

## STATE PLAN

### SCSEP STRATEGY PLAN FOR PY 2012 - 2015

#### Introduction

##### *Background*

This State Plan focuses on Title V of the Older Americans Act, which is the Senior Community Service Employment Program (SCSEP). The Plan is written in accordance with U.S. DOL Training and Employment Guidance Letter (TEGL) Number 21-11, which is dated March 27, 2012. The State Plan's purpose is to describe the statewide provision of authorized activities for eligible individuals under SCSEP. In applicable sections, the Plan describes current operations and longer term strategies to be implemented over the next four years. The goal is to continuously improve the services offered to the Program's targeted population. The Plan is a living document that will be adjusted over the years to guide the ongoing operations and strategies of SCSEP in Delaware.

SCSEP creates subsidized work experience opportunities and provides job skills training and supportive services for Delaware's older workers. Enrollment in SCSEP is open to job seekers, ages 55 and older, with family incomes at 125% or less of the poverty level (after allowable exclusions) as established by the U.S. Department of Health and Human Services.

With eventual unsubsidized employment as a goal, the Program provides subsidized work experience at host training sites; and, guidance and training through Sub-grantee (contractor) counseling, workshops, and course agreements. The Program contributes to vital community service activities by assigning productive trainees; and, that work experience helps the participants become more competitive for employment.

The State of Delaware receives Older Americans Act funding for the Senior Community Service Employment Program through an annual grant with the U.S. Department of Labor. Delaware Health and Social Services/Division of Services for Aging and Adults with Physical Disabilities is the Grantee and the administrator of the statewide program. The Division is the State Unit on Aging and the only Area Agency on Aging in Delaware.

The Division is one of the Workforce Investment Act (WIA) partners in the State's One-Stop Career Center system. The One-Stop Career Centers are located in all three counties; and, resources and information are shared between the Centers and SCSEP to provide effective services for Delaware's older workers. This collaboration is described throughout the Plan.

##### *Involvement of Organizations and Individuals*

The following process is used to ensure that appropriate people and agencies are part of the State Plan's development. Specifically, the final draft plan is sent to individuals from the program-eligible population; and, to managers from diverse government, business and community service organizations. The Grantee identifies statewide contacts and the Sub-

grantees identify individuals throughout their project areas. The State Plan will be revised in response to the advice and recommendations received during this review process. Any revisions will be completed approximately 45 days before the Plan is due at U.S. DOL.

*Solicitation and Collection of Public Comments*

Then, one week will be allocated towards transitioning the State Plan onto the Division's web site at [www.dhss.delaware.gov/dsaapd](http://www.dhss.delaware.gov/dsaapd). The State Plan will then be made available for public review on the web site for about 30 days, with all public comments to be received no later than seven (7) days before the Plan is due at U.S. DOL. Any individual or organization may comment on the State Plan. The remaining seven (7) days before the due date will be used to finalize, sign and forward the document to U.S. DOL.

1. 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)).

1) Industries with the highest rates of projected annual growth from 2008-2018 are projected to be:

Health Care and Social Assistance; Arts, Entertainment and Recreation; Administrative and Waste Services; Information; Professional and Technical Services; Other Services, except Public Administration; Self-Employed Workers; Construction; Accommodation and Food Services; Government; Transportation and Warehousing; Educational Services; and Retail Trade.

*(Reference: Delaware 2018, Occupation & Industry Projections, Office of Occupational & Labor Market Information, Delaware Department of Labor, October 2010)*

2) The occupations highly suitable for older workers from SCSEP that have the most annual openings from 2008-2018 are projected to be:

Nursing Aides, Orderlies and Attendants; Food Preparation and Serving Workers, including Fast Food; Retail Salespersons; Customer Service Representatives; Waiters and Waitresses; Cashiers; Office Clerks; Janitors and Cleaners; and, Counter Attendants, Cafeteria, Food/Coffee Shops.

*(Reference: Delaware 2018, Occupation & Industry Projections, Office of Occupational & Labor Market Information, Delaware Department of Labor, October 2010)*

3) Substantial employment opportunities for SCSEP participants:

Delaware SCSEP has been most successful in placing participants in unsubsidized employment with community service agencies -- especially with host training sites -- and in other service-oriented industries. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work; office clerks and receptionists; van drivers;

child care workers; senior center program assistants; retail sales associates; housekeeping; food service; and, customer service.

Most participants seek work experiences for benefits such as physical and mental activity; social interaction; the opportunity to contribute to the community; and, the need for income. While many potential employers are looking for full time employees willing to work nights and week-ends, the typical SCSEP participant usually accepts only part time employment with day time hours during the normal work week. Also, SCSEP participants do not normally seek jobs that would require relocation or an extended commute.

Therefore, the program mostly targets community service organizations and small businesses, since these employers have more of the types of jobs that SCSEP participants are seeking. Also, high growth industries and occupations with a presence in the local, community job markets will be identified and developed as potential employers of SCSEP participants.

2. A discussion of how the long-term job projections relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided (20 CFR 641.302(d)).

SCSEP participants receive training and work experience for many in-demand occupations, such as: clerical and receptionist work; customer service; kitchen/food service; janitorial, maintenance and housekeeping; security; retail sales; adult day programs; and, as older worker specialists.

Training assignments are developed to provide the skills and work experiences needed to support the employment requirements of the regional economy. Most participants are assigned to nutrition, recreation, and day programs at Senior Centers; State Service Centers; childcare programs; homeless shelters and housing agencies; government offices; schools; and, community centers. The project also gives qualified participants consideration for training assignments involving the administration of the senior employment program. The program is always looking for training sites that provide the greatest community service, good training opportunities and future hiring potential.

Where appropriate, host agencies are encouraged to provide computer training for their participants. Also, specialized computer training opportunities are provided through diverse agencies, including local community colleges, the One-Stop Career Centers, and public libraries. In addition, the sub-grantees provide access to computers and other specialized training, including customer service.

Access to training courses offered by the One-Stop Career Centers will continue to be pursued. However, One-Stop training funds are used primarily for participants looking for full time work; and, most SCSEP participants are interested in part time employment.

All host training site supervisors will complete performance evaluations; and, these evaluations will be reviewed by the sub-grantees to assess the participant's progress and the degree of on-site supervision. Within the new durational limits for training, participants remain at their host training sites for as long as they are learning skills that will make them marketable and are complying with their Individual Employment Plans. Many host sites eventually hire their assigned SCSEP participants and have good job retention rates, indicating that successful training and preparation takes place.

Host training sites are recruited and chosen for their diversity and their willingness to train program participants in the skills they need to meet their work goals (such as computer experience for an office trainee) and to land the jobs they prefer (such as an Office Clerk position – possibly with the same organization). Most preferred jobs can be found at community service agencies and in all private sector industries (such as for clerical and custodial work).

3. Current and projected employment opportunities in the state and the types of skills possessed by eligible individuals (20 CFR 641.325 ( c )).

SCSEP participants normally require program services because of minimal or no marketable work experience; or, due to being away from the work force for an extended period of time. Other participants do have some recent marketable work experience, but may need to redirect their career paths to accommodate health limitations. Most participants need job search assistance; supportive services; skills training (such as computer training); and, work experiences that can foster the self-esteem and confidence needed to compete for and secure unsubsidized employment. Also, participants can benefit from work experience and training opportunities that stimulate them cognitively; and, educational programs that promote brain fitness.

Most program applicants come to SCSEP with basic work skills and are not looking for jobs in highly technical areas. Generally, they are looking to prepare for part-time jobs involving basic clerical, receptionist, maintenance/custodial, kitchen, child care, and, adult day program duties. Many applicants, and particularly those given priority, have health issues that impact their job skills, such as preventing them from standing or sitting for long periods of time; from lifting; and, from handling high volume/stressful situations.

4. A description of the localities and populations for which projects of the type authorized by Title V are most needed (20 CFR 641.325 (d)).

1) Populations.

*Delaware Quick Facts from the US Census Bureau* estimates a 2010 total population for the State of Delaware at 897,934. The population of New Castle County was 538,479 (or 60% of the population); the population of Kent County was 162,310 (or 18% of the population); and, the population of Sussex County was 197,145 (or 22% of the population).

The population of individuals over the age of 55 for the state was 240,206. Broken down by county, the populations (and corresponding distributions) of those over age 55 for each

county were: New Castle County 128,615 (53.5%); Kent County 40,384 (16.8%); and, Sussex County 71,207 (29.6%). These distributions generally correspond to the percentage of program-eligible Delawareans in each county.

## 2) Localities.

Delaware SCSEP values the support of host training sites throughout the State that are government entities or 501c (3) organizations, all of which provide vital community services.

Participants are assigned, whenever possible, to subsidized training positions that provide benefits directly to Delaware's elderly and economically disadvantaged populations.

For example, many training assignments are located with the nutrition programs and adult day programs administered under the Older Americans Act; with various government support offices within the State Service Centers; with homeless shelters and housing agencies; with recreation programs at the Senior Centers; and, with the SCSEP Program Offices and the One- Stop Career Centers.

## 5. A description of actions to coordinate SCSEP with other programs:

1) Planned actions to coordinate activities of SCSEP grantees with WIA title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older (20 CFR 641.302 (g), 641.325 (e)).

Delaware SCSEP will continue to collaborate with the One-Stop Delivery System, including the One-Stop Career Centers and the Delaware Workforce Investment Board (DWIB). A Memorandum of Understanding (MOU) for SCSEP exists with the Delaware Workforce Investment Board.

SCSEP information is shared with the One-Stop Career Centers, such as program eligibility requirements and priorities, open training slots, and workshop information. In addition, information is shared regarding the fastest growing industries, occupations and businesses that offer appropriate job opportunities for SCSEP participants. Also, SCSEP marketing materials, such as brochures and posters (including bilingual materials) are placed at the One-Stop Career Centers and updated and replenished during frequent visits. And, SCSEP staff and participants will continue to participate in Job Fairs at the One-Stop Career Centers.

SCSEP participants assigned to the One-Stops as Older Worker Specialists will help Older Delawareans access job information and obtain other One-Stop services that may be available to enhance employability. In addition, they will cross flow job market and training information between the One-Stop Centers and the SCSEP program offices. And, the SCSEP Older Worker Specialists will disseminate information regarding training vacancies and refer potential applicants to the SCSEP program offices in each County.

Exiting participants will be encouraged to continue their association with the One-Stop Career Centers. In particular, participants who have reached their individual durational limit for SCSEP services - but who have not yet obtained unsubsidized employment - will be referred to the One-Stop Career Centers for further job search and training support.

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

Delaware SCSEP collaborates with other Older Americans Act programs, such as the nutrition and adult day programs. These partnerships have led to the establishment of effective training assignments that provide much needed services to older Delawareans. And, SCSEP participants have been hired by host training sites that provide OAA program services.

3) 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)).

The SCSEP program collaborates and leverages resources with many organizations to provide training and supportive services for the participants. Some of these entities include host training sites, educational organizations, veteran representatives, vocational rehabilitation activities, and social service agencies. Also, a current "Guide to Services for Older Delawareans and Persons with Disabilities" will be maintained in all SCSEP program offices; and, the Delaware 2-1-1 (helpline) and Aging and Disability Resource Center (ADRC) toll free numbers will be made available, providing access to many agencies and programs.

In addition, Delaware SCSEP coordinates with many agencies to help participants in need of services such as subsidized housing or temporary shelters; no-cost medical and prescription programs; Catholic Charities; energy assistance; utility discounts; food stamps; Supplemental Security Income; reduced fares on transportation; the Food Bank of Delaware; church-provided food and clothing; and, nutrition programs provided through the Older Americans Act. Also, the sub-grantees work to improve financial planning skills in collaboration with financial entities such as the Delaware Money School and the Delaware Financial Empowerment Partnership's "Stand by Me" program.

For participants who will exit SCSEP without a job, referrals will be made to programs such as Foster Grandparents and Senior Companions -- both offering stipends. Those exiting participants who wish to volunteer will be referred to opportunities such as through the RSVP offices; Volunteer Match, American Red Cross, Salvation Army, United Way, Big Brothers Big Sisters and other organizations who seek people to contribute on a voluntary basis.

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

Delaware SCSEP will maintain close liaison with the Department of Labor's One-Stop Career Service Centers to monitor job market trends and opportunities. Working relationships will be maintained with the One-Stops, including their Disability Specialists and Veteran Representatives. Also, SCSEP participants will continue to be assigned as Older Worker Specialists at the One-Stops to facilitate a cross flow of information and to provide services.

Also, job market information such as the Monthly Labor Review for Delaware and Occupation and Industry Projections document will be considered when making training decisions. And, the state's four One-Stop Career Centers will continue to be consulted as they provide daily support in the transition of SCSEP participants to jobs. For example, sub-grantees will visit the One-Stop Centers on a frequent basis to discuss new programs, workshops, and training that can be offer to SCSEP participants.

5) Actions 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)).

Delaware SCSEP will continue its collaboration with the One-Stop system, including the One-Stop Career Centers and the Delaware Workforce Investment Board (DWIB). SCSEP program managers and staff visit the One-Stop Career Centers on a frequent basis to discuss and review the progress of the partnership and to learn about any new programs, workshops or training that may be available to Participants. In addition, the sub-grantees work closely with the specialists assigned to the One-Stop Centers to secure services for appropriate Program participants. SCSEP marketing materials, such as brochures and posters (including bilingual materials) are placed at the Centers and updated and replenished during visits.

SCSEP participants who are training as Older Worker Specialists at the four One-Stop Career Centers will continue to provide guidance on how to access job information, write resumes, and access other services that may be available to help secure employment. Also, valuable information is shared with the One-Stop Career Centers, such as eligibility requirements and priorities; available jobs and open training assignments; and, workshop information.

Access to intensive and training services will continue to be considered with the above collaborative actions. However, One-Stop Center training funds are used primarily for Delawareans seeking full time work; and, most SCSEP participants are interested in part-time employment. As partners under the WIA, a Memorandum of Understanding for the Program will be updated with the Delaware Workforce Investment Board, when appropriate.

6. The state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment (20 CFR 641.302 (e)).

Delaware SCSEP will continue to emphasize actions that transition participants to successful unsubsidized employment. A significant portion of that effort goes towards strengthening working relationships with the organizations that hire SCSEP participants and in establishing new relationships with potential employers.

The Program develops job leads and identifies potential employers in the public and private sectors by advertising, attending job fairs, responding to ads in local newspapers, contacting employers (in person, by telephone, and by letter), offering the On-the-Job Experience (OJE) training option, speaking at local business meetings, and by asking employers with jobs that are suitable for SCSEP participants to speak at workshops. Also, the Program will continue to use the Internet to access various job search sites in an effort to identify job opportunities for SCSEP participants.

The SCSEP partnership with the One-Stop Career Centers will continue to be maintained and improved. For example, program participants will be assigned to the four One-Stops as Older Worker Specialists to facilitate a cross flow of information, such as job market trends and job openings. Also, the program managers and staff will routinely consult with the One-Stops.

After each SCSEP participant has been transitioned to his or her unsubsidized job, follow ups will be accomplished with the successful person and his or her new workplace to facilitate long term employment. Also, the Program will maintain contact with the employers who have hired participants in the past to promote goodwill and future job prospects. Follow-up activities that are required by Program regulations, as well as more informal contacts, increase the probability of retention and of employers being receptive to SCSEP when additional jobs become available. Also, to foster good job retention and employer relations, emphasis will continue to be placed on sending qualified and suitable participants to each particular job interview.

The typical SCSEP participant usually accepts only part-time employment with day time hours during the normal work week. Therefore, the program mostly targets community service organizations and small businesses, since these employers have more of the types of jobs that SCSEP participants are seeking. Also, because SCSEP participants do not normally accept relocations or extended commutes, the Program has primarily focused on the local, community job markets.

A significant portion of the Program's unsubsidized placements occur when the host training sites hire the SCSEP participants that are assigned to them. Program managers and staff will continue to routinely visit host training sites to encourage them to hire their assigned SCSEP participants when there are job openings and available funds. The value and benefits of hiring their SCSEP-trained participants will continue to be emphasized.

7. The state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:

1) Moves positions from over-served to underserved locations within the state in compliance with 20 CFR 641.365.

Delaware SCSEP currently provides equitable access to the program in accordance with the percentages of program-eligible residents in each of the three counties. When there are

changes to the ratios, authorizations will be redistributed among the three counties based on the new equitable distribution -- increasing positions where needed and decreasing training slots in over-served counties. However, current participants will not be impacted by any reallocations.

2) Equitably serves rural and urban areas.

New Castle County and Kent County are considered urban areas; and, Sussex County is considered a rural area. *The Rural Urban Commuting Area (RUCA) look-up table in the national SCSEP database is used to identify urban versus rural areas by zip code.* Again, training authorizations follow the equitable distribution percentage for each County.

3) Serves individuals afforded priority for service under 20 CFR 641.520 (20 CFR 641.302 (a), 641.365 and 641.520)).

The Senior Community Service Employment Program affords priority for service to eligible individuals who meet one or more of the following criteria:

- Are aged 65 years or older;
- Have a disability;
- Have limited English proficiency or low literacy skills;
- Reside in a rural area;
- Are veterans or their spouses who meet the requirements of the Jobs for Veterans Act;
- Have low employment prospects;
- Have failed to find employment after using services provided through the One-Stop delivery system;
- Are homeless or at risk for homelessness.

The Program views the distribution of priority individuals across the State as being in line with the equitable distribution of program-eligible individuals across the three counties.

8. The ratio of eligible individuals in each service area to the total eligible population in the state (20 CFR 641.325 (a)).

Delaware has one SCSEP Grantee; and, three Sub-grantees who each serve a County. The distribution of authorizations is based on the Equitable Distribution, as provided by the U.S. Department of Labor, which identifies each county's percentage of the state's program-eligible population. The distribution of program-eligible residents for the PY 2012 grant year follows:

- 1) New Castle County: 53%
- 2) Kent County: 18%
- 3) Sussex County: 29%

9. The relative distribution of eligible individuals who:

- 1) Reside in the State.

*Delaware Quick Facts from the US Census Bureau* estimates a 2010 total population for the State of Delaware at 897,934. The population of individuals over the age of 55 statewide was 240,206. Broken down by county, the populations (and corresponding distributions) of those over age 55 are as follows: New Castle County 128,615 (53.5%); Kent County 40,384 (16.8%); and, Sussex County 71,207 (29.6%).

This population distribution generally corresponds to the percentage of program-eligible Delawareans in each county. Specifically, the three counties are allocated positions and funding based on the Equitable Distribution ratios that are in effect for each grant year (*as identified by the U.S. Department of Labor*). Again, the ratios for the PY 2012 grant year are listed below:

<b>Percent of Eligible Population</b>	
New Castle County:	53%
Kent County:	18%
Sussex County:	29%
Total:	100%

2) Reside in urban and rural areas within the state.

Delaware's three counties can be described as urban in New Castle County and Kent County; and, rural in Sussex County. *The demographics are confirmed by the Rural Urban Commuting Area (RUCA) zip code information provided by U.S. DOL in the nationwide SCSEP database.*

3) Have the greatest economic need.

The American Community Survey (ACS) estimates that for individuals age 55 and over, there were 15,184 people living in poverty statewide (e.g. below 100% of the Federal Poverty Level). In New Castle County, 8,097 were in poverty; 2,543 in Kent County; and, 4,544 in Sussex County. This translates to 53.3% in New Castle County; 16.7% in Kent County; and, 30% in Sussex County. Again, the distribution generally reflects the percentages of program-eligible Delawareans in each county.

For those ages 55 and over, the proportion living in poverty was 6.8% at the state level. Similarly, 6.8% of the 55+ population in New Castle County and 6.9% in both Kent and Sussex Counties were living in poverty, reflecting a relatively even distribution. However, the burden of poverty was greater within minority populations.

Statewide, there were 13.7% of African Americans over the age of 55 who were living in poverty. Specifically, 15.1% of the black population in New Castle County was living in poverty; 8.7% in Kent County; and, 14.5% in Sussex County. Also statewide, 14.7% of the

Hispanic and Latino population over the age of 55 were living in poverty, with 16.0% in New Castle County; 14.9% in Kent County; and, 10.1% in Sussex County.

For individuals ages 65 and over, the American Community Survey (ACS) estimates that 8,618 were in poverty statewide (below 100% FPL). In New Castle County, 4,665 were living in poverty; 1,535 in Kent County; and, 2418 in Sussex County.

For those ages 65 and over, the proportion living in poverty statewide was 7.3%, with 7.6% in New Castle County and 7.7% in Kent County. A slightly lower proportion of the 65+ population in Sussex County was living in poverty at 6.5%.

However, here again, the burden of poverty was greater within minority populations. Specifically, for African Americans ages 65 and over, 15.2% were living in poverty statewide, with 17.2% in New Castle County; 9.6% in Kent County; and, 14.6% in Sussex County. For Hispanics over the age of 65, 19.4% were living in poverty statewide, with 18.4% in New Castle County; 22.3% in Kent County; and, 20.4% in Sussex County.

4) Are minorities.

According to the PY2009 SCSEP Minority Report, 67.8% of Delaware SCSEP's participants were minorities, whereas the proportion of the state's census-reported minorities was 34.5%. The report also shows the percentage of Black participants at 64.1% (27.7% census); Hispanics at 2.5% (4.4% census); 0.5% Asian (1.2% census); and, 1.0% American Indian (0.1% census).

5) Are limited English proficient.

U.S. Census Bureau Quick Facts for 2010 reported that 12.2% of all Delaware residents spoke a language other than English in the home. In New Castle County, 14.1% spoke a language other than English in the home; and, there were lower rates for Kent County and Sussex County: 9.3% and 9.6%, respectively. However, for adults ages 60 and over, the statewide rate for non-English languages spoken in the home was lower at 7.2% statewide.

6) Have the greatest social need (20 CFR 641.325 (b)).

Greatest social needs include: physical and mental disabilities; language barriers; and, cultural, social, or geographical isolation -- including isolation caused by racial or ethnic status -- that restricts the ability of an individual to perform normal daily tasks, or threatens the capacity of the individual to live independently.

a. Physical and mental disabilities.

The statewide distribution of people with physical and mental disabilities (combined) was 27.7% for non-institutionalized adults ages 60 and over; and, 31.2% for adults ages 65 and over.

According to the 2010 American Community Survey (ACS), there were 21,210 adults over the age of 65 with a disability in New Castle County (54% of total); 6,233 in Kent County (16%); and, 11,799 (30%) in Sussex County.

b. Language barriers.

Again, for Delaware residents ages 60 and over, 7.2% spoke a language other than English in the home.

c. Cultural, social or geographical isolation.

According to the 2010 American Community survey, 16.8% of the state's population ages 55 and over live in Kent County and 29.6% live in Sussex County. Transportation is a greater challenge in Kent and Sussex Counties than in New Castle County. Specifically, Kent County has limited public transportation; and, the more rural Sussex County currently has a minimal public transportation system.

10. A description of the steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new Census or other reliable data become available; or, when there is over-enrollment for any other reason (20 CFR 641.325 (i), 641.302 (b)).

Delaware SCSEP experienced a significant funding reduction of approximately 25% from the PY 2010 grant year (\$2.6M and 263 training authorizations) to the PY 2011 grant year (\$1.909M and 197 training authorizations); and, the state's Additional Funds grant (\$940,000 and 68 training positions) was only available during the PY/FY 2010 timeframe. The downward trend continues for the PY 2012 grant year (\$1.897M and 196 training authorizations), which is less than the PY 2011 grant value.

However, the participants who were brought into Delaware SCSEP during the period of higher funding in PY10/FY10 will not be terminated from the program due to lower funding levels. The funding reductions have been countered with reduced participant training hours; and, by maintaining an "attrition period" while the participant enrollment level is brought in-line with the funds available. Total enrollment will continue to be gradually reduced through normal attrition, such as through job placements; participant-initiated exits; individual durational limits; and, "for cause" terminations.

Also, SCSEP managers will ensure that current Participants are not adversely impacted by the new census data that requires a redistribution of authorizations among the three counties during the PY 2012 grant year. Specifically, authorized positions will be redistributed according to the new Equitable Distribution ratios; however, changes to the actual enrollment levels in each County will only be adjusted through normal attrition.

Specific program actions to minimize disruptions to current Participants include the following: 1) Monitor and adjust service levels, when appropriate; 2) Collaborate among the

sub-grantee Program Directors and Finance Directors to effectively manage budgets and expenditures; 3) Provide extra training (including job search skills and computer training) to expedite job placements; 4) Ensure that appropriate participants are being proactive in working with the SCSEP program offices and the One-Stop Centers to gain employment; and, 5) Provide needed supportive services and make referrals to appropriate service providers.

As the Program's enrollment level is brought in-line with funding, new enrollments will be resumed through existing waiting lists and ongoing recruitment efforts.

11. The state's long-term strategy for serving minority older individuals under SCSEP (20 CFR 641.302 ( c )).

Historically, the majority of participants in Delaware SCSEP have been minority individuals. For example, the recent U.S. DOL SCSEP minority report indicates that the state's overall incidence of all minorities in the population was 34.5% while the SCSEP enrollment percentage was 67.8%. However, while the SCSEP enrollment of Blacks was significantly higher than this minority's incidence in the State (64.1% versus 27.7%), SCSEP's enrollment of Hispanics was about 56% of the incidence of this minority (e.g. 2.5% enrolled in SCSEP versus 4.4% residing statewide).

*Reference: U.S. DOL Report on Senior Community Service Employment Program - Analysis of Service to Minority Individuals, Program Year 2009, Volume II: Appendices, revised May 11, 2011.*

Delaware SCSEP has emphasized -- and will continue to focus on -- increasing Hispanic enrollments. Specifically, organizations that are frequented by Hispanics are visited by the sub-grantees to provide outreach and recruit candidates for the program. Also, the program engages in job fairs and other events that are designed to make the Hispanic group inclusive. In addition, high quality flyers and literature in Spanish have been developed and distributed to reach this group. The sub-grantees have bilingual staff from time to time – which has proven to be very helpful for outreach, recruitment and participant support. The recruitment of bilingual staff, and participants that help administer SCSEP in the Program Offices and One-Stops, is on-going.

And, the Delaware SCSEP enrollment levels for minorities in PY 2011 have been positive. For example, the percentage of minority enrollees through the third quarter of Program Year 2011 totaled 67%; and, the Hispanic enrollment level has improved to 4%.

Delaware SCSEP sub-grantees will continue to recruit the minority population in many ways, such as: (1) contacting community agencies, minority churches and organizations that serve multi-cultural populations; (2) assigning participants to host training sites which serve and communicate with the minority population; (3) inviting guest speakers from the minority community to participate in SCSEP workshops; (4) asking all participants, including minority individuals, to make program referrals for family, friends, and other contacts; (5) placing articles and advertisements in local newspapers, senior publications, and classified ads; (6) airing public service announcements on radio and TV; and, (7) placing brochures, palm cards, and posters in the One-Stop Centers, Social Security Offices, Post Offices, banks, grocery stores, libraries,

shopping centers, social service agencies, senior centers, and other public places which older minority individuals frequent.

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

The Program views the distribution of community service needs across the State as being in-line with the equitable distribution of program-eligible individuals.

1) Needs of Individuals:

Many SCSEP participants are in need of various supportive services. The needs of individuals will be met so they can fully benefit from SCSEP services and be in the best position to obtain and retain unsubsidized jobs. Sub-grantee staffs will provide job-related or personal counseling directly; or, by referral to community resources that are better qualified to deal with particular problems. When the need is job-related, the counseling may also include the Participant's training site supervisor.

If the sub-grantee cannot satisfy a Participant's personal or social need, there will be access to a full array of services through information and referral networks and procedures. Services include legal assistance, health care agencies, educational opportunities, Social Security benefits; and, clothing, housing, home heating fuel and transportation assistance.

In addition, incidentals necessary for training site assignments (e.g. safety glasses, work shoes, etc.) will be obtained by referral to social agencies that may provide them without charge. If unavailable at no cost through local resources, the sub-grantees may procure the needed items.

2) Community Services and Supportive Services:

The work of collecting, monitoring, and analyzing community service needs is an ongoing process. SCSEP's service to a community is based primarily on the social and economic needs of the participants entering the program; and, on the demand for services within local communities. The identification of potential training sites is accomplished through community outreach efforts, such as through meetings with current and potential host training sites, to determine where the greatest needs for SCSEP assignments exist. Efforts also include frequent coordination with the One-Stop Career Centers and Delaware's Aging and Disability Resource Center (ADRC) to monitor community needs.

Delaware SCSEP initiates and maintains partnerships with area non-profit agencies that provide a wide range of services, including: adult day programs, child day care, food services, recreational facilities, health care, and social services. The current focus is on community service needs being supported through the state's network of senior centers, state service centers, housing agencies, shelters, and child care facilities.

Efforts are ongoing to expand the reach of SCSEP throughout the State. For example, there is an ongoing effort to recruit additional community service training sites in southern New Castle County to accommodate that area's rapid population growth. In addition, Delaware SCSEP will investigate opportunities for using websites and social networking media to further expand the program's reach and impact throughout the state.

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

Delaware SCSEP has been successful for many years in providing work experience, supportive services and job search assistance to Older Workers; and, in assigning productive trainees to community service agencies. The Program has helped Older Delawareans become job-ready and to re-enter the workforce - while providing employers with trained individuals.

There are three sub-grantees who each serve a County. The distribution of authorizations is based on the Equitable Distribution as provided by U.S. DOL, which identifies each County's percentage of the state's program-eligible population. The Program Year 2012 grant funds 196 authorizations across the state, according to the following allocations:

Wilmington Senior Center Wilmington DE	New Castle County sub-grantee	104 slots
Modern Maturity Center Dover DE	Kent County sub-grantee	35 slots
1 <sup>st</sup> State Community Action Agency Georgetown, DE	Sussex County sub-grantee	57 slots

The three sub-grantees each have many years of experience in operating the SCSEP program; and, have created well-established relationships with host training sites; employers; supportive service resources; and, training providers.

However, one strategic area that will continue to receive emphasis is Sub-grantee staff training. Significant changes to the Program during the past decade have placed greater emphasis on performance measures; and, greater priority on enrolling those program-eligible individuals who are least marketable and who have the most barriers to employment. SCSEP personnel will need to continually increase expertise and knowledge to meet performance expectations; to effectively assist the targeted population in achieving long term employment; and, to maximize the Program's contributions to community service. Such areas of expertise include job development; outreach and recruitment of partnerships, participants, training sites, and employers; counseling, case management and case note writing; participant files maintenance; and, market research and statistical analysis. Greater knowledge of the targeted population, such as the disabled, will also be needed to ensure continuous improvement.

One recommendation is for U.S. DOL to place greater emphasis on arranging training that directly applies to effective SCSEP operations at the sub-grantee level (e.g. the staff training described above). Another recommendation is for U.S. DOL to increase nationwide outreach so that employers become more aware of SCSEP and its job-ready participants.

14. The state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii). (20 CFR 641.302 (f)).

1) Targeting Jobs Effectively:

Delaware SCSEP has been most successful in placing its participants in unsubsidized employment with community service agencies -- especially with host training sites -- and in other service-oriented industries. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work; as office clerks and receptionists; van drivers; child care workers; senior center program assistants; retail sales associates; housekeeping; food service; and, in customer service. The Program focuses on all areas of the state. However, many participants cannot - or prefer not to - have long commutes to and from work; so, all attempts will be made to identify and develop local job opportunities.

Again, a significant portion of the Program's unsubsidized placements occur when community service training sites hire SCSEP participants that have been training at the sites. Therefore, program managers and staff will routinely visit host training sites and encourage them to hire their assigned SCSEP participants as funds becomes available. The value and benefits of hiring their trained participants will be emphasized. Also, the Program will require training sites to sign a Letter of Agreement that clearly describes the temporary nature of training assignments; and, which emphasizes the site's responsibility for considering qualified participants for jobs.

2) Working with the One-Stops Effectively:

The Program will continue to partner with the One-Stop Centers to monitor information on job openings and trends that will help identify current and future regional job opportunities. Information will be tracked regarding the fastest growing industries and the occupations and businesses that offer appropriate job opportunities for SCSEP participants. Also, future coordination will increasingly emphasize workforce development in view of demographic, economic and job market changes. In addition, SCSEP participants training as Older Worker Specialists will continue to be assigned at the One-Stop Centers to assist older job seekers; and, to cross flow job market and training information with One-Stop Center personnel and SCSEP program managers and staff.

3) Managing Durational Limits Effectively:

The Program will continue to provide quality support to each participant who is approaching his or her SCSEP durational limit (e.g. not employed after 48 months in the program). The sub-grantees will continue to train on individual durational limit requirements

and extension waiver factors; transitional planning and scheduling; conducting assessments; preparing and implementing transitional Individual Employment Plans; researching the local job market; and, on accessing all supportive services available to assist the SCSEP participants.

When a participant receives an assessment 12 months before his or her durational limit date, a transitional IEP is developed and initiated. Also, a reassessment will be accomplished six months before the individual's durational limit date (or sooner, if needed); and, his or her transitional IEP will be updated during the reassessment. For individuals with good or reasonable job potential, transitional IEP actions may include polishing resumes and interviewing skills; enhancing job development and training efforts; making rotations; and/or using the OJE training option.

In addition, to foster good employer relations during the transition process, emphasis will be placed on sending qualified and suitable participants to each job interview.

#### 4) Training Participants Effectively:

Participant training is a key ingredient for successful program performance. The following training activities are ongoing and will continue to be emphasized:

a. In addition to providing quality work experience, the host training sites will be encouraged to make formal in-service and on-the-job training available for their assigned SCSEP participants. The intent is not only to increase effectiveness in the current assignment, but also to further prepare participants for unsubsidized employment. Training will be consistent with each participant's assessment and Individual Employment Plan. Also, computer training and experience will continue to be emphasized and provided by the sub-grantees; host training sites; and, by training sources under agreement with the sub-grantees. In addition, SCSEP will continue to collaborate with the local libraries and non-provide agencies that offer free training.

b. Workshops will continue to be provided by the sub-grantees, covering different aspects of the job-seeking process and topics relating to health, consumer information, transportation, social security and retirement security. Workshops include speakers from community service organizations, government agencies, and the local business community. In addition, workshops will continue to be arranged for specific skills -- such as customer service.

c. Participants seeking full time employment - who would improve their potential for transition into unsubsidized employment with skills training - will be encouraged to attend programs offered through the Workforce Investment Act's One-Stop Career Centers.