model could accomplish. The move was good and UtahFutures is more efficient than ever, but dependable state funding must follow.

**6. How will new funding be utilized? What operational changes will be made to maximize new resources? Also, please summarize any legislation needed in conjunction with this incremental budget change request. [Cabinet agencies must coordinate all legislation through the Governor's general counsel.]**

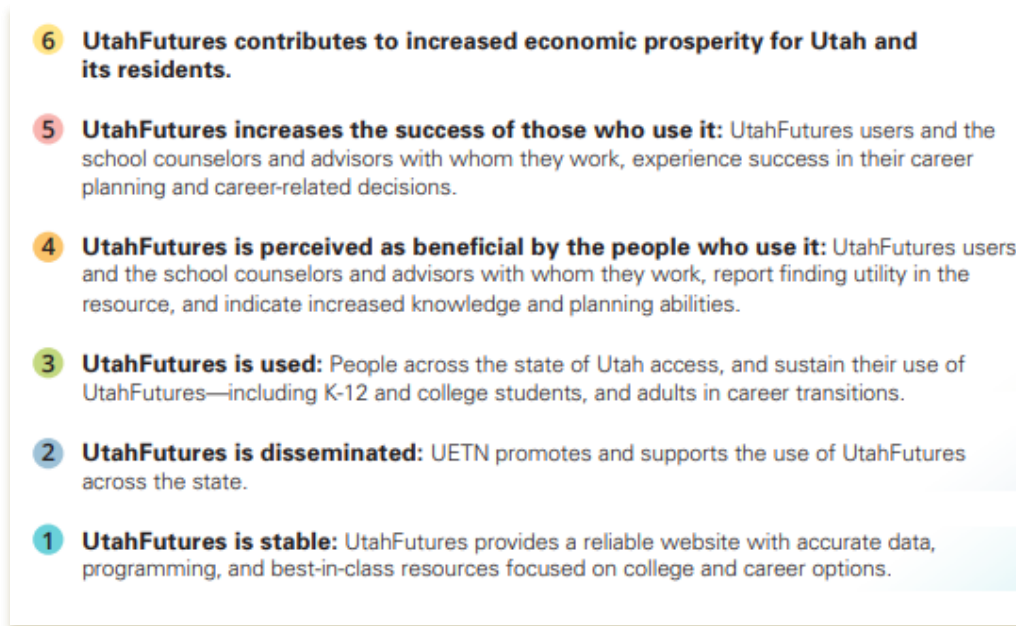
The requested funding will continue our trajectory of offering a robust and reliable platform for Utah's job seekers and students. Our top ten strategic priorities are:

1. Get ongoing funding
2. Reach more Utahns
3. Continue to provide timely and reliable data and tools to aid decision-making; make it user friendly
4. Negotiate longer term contracts with our five different software vendors to reduce costs and increase efficiency
5. Integrate with other partners such as shared data (DWS) and shared enrollment (KTS)
6. Expand reach through marketing, presentations, training sessions, and targeted events
7. Focus on employment areas that are in high-demand for Utah, STEM and applied technology
8. Increase media production and reach; align with other state and national initiatives
9. Improve the website partner and tool integrations, maintain security, keep the site fresh
10. Launch "Return on Investment" tool and help users know about it

No legislation is needed in conjunction with this budget request.

**7. What are the anticipated results or outcomes of how the new funding will be utilized? What measure(s), including quality, throughput, and costs, will be used to track the change over time? Is data currently available to support these measures?**

Today's UtahFutures is the result of a multi-year, intentional planning and development process. It relies on a complement of research-based tools and resources that provide predictable career planning and selection advice. The following theory of action highlights the logic behind UtahFutures and the outcomes it is directly supporting across the state.



*Figure 2. The UtahFutures Theory of Action model follows social sciences research protocols and scaffolds upward from action (item 1) to impact (item 6).*

To measure performance over time, UtahFutures tracks and reports on seven metrics (See Appendix B) with associated benefits described below:

- Increased market penetration of the UtahFutures program (quantitative improvements)
- Increased usage of the UtahFutures website (website usage report)
- Improved engagement with community leaders (strategic communication)
- Increased number of interactions between UtahFutures trainers and users (training report)
- Increased quality of interactions between UtahFutures trainers, counselors, and students (training package)
- Improvements in the UtahFutures website to optimize the user experience for students, adults, counselors, and management stakeholders (qualitative improvements)
- Improved look and feel of the UtahFutures solution to engage students and adults (website, user dashboards)
- Deploy best-of-breed college and career decision-making tools that are customized to Utah (suite of tools)
- Improve the quality of UtahFutures data (data audit and remediation)
- Improve UtahFutures data collection and reporting (data dashboards)
- Ensure that the style, formatting, content, and data is Utah-centric (customized website)
- Reduce legacy clutter through decommissioning unnecessary, excessive, or redundant functionality and content (superior design)

### **8. What are potential negative effects if the funding is not received?**

If funding is not received then the state’s prior investment of \$5,500,000 is negated and the service would be phased out. Broad statewide adoption of UtahFutures (Appendix D) would turn into a void at a time when Utah’s students and job seekers seek reliable information more than ever. UETN’s ability to receive grant and sponsorship funding for workforce development and career education resources, similar to the \$210,000 awarded this year, would be deterred.

UETN contracts for UtahFutures to offer best-in-breed tools like Sokanu, a resume builder, labor and school databases, ACT Test Prep, and ROI visualization. Without ongoing funding, access to these tools would end. Single sign on between various web services would end, and users would need to create their own accounts for any remaining providers, exposing users to greater data security risk. Existing UtahFutures user accounts, authentication, and dashboards would end.

Haphazard funding does not build user confidence. Without funding, momentum gained through rebranding UtahFutures as a reliable advising source would likely cease and the transitional costs for students, counselors, and job seekers to other solutions, if they can afford them, would likely be significantly more expensive than funding this request. Commercial products, if available, would lack the Utah focus and comprehensive nature of UtahFutures.

If unfunded, state agencies that collaborate with UtahFutures would need to develop or procure other services to fulfill their advising mission and program needs, at greater cost. Further, eliminating cost savings through consortia could lead to costly duplication of work across different state agencies.

Without funding, UETN would exit its contracts with five providers and post a simple notification page that the service is retired. Local education or career advising providers could contract with other services, likely increasing costs to local institutions as they try to replicate the service. Advisors working with job seekers at workforce services locations through the state would need to identify other reliable sources of information to assist with job counseling, likely driving up the cost of training these individuals and reducing their effectiveness. School counselors would need to identify their own resources for college and career advising with students and their parents, likely driving up the cost of these professionals and reducing their effectiveness. Obligations that DWS has with the Workforce Opportunities Investment Act (WIOA) would need to be met through other software products, likely driving up the cost of such services.

### **Conclusion**

Utah's economy relies on an educated workforce. With UtahFutures, we support our students and job-seeking adults by providing them with reliable information, tied to current labor and education data, in a seamless and engaging portal that they can depend on throughout their education and work experience. UtahFutures users are making high stakes decisions and deserve our state's ongoing investment to make sure their decisions are educated ones.

## Appendix A. –UtahFutures Funding History

(Prepared by Jacob Wright on August 16, 2017; updated September 10, 2018)

### Governor’s budget recommendations

FY 2013 - \$0.5M (one-time) to Higher Education

FY 2014 - \$2.4M (one-time) to DWS

FY 2015 - \$2M (one-time) for Utah Futures and student counseling program

FY 2016 - \$2.4M (\$1.4M ongoing, \$1M one-time) to DWS

FY 2017 - \$1.7M (one-time) to UETN

FY 2018 - \$2M (one-time) to UETN

FY 2019 - \$2M (ongoing) to UETN

### Legislation

GS 2012: SB 290 - UtahFutures funding (53A-1-410) enacted; appropriated \$0.5M (one-time) the State Board of Education (Initiative Programs).

GS 2014: SB 34 – Statewide Data Alliance and UtahFutures. The bill amended 53A-1-410 and provided funding for a statewide data alliance.

GS 2015: SB 243 – Utah Futures development and administration moved from DWS, USBR, and USBE to the UtahFutures steering committee; statutory language moved from Public Education to Higher Education ([53B-17-108](#)); \$2M appropriated to UETN.

GS 2017: SB 243 – UtahFutures amendments to clarify certain student data and parental permission responsibilities.

### Appropriations

FY 2013 – \$0.5M (one-time) to USBE

FY 2014 - \$0

FY 2015 - \$0 (*NOTE: \$1.8M (\$1.5M ongoing, \$0.3M one-time) appropriated to various organizations in SB 34 that dealt with both the statewide data alliance and Utah Futures. **The funding, however, was specifically appropriated for the statewide data alliance.***)

FY 2016 - \$2M (one-time) to UETN

FY 2017 - \$2M (one-time) to UETN

FY 2018 - \$0

FY 2019 - \$1M (one-time) to UETN

### Executive Orders

May 2011: Formation of steering committee. <https://rules.utah.gov/execdocs/2011/ExecDoc151111.htm>

December 2014: Continuation of steering committee. <https://rules.utah.gov/execdocs/2014/ExecDoc155846.htm>

## Appendix B. Measurable Objectives and Targets

FY2019 UtahFutures Measurable Objectives and Targets Tracking Form									
<b>Training</b>				<b>Measurable Objective 1: Number of all individuals trained.</b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
1,166	1,486	2,279	1,926	Targets:	300	500	500	300	1,600
				Actual:					
<b>Training</b>				<b>Measurable Objective 2: Number of training sessions.</b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
53	80	90	66	Targets:	15	20	20	15	70
				Actual:					
<b>Website</b>				<b>Measurable Objective 3: Number of page views to <a href="http://www.utahfutures.org">www.utahfutures.org</a></b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
153,000	2,459,134	3,515,161	4,788,984	Targets:	600,000	1,000,000	1,200,000	600,000	3,400,000
				Actual:					
<b>Website</b>				<b>Measurable Objective 4: Number of page views to <a href="http://utahfuturesonramp.org">utahfuturesonramp.org</a></b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
NA	10,159	25,373	23,239	Targets:	3,000	4,000	5,000	3,000	15,000
				Actual:					
<b>Website</b>				<b>Measurable Objective 5: Net Increase in Total Users (Student, Resident, Admin)</b>					
<b>FY 2015 Net Δ</b>	<b>FY 2016 Net Δ</b>	<b>FY 2017 Net Δ</b>	<b>FY 2018 Net Δ</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
6,328	18,833	51,731	44,922	Targets:	178,153	183,153	188,153	193,153	Δ by 20K (from 173,153)
				Actual:					
<b>Outreach</b>				<b>Measurable Objective 6: Number of UtahFutures promos aired on UEN-TV</b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
0	40	59	190	Targets:	12	13	13	12	50
				Actual:					
<b>Outreach</b>				<b>Measurable Objective 7: Number of UF social media impressions</b>					
<b>FY 2015 Totals</b>	<b>FY 2016 Totals</b>	<b>FY 2017 Totals</b>	<b>FY 2018 Totals</b>		July - Sept 2018	Oct - Dec 2018	Jan - Mar 2019	Apr-June 2019	FY 2019 Total
0	156,600	120,335	153,600	Targets:	25,000	40,000	40,000	40,000	145,000
				Actual:					

### UtahFutures Performance Metrics

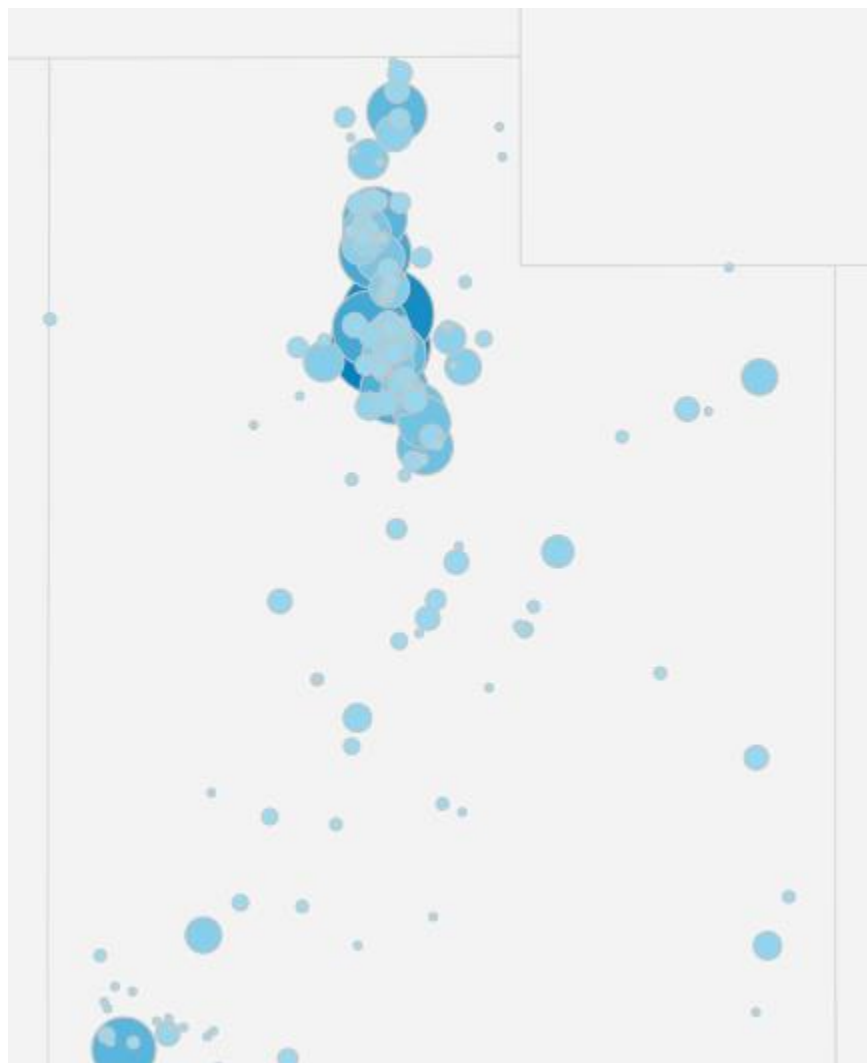
<http://utahfuturesonramp.org/about/dashboard.shtml>



## Appendix C. UtahFutures Budget History

	Actual FY2016	Actual FY2017	Actual FY2018	Approved FY2019	Projected FY2020
<b>Revenue</b>					
<b>Income</b>	2,064,050	3,285,122	2,063,732	1,629,073	1,600,000
<b>Expenses</b>					
<b>Personnel &amp; Benefits</b>	115,058	233,566	161,500	159,740	165,404
<b>Software/Licensing</b>	270,800	271,191	584,539	1,073,964	817,519
<b>Contracted Services</b>	400,434	699,915	653,168	346,504	568,212
<b>Equipment</b>	5,201	3,774	-	3,000	3,000
<b>In-State Travel</b>	108	1,058	1,653	1,700	1,700
<b>Supplies</b>	11,158	32,037	33,799	34,665	34,665
<b>Professional Development</b>	-	7,209	-	9,500	9,500
<b>TOTALS</b>	802,759	1,248,750	1,434,659	1,629,073	1,600,000

## Appendix D. Geographical Usage Map 2015-2018



*Figure 3. Geographic data shows that Utahns across the state access UtahFutures. The larger size and color intensity of circles on the map show higher usage in areas that parallel the geographic distribution of the Utah population.*