Arizona Department of Economic Security

Division of Aging and Adult Services

State Integrated Workforce Plan Modification

For

Senior Community Service Employment Program (SCSEP)

(July 1, 2012 – June 30, 2017)

In Response to:

Training and Employment Guidance Letter 8-14

Signed Verification of Intent

The Senior Community Service Employment Program State Plan is hereby submitted for the State of Arizona. The Department of Economic Security, Division of Aging and Adult Services has been given the authority to develop and administer the Senior Community Service Employment Program State Plan, in accordance with all requirements of the Older Americans Act. It is primarily responsible for the coordination of all state activities related to the purposes of the Older Americans Act, the development of comprehensive and coordinated systems for the delivery of supportive services, and to act as the effective and visible advocate for the older individuals in Arizona.

The Senior Community Service Employment Program State Plan is hereby approved by the Governor and constitutes authorization to proceed with activities under the Plan if approved by the U.S. Department of Labor.

The Senior Community Service Employment Program State Plan, hereby submitted, has been developed in accordance with all federal statutory and regulatory requirements.

_____ (Date)	Melanie Starns, Assistant Director, Arizona Department of Economic Security Division of Aging and Adult Services
_____ (Date)	Mark Darmer, Interim Deputy Director of Programs, Arizona Department of Economic Security
_____ (Date)	Clarence H. Carter, Director, Arizona Department of Economic Security

I hereby approve the Senior Community Service Employment Program State Plan and submit it to the Department of Labor for approval.

_____ (Date)	Janice K. Brewer, Governor

H. Senior Community Service Employment Program (SCSEP)

In order to receive funds for the Senior Community Service Employment Program (SCSEP), each state is required to develop a State Plan that includes strategies for statewide provision of SCSEP services. The development of the Arizona State Plan for SCSEP is the responsibility of the Arizona Department of Economic Security, Division of Aging and Adult Services (DES/DAAS). The plan covers the federal program year periods beginning July 1, 2012 through June 30, 2017. This plan is being submitted as part of the Arizona State Integrated Workforce Plan. This integrated plan will allow for the fostering of a strengthened strategic alignment of workforce while facilitating cross-program planning within the larger context of Arizona Workforce Connection, Arizona's One Stop workforce system.

In accordance with the reauthorization of the Older Americans Act Amendments in 2006 (Public Law 109-365), SCSEP focuses on placing qualified individuals into appropriate community service training assignments and ultimately into unsubsidized employment. The State Plan describes the planning and implementation process for mature worker programs in Arizona. The plan also encourages coordination among the ASCSEP state grantee, state sub-grantees, and national grantees in achieving the SCSEP goals and other global mature worker initiatives.

By the year 2020, one in four Arizonans will be over the age of 60. Aging 2020 was the initial step towards ensuring that Arizona communities are good places for people of all ages to live with independence, purpose, and dignity. The Arizona State Plan on Aging 2015-2018 is a federally required plan that sets the future direction for DES/DAAS, prioritizes DES/DAAS functions, focuses DES/DAAS resources, and furthers collaborative efforts. In doing so, the plan is a blueprint to better serve Arizona's aging population. In an effort to ensure Arizona is ready for such a demographic shift, Executive Order 2004-07 was issued. Called Aging 2020, it required fourteen state agencies to develop and implement plans to address the aging of Arizona's population. The Aging 2020 initiative is designed to be a strategic planning process, whereby the plan is integrated into broader agency efforts and updated on a continual basis. Integration with the Governor's Advisory Council on

Aging/Mature Workforce initiatives will benefit overall service delivery and achievement of program goals. In addition, the geographic areas of the SCSEP closely align with the local workforce investment regional areas.

Some of the underlying barriers facing SCSEP are:

- High unemployment among mature workers. Arizona has been identified an Area of Substantial Unemployment (above 6.5 percent) with six of its 15 counties meeting the criteria of the 2011-2013 Persistent Unemployment Thresholds.

- Aligning host agencies in rural areas to match with employment goals of participants.

- Reduced funding during the past two consecutive program years.

As described later in the plan, the SCSEP is an integral part of coordinated activities with the other titles of the Older American Act and WIA. The following goal and objectives will be accomplished during the tenure of the Arizona Integrated Workforce Plan in order to address the barriers listed above.

As this is the first time that SCSEP will be incorporated into the State Workforce Plan as an integrated partner, this goal will also be the basis for Plan-related SCSEP activities and related strategies:

Goal: **Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, para-professional and professional workforce.**

Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community.

Action: Collaborate with Arizona's Aging and Disability Resource Consortium (ADRC) to develop systems of support for family members assisting loved ones who are aging, dealing with a chronic condition, or living with a disability.

Action to be completed by December 30, 2015.

Objective 5.2: Promote a stable and competent workforce sufficient to meet the growing care needs in Arizona.

Action: Develop strategies to connect employers with caregiver support and elder care resources in continuing efforts to educate the employer community regarding the need for such resources for an aging workforce.

Action to be completed by December 30, 2015.

Action: Promote the viability of a career as a direct care professional and other health services related occupations to SCSEP participants.

Action to be completed by July 1, 2015.

Objective 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experiences of a mature workforce.

Action: Facilitate the coordination of the Governor's Advisory Council on Aging/Mature Workforce Committee and Local Workforce Investment Areas to assist with the development of public awareness efforts on promoting the utilization of mature workers.

Action to be completed by June 30, 2013.

Action completed:

State and national SCSEP grantees continue to participate on the Governor's Advisory Council on Aging/Mature Workforce Committee (GACA/MWC). The objective of this committee is to increase the percentage of workers over 50 participating in Arizona's workforce by promoting, preparing and providing opportunities for mature workers and employers to connect. SCSEP grantees will continue to seek opportunities to join forces in regional economic and workforce initiatives, advocating on behalf of the SCSEP participant as an untapped viable source of potential employees to fill vacancies. Another product of this committee is the development of the "mature worker friendly" certification for which employers can apply. This certification was created to acknowledge employers that maintain policies, practices and programs consistent with employment of people age 50 and older based solely on their proficiency, qualifications and contribution, and on terms and conditions comparable to younger individuals. As of October 2014, 67 employers are mature worker friendly certified.

The DES/SCSEP Coordinator will continue affiliation with the GACA/MWC. The Committee will continue its focus on improving the ability of mature workers and employers to connect through a set of regional strategies to increase employer awareness of the challenges facing mature workers seeking to re-career and provide employment opportunities.

Action: Cultivate and/or strengthen partnerships and collaborations among SCSEP grantees and WIA service providers to ensure a seamless system of service delivery.

Action to be completed by January 1, 2015.

Action completed:

The DES/DAAS SCSEP will continue to coordinate efforts between the national grantees and the local workforce boards to outline a coordination plan for the delivery of SCSEP activities and services within each One Stop, and eliminate confusion within each Local Workforce Investment Area regarding multiple SCSEP grantees in the same workforce investment area.

The DES/SCSEP Coordinator sits on the Phoenix Workforce Connections Local Workforce Investment Area Board (LWIB) representing the program. DES/DAAS SCSEP sub-grantees sit on the LWIBs of La Paz/Mohave, Maricopa and Gila/Pinal Counties. The state representative for the National Indian Council on Aging represents SCSEP on the Nineteen Tribal Nation LWIB.

Action: Establish a varied network of host agencies to provide training that aligns with SCSEP participant employment goals.

Action to be completed by June 30, 2014.

Action completed:

During PY 13 DES/SCSEP sub-grantees serving Maricopa and Pima Counties made regular presentations to refugee organizations, such as the Somali American United Council, Tucson International Alliance of Refugee Communities and the Arizona Lost Boys Center. These collaborations have resulted in the same organizations becoming Host Agencies for a number of participants from these communities and the development of specific, tailored training plans to enhance their employment prospects.

Objective 5.4: Support older Arizonans' efforts to remain engaged in the workforce and civic engagement activities.

Action: Strengthen the local relationships between all SCSEP service providers and the local WIA One Stops.

Action to be completed by January 1, 2015.

Action completed:

In partnership with the Local Workforce Investment Areas, SCSEP national grantees and state sub-grantees will work together to assess the quality of the coordinated services between the SCSEP providers and the One Stop delivery system. In

accordance with the WIA regulations, the SCSEP is a mandatory partner of the One Stop Career Centers. Coordination efforts include continued collaboration to improve cooperation and communication between WIA One Stop Service Centers and SCSEP, co-location when possible at One Stop comprehensive centers and affiliate sites, and work toward the development of innovative ways to improve services to the public and between programs in the One Stop Centers.

DES/SCSEP Coordinator served as a subject matter expert in review of Local Area Business Plans for the 12 Local Workforce Areas in the State. This was done to ensure that the SCSEP population is accurately and comprehensively reflected in the proposed service delivery plans in each area. The reviews took place between January and April 2014. Conditional approval by the Workforce Arizona Council (WAC) was granted on June 19, 2014.

Action: Identify and leverage compatible resources provided by both the aging and workforce network of providers.

Action to be completed by July 1, 2015.

Action: State and national grantees to strategize methods for identifying unmet service needs in small communities that can be carried out by local SCSEP providers.

Action to be completed by December 30, 2014.

Action completed:

Many participants choose to live in rural areas for reasons not related to work. However, it is a challenge to both recruit eligible participants and develop host agencies in rural areas due to distance, language, transportation, etc. SCSEP sub-grantees serving rural areas attempt to cultivate host agencies that can offer training for participants to become more job-ready. The challenges in rural areas are ongoing and usually take more time to develop and monitor to assure that the SCSEP participants training needs are met. This requires additional resources for staff time and travel.

In August 2014, DES/SCSEP Coordinator participated in a SCSEP business meeting hosted by national SCSEP grantee, the National Indian Council on Aging (NICOA). Collectively, the following steps were discussed to target the needs of older individuals by residing in rural areas are given priority attention:

- Encourage the establishment of DES/SCSEP focal points in service areas that are easily accessible to older individuals residing in areas with the greatest economic and social need;
- Ensure Host Agencies that serve DES/SCSEP participants are sensitive to the needs of older individuals residing in rural areas and knowledgeable of accessible resources within their respective service areas to address those needs;
- Continue to coordinate with the One Stop Career Centers and service providers to offer technical assistance in meeting the needs of older individuals residing in rural areas;
- Continue to coordinate and collaborate with the GACA to ensure information on services and resources reach older individuals residing in rural areas; and
- Encourage Host Agencies to include bilingual and bicultural employees.

Long-term projections for jobs in industries and occupations in Arizona that may provide employment opportunities for older workers

20 CFR 641.302d

As each region of the state identifies its own economic demographics, Training and Education Resource Model (TERM) data provided by the Arizona Department of Administration, Office of Employment and Population Statistics will be used to assist in the development of SCSEP participant's individual employment plans. The TERM provides a ranking of occupations that have the best potential for good opportunity in the local job market. The occupation ranking is based on labor market statistics for projected number of job openings, growth rates, wages, low turnover, and skills. Educational and training requirements from the Bureau of Labor Statistics are also included for each occupation.

The following chart is the projected rank (openings) of the top ten occupations in Arizona requiring short-term training (one-month or less) in Arizona for the years 2010-2020, based on comparative scores in five areas: openings, wages, skills, growth rate, and turnover rate.

On The Job Training (OJT) Occupation Rankings 2010-2020							
From the TERM (Training & Education Resource Model) Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1. (See notes page for detailed information)							
Rank	**SOC Code**	**Occupational Title**	**Openings**	**2011 Hourly Wage**	**O-NET Score**	**Growth Rate**	**Turnover Ratio**	**Training/Education Requirements***
49	53-3032	Truck Drivers, Heavy and Tractor Trailor	1,099	$20.32	604	29.2%	2.0%	Short-Term on-the Job Training
125	47-2061	Construction Laborers	909	$14.63	532	31.3%	0.8%	Short-Term on-the Job Training
184	31-1011	Home Health Aides	1,184	$10.50	531	42.4%	1.3%	Short-Term on-the Job Training
189	53-3033	Truck Drivers, Light or Delivery Services	619	$16.95	509	20.0%	2.0%	Short-Term on-the Job Training
201	43-3021	Billing and Posting Clerks and Machine Operators	385	$16.90	407	24.6%	1.7%	Short-Term on-the Job Training
205	43-9061	Office Clerks, General	2,033	$14.38	446	23.5%	1.8%	Short-Term on-the Job Training
207	21-1092	Probation Officers, Correctional Treatment Specialists	100	$24.15	528	17.0%	2.2%	Short-Term on-the Job Training
208	39-9021	Personal and Home Care Aides	672	$10.55	494	44.8%	0.8%	Short-Term on-the Job Training
212	23-1023	Judges, Magistrate Judges, and Magistrates	22	$41.75	554	7.5%	1.8%	Short-Term on-the Job Training
222	37-3011	Landscaping and Grounds keeping Workers	1,628	$11.11	485	32.7%	1.8%	Short-Term on-the Job Training

Source: Arizona Department of Administration/Office of Employment and Populations Statistics in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, www.workforce.az.gov/pubs/labor/ojt10-20.pdf

The top ten occupations ranked by projected openings and requiring moderate-term training (1-12 months) are:

		On The Job Training (OJT) Occupation Rankings 2010-2020						
		From the TERM (Training & Education Resource Model) Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1. (See notes page for detailed information.)						
Rank	SOC Code	Occupational Title	Openings	2011 Hourly Wage	O-NET Score	Growth Rate	Turnover Ratio	Training / Education Requirements*
27	49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	164	$26.52	662	25.5%	1.6%	Moderate-Term on-the-Job Training
44	41-4011	Sales Reps., Wholesale and Manufacturing, Technical and Scientific Products	364	$39.22	532	16.5%	2.4%	Moderate-Term on-the-Job Training
61	53-2011	Airline Pilots, Co-Pilots and Flight Engineers	153	$50.46	723	10.1%	3.8%	Moderate-Term on-the-Job Training
70	13-1041	Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	129	$29.29	592	14.9%	1.2%	Moderate-Term on-the-Job Training
71	41-3031	Securities, Commodities, and Financial Services Sales Agents	391	$29.28	511	33.8%	2.8%	Moderate-Term on-the-Job Training
76	13-2072	Loan Officers	407	$30.92	477	28.3%	2.6%	Moderate-Term on-the-Job Training
80	47-2073	Operating Engineers and Other Construction Equipment Operators	434	$21.87	563	31.1%	2.3%	Moderate-Term on-the-Job Training
88	47-2051	Cement Masons and Concrete Finishers	352	$17.98	557	49.6%	1.6%	Moderate-Term on-the-Job Training
89	33-3051	Police and Sheriff's Patrol Officers	425	$28.44	651	5.6%	2.9%	Moderate-Term on-the-Job Training
104	33-3021	Detectives and Criminal Investigators	118	$35.87	622	-3.7%	2.2%	Moderate-Term on-the-Job Training

Source: Arizona Department of Administration/Office of Employment and Populations Statistics in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, www.workforce.az.gov/pubs/labor/ojt10-20.pdf

Additional information related to the economic and workforce information for this population can be found in Section I.B of this plan.

How the long-term job projections discussed in the Economic Analysis section of the Strategic Plan 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 641.302d

Each SCSEP participant's employment goals will be determined based on the their employment interest with local labor market information used to assist in the development of such goals as to be consistent with the local employment strategies to produce the optimum opportunities for employment. High growth areas of employment within a local economy, in coordination with the Local Workforce Investment Area's sector strategy will be a major factor in the determination of employment goals and related employment training programs.

Using TERM data will allow SCSEP grantees to tailor employment goals in the development of Individual Employment Plans (IEP) to provide the maximum opportunity for participants to learn the skills necessary to become employed in occupations that are projected to be available in their local labor market. The DES/DAAS SCSEP will engage in discussions with local employers, economic development entities and One Stop staff who work with employers to ensure that training plans are consistent and current with the local workforce direction regarding employment preparation.

Employability skills training will take into account more than technical and knowledge skills and will emphasize soft skills such as customer service and peer interaction. While employers prefer hiring people who are trained and ready to work, they are usually willing to provide specialized, job-specific training skills necessary for the job. DES/DAAS SCSEP will utilize, where appropriate, on-the-job experience to enhance the training experience and to increase the probability of unsubsidized employment and employment retention.

Current and projected employment opportunities in the state (such as by providing information available under §15 of the Wagner-Peyser Act 29 U.S.C. 491-2) by occupation, and the types of skills possessed by eligible individuals

20 CFR 641.325c

The following table reflects a summary of the individuals enrolled in SCSEP by each of the grantees in Arizona, based on selected characteristics:

Participant Characteristics	State	AARP	ANPPM	Goodwill	NICOA
Gender					
Female	66%	61%	65%	62%	60%
Age at Enrollment					
55-69	85%	87%	88%	88%	87%
75+	6%	4%	2%	4%	5%
Overall 60+	59%	57%	64%	56%	59%
Education					
8th Grade and below – High School Diploma/Equivalent	35%	36%	57%	55%	53%
Associates Degree	4%	2%	2%	5%	3%
Bachelor's Degree	8%	13%	2%	6%	2%
Master's Degree	6%	2%	1%	2%	1%
Doctoral Degree	2%	0%	0%	1%	0%
Disabled	4%	6%	9%	26%	15%
Veterans (or spouses)	21%	20%	7%	18%	19%

Source: SPARQ/Quarterly Progress Report – Final Q4 PY 2013

A major focus of the DES/DAAS SCSEP will be ensuring the alignment of host agency recruitments and participant's hard-skills training with the local labor market demand to ensure the participant is employable upon program exit. Based on data from the Arizona Department of Administration's Office of Employment and Populations Statistics, job gains are projected in all major sectors of the Arizona economy. The table below describes the average over-the-year percentage change for each sector for 2012, 2013, and 2014 where 2012 is the base year and 2013 and 2014 are forecast years.

Arizona Sector Employment
Average Annual Over-the-Year Change

	2012	2013	2014
Total Nonfarm	2.0%	2.0%	2.3%
Manufacturing	3.1%	0.6%	1.0%
Natural Resources & Mining	9.5%	6.5%	3.1%
Construction	4.3%	7.1%	7.1%
Trade, Trans. & Utilities	1.1%	0.6%	1.2%
Information	3.2%	2.6%	1.5%
Financial Activities	3.0%	3.7&	2.5%
Profess &Business Svcs.	2.5%	4.0%	4.9%
Educational & Health Svcs.	2.9%	1.6%	2.4%
Leisure & Hospitality	2.9%	2.1%	2.8%
Other Services	-2.6%	-0.6%	0.0%
Government	0.6%	0.7%	0.7%

Source: Arizona Dept. of Administration/Office of Employment and Populations Statistics, "Employment Gains Forecast in All Sectors 2012-2014; Higher Growth Rates in 2014", November 7, 2013, (www.workforce.az.gov/pubs/labor/Forecast_11-7-13.pdf)

SCSEP participants will be coached regarding the outlook for unsubsidized jobs in the rural areas of the state. IEPs are based on a realistic expectation for employment goals for each participant and matched training opportunities. Labor market information will be used by SCSEP staff to identify occupations that are critical to the local economy.

The state SCSEP grantee will ensure that sub-grantee staff has been trained in the use of the TERM. This information will be used in the identification and development of the IEP. SCSEP staff will then outreach to employers in coordination with One Stop staff. Employment opportunities will be pursued that are consistent with the participant's IEP employment goal, which will be based on research summarized in a realistic employment plan and strategies that lead to unsubsidized employment.

A description of the localities and populations for which projects of the type authorized by Title V are most needed

20 CFR 641.325d

The DES/DAAS SCSEP serves the following counties through contracts with five state sub-grantees – three Area Agencies on Aging, Pima County One Stop Career Center and Achieve Human Services: Apache, Coconino, Gila, Maricopa, Mohave, Pima, Pinal, Navajo and Yavapai counties. The National Sponsors serve the remaining counties in the state and share some counties with the DES/DAAS SCSEP.

Arizona is comprised of two major population bases: Maricopa County and Pima County. According to the 2008-2012 American Community Survey 5-Year estimates, approximately 67 percent of the Arizona's eligible SCSEP population resides in these two counties.

As a significant barrier to employment, persistent unemployment means that the annual average unemployment rate for a county or city is more than 20 percent higher than the national average for two out of the last three years. The chart below indicates the counties in Arizona that meet this threshold:

County	2011 – 2013 Meets Persistent Unemployment Thresholds?
Apache	Yes
Cochise	No
Coconino	No
Gila	Yes
Graham	No
Greenlee	No
La Paz	No
Maricopa	No
Mohave	Yes
Navajo	Yes
Pima	No
Pinal	No
Santa Cruz	Yes
Yavapai	No
Yuma	Yes

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 641.302g, 641.325e**

In partnership with the Local Workforce Investment Areas, SCSEP national grantees and state sub-grantees will work together to assess the quality of the coordinated services between the SCSEP providers and the One Stop delivery system. In accordance with the WIA regulations, the SCSEP is a mandatory partner of the One Stop Career Centers. Coordination efforts include continued collaboration to improve cooperation and communication between WIA One Stop Service Centers and SCSEP, co-location when possible at One Stop comprehensive centers and affiliate sites, and work toward the development of innovative ways to improve services to the public and between programs in the One Stop Centers.

All memorandums of understanding among all SCSEP grantees will ensure that SCSEP is properly represented within each agreement and on each local workforce board. The DES/DAAS SCSEP will continue to coordinate efforts between the national grantees and the local workforce boards to outline a coordination plan for the delivery of SCSEP activities and services within each One Stop, and eliminate confusion within each Local Workforce Investment Area regarding multiple SCSEP grantees in the same workforce investment area.

The DES/DAAS SCSEP Coordinator sits on the Phoenix Workforce Connections Local Workforce Investment Area Board (LWIB) representing the program. DES/DAAS SCSEP sub-grantees sit on the LWIBs of La Paz/Mohave, Maricopa and Gila/Pinal Counties. The state representative for the National Indian Council on Aging represents SCSEP on the Nineteen Tribal Nation LWIB.

DES/SCSEP Coordinator served as a subject matter expert in review of Local Area Business Plans of the 12 Local Workforce Areas in the State. This was done to ensure that the SCSEP population is accurately and comprehensively reflected in the proposed service delivery plans in each area. The reviews took place between January and April 2014. Conditional approval by the Workforce Arizona Council (WAC) was granted on June 19, 2014.

SCSEP staffs are working with the Employment Service programs operated as part of the State's One Stop system to assist participants in obtaining unsubsidized employment. Partnerships with vocational rehabilitation will be strengthened to assist disabled participants and leverage available resources.

SCSEP staff is encouraged to participate in local One Stop activities to strengthen the relationship between SCSEP and the One Stops. Staff will continue to participate in local One Stop partner meetings and work with One Stop staff to educate them on issues unique to SCSEP participants seeking employment. This sharing of information will also provide for expanded knowledge within the One Stop system of the services available through the Area Agencies on Aging (AAA) for customers who may benefit from them. This coordinated effort will facilitate program integration between AAAs who administer programs primarily targeting the 60+ population and the employment service programs through the utilization of the Arizona Job Connection (AJC) online system as well as the One Stop Comprehensive Career Centers throughout Arizona.

The DES/DAAS SCSEP Coordinator, SCSEP state sub-grantee manager in Maricopa County as well as the AARP Foundation SCSEP director sit on the Governor's Advisory Council on Aging's Mature Workforce Committee. This committee is currently focused on improving the ability of mature workers and employers to connect through a set of regional strategies to increase employer awareness of the challenges facing mature workers seeking to re-career and provide employment opportunities.

With funding for all workforce programs under scrutiny and "streamlining" emphasized in employment and training programs, it is understood by both WIA and SCSEP that innovative approaches to service delivery for individuals must be developed. Under historical models, and as noted in the U.S. Department of Labor issued "Protocol for Serving Older Workers" (Training and Employment Notice 16-04, January 31, 2005) and the follow-up Government Accountability Office (GAO) report "Most One Stop Career Centers Are Taking Multiple Actions to Link Employers and Older Workers" (GAO-08-548, April 2008), mature workers who visited the One Stops would be referred to the Senior Community Service Employment Program (Title V) as the only resource for a select population. They would also face barriers to services such as the perception that serving "older" workers could have a negative impact on WIA performance measures.

A recent GAO report "Unemployed Older Workers: Many Experience Challenges Regaining Employment and Face Reduced Retirement Security"

(GAO-12-445) regarding unemployed Older Workers was released in April 2012. A significant finding in this report indicated that in December 2011 the unemployment rate for older workers (nationally) was 6.0 percent, up from 3.1 percent at the start of the recession (2007), but down from a peak of 7.6 percent in February 2010. However, long-term unemployment for older workers when compared to younger workers rose substantially and by 2011, the GAO reported that 55% of unemployed older workers had been actively seeking a job for more than 27 weeks.

Charles A. Jeszeck, Director, GAO Education, Workforce, and Income Security testified before the U.S. Senate Special Committee on Aging ("Unemployed Older Workers: Many Face Long-Term Joblessness and Reduced Retirement Security", GAO - 12-724T, May 15, 2012), that as part of the research for the April report, GAO conducted focus groups with unemployed older workers, and interviewed staff at One Stop career centers. The report concluded that "…older workers remain a critical and growing segment of the workforce, and a renewed focus is now needed to identify strategies to help address older workers' significant reemployment challenges. In our report, we recommended that Labor consider what strategies are needed to address the unique needs of older job seekers, in light of recent economic and technological changes."

A newer study from the Urban Institute submitted by Bud Meyers on August 26, 2013 shows that even if the economy returns to full employment, many workers are still likely to face long-term unemployment. Other findings include:

- Long-term unemployed workers are less educated than employed workers, but actually somewhat more educated than newly unemployed and discouraged workers.
- Ages 56 to 65 - 14.8 percent are long-term unemployed workers, 15.7 percent are employed workers, and 17.8 percent are discouraged workers.
- 40.5 percent of long-term unemployed job seekers are age 16 to 25. This suggests that the youngest job seekers are likely to experience shorter spells of unemployment.
- The characteristics of the long-term unemployed changed from the periods before 2007, during 2009, and after 2012 the Great Recession. The long-term unemployed in 2012 were somewhat more educated than before the Great Recession.

- Workers with less than a high school degree now make up 18.1 percent of job seekers who have been out of work more than six months, rather than 23.5 percent as was the case in 2007.
- Those with some college but no degree are making up an increasing share of the long-term unemployed.

According to another report by economists Dean Baker and Kevin Hassett that was cited by the New York Times (which was also referred to in a congressional hearing for older workers), a worker between the ages 50 and 61, who had been unemployed for 17 months or longer, only had about a 9 percent chance of ever finding a new job. And the longer they were unemployed, the lower their chances for ever finding work again. Add in any sub-standard credit reports because they were unemployed, medical records indicating below average health, any back taxes owed, a mortgage foreclosure because of job loss, or a rejected disability claim by Social Security, and the odds are much worse for an older person ever finding a job again.

Since the Great Recession began, many older workers have been out of work for five years or longer, caught between a rock and a hard place, because no one will hire them and they are not yet old enough to qualify for Social Security.

All in all, the Baby Boomers were the greatest victims of the recession and its grim aftermath. These Americans in their 50s and early 60s --- those near retirement age who do not yet have access to Medicare and Social Security --- have lost the most earnings power of any age group.

Arizona has taken a proactive approach to the issue of unemployed older (mature) workers as part of the continuing effort of the Arizona Mature Workforce Initiative http://www.azgovernor.gov/GACA/MWI.asp which is facilitated by the Governor's Advisory Council on Aging's Mature Workforce Committee (GACA/MWC). In February 2011, a scan of individuals registered in the state's automated workforce system found that statewide, 33.1 percent were age 45-75 years, with 44.7 percent of those over age 55. In order to determine what services and information may be helpful to One Stop staff serving the mature worker population the GACA/MWC conducted a survey in May 2011 of over 380 One Stop staff statewide who meet with mature worker job seekers as they enter the One Stops seeking services. This survey achieved a

46 percent response rate and helped to identify potential gaps in resources and coordination between the workforce and aging networks.

In November 2011, a follow-up survey to a smaller audience requested in which format the One Stop staff would like to have the information requested by the initial survey available to them. The results translated into three "toolkits" established on the public-private website, www.azmatureworkers.com, which launched in 2008. Toolkits were made available in May 2012 and are available for Workforce Professionals, Jobseekers, and Employers and contain resources requested by One Stop staff. It is understood that the information contained in these toolkits will continue to be refined and modified to meet the site users' needs. A survey has been added to the website to ensure users have the ability to provide input for ongoing site and content improvements to meet their needs.

This activity allowed GACA/MWC to forge a working relationship with Local Workforce Investment Areas to address identified gaps in information and services that could benefit the mature workers and employers. Through these efforts, strategies will be initiated and tailored to each Local Workforce Investment Area to assist staff in addressing the age-related needs of jobseekers so that employment can be their main focus.

The SCSEP will seek opportunities to join forces in regional economic and workforce initiatives, advocating on behalf of the SCSEP participant as an untapped viable source of potential employees to fill job vacancies. The state and national grantees are collaborating in a concerted effort to ensure that SCSEP is represented on each local workforce board. By having SCSEP on the local workforce boards, the program should be directly involved in regional economic and workforce development efforts through the promotion of its participants as a vital resource in a given region.

By having the AAAs as state sub-grantees in three of the five state service delivery areas, in-house programs and resources will continue to be used when the need arises to deliver appropriate services to participants. The fifth state sub-grantee is a Local Workforce Investment Area One Stop Comprehensive Center and leverages counseling, assessment and supportive service activities with other mandated One Stop partners and partners with the Local Workforce Investment Area agency on aging.

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 641.302h

As the state SCSEP grantee, DES/DAAS is responsible for the administration of all Older Americans Act (OAA) programs. The DES/DAAS SCSEP is an integral part of coordinated activities with the other titles of the OAA. Regarding workforce related activities and coordination, Goal 5 of the Arizona State Plan on Aging for Federal Fiscal Years 2015-2018[1] is to "Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce." This goal will be achieved through the following objectives:

Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community.

Objective 5.2: Promote a stable and competent workforce sufficient to meet the growing care needs in Arizona.

Objective 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experiences of a mature workforce.

Objective 5.4: Support older Arizonans' efforts to remain engaged in the workforce and civic engagement activities.

Strategies include support for workers and their family members with caregiving obligations by providing support for families who are caring for their loved ones at home or in the community. Caregiving resources become an increasingly important community component as the workforce ages and more and more workers find themselves needing to continue to work but also under the obligation of caring for loved ones who are aging, dealing with a chronic condition, or living with a disability. The DES/SCSEP will seek to connect employers with caregiving and elder care resources in continuing efforts to educate the employer community regarding the need for such benefits for an aging workforce. By providing information to employees on how to access such resources, issues such as lost productivity due to caregiving related obligations may be alleviated.

As previously mentioned, three of the five DES/SCSEP sub-grantees are AAAs. As such, resources offered by these organizations can be

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[1] https://www.azdes.gov/InternetFiles/Reports/pdf/Arizona State Plan on Aging_2015-2018.pdf

leveraged to provide not only "One Stop" support to SCSEP participants, but also by becoming host agencies. This in turn leads to capacity building of the OAA-sponsored community services and programs offered by the AAA.

DES/DAAS will also be strengthening the Direct Care Workforce (DCW) as another means to assist with accomplishing this goal. The DCW Initiative continues to develop concepts to raise awareness of professional opportunities in direct care services. Through educational and marketing efforts, the DCW Initiative hopes to elevate the image of direct care work and attract qualified individuals into this field. This includes family caregivers who may choose to employ their skills further and become a paid direct care professional. Working with colleges, providers, and other agencies, the initiative is also developing career paths and cross-training opportunities, so that workers become qualified for a variety of direct care jobs – working with different populations and in different settings – and consider advancing into related fields, such as health care, social work, or human services administration. The viability of a career as a direct care professional will be a discussion that will be proposed for coordinated efforts with Arizona's workforce system programs wherever health services are part of a Local Workforce Investment Areas sector strategy for growth industries.

During SCSEP Program Year 2011, the DES/DAAS SCSEP partnered with the Arizona Healthy Living Chronic Disease Self-Management Program (CDSMP). CDSMP helps participants learn self-management skills needed to help deal with the symptoms of their chronic condition and with the life role changes and emotions experienced when living with a chronic condition. The emphasis of the workshop's curriculum is helping people manage common problems such as fatigue; communication with friends, family and providers; dealing with anger and depression; and designing and maintaining a healthy eating and exercise plan. In addition, participants learn disease related decision-making and problem solving skills. The most important outcome of the CDSMP is that, through this practice and group feedback, people become more confident and are able to combine more active lives with self-management of their chronic health condition.

CDSMP is being implemented by master trainers and lay leaders (often community volunteers) in 79 local organizations through the Arizona Department of Health Services in collaboration with the ADES/DAAS as part of the OAA Title IIID activities. Where established, CDSMP workshops are offered to SCSEP

participants to assist them in managing chronic conditions that inhibit their ability to overcome potential health- related barriers to employment.

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 641.302i**

To ensure an open and inclusive planning process, national grantees and other stakeholders were asked to provide input in the development of this plan. State sub-grantees and national grantees provided information pertaining to past and planned SCSEP activities and other mature worker related activities that will benefit SCSEP participants. Continuing forward, open lines of communication in electronic, telephonic and in-person formats between all grantees will be used. As time permits, regularly scheduled meetings/conference calls between all grantees will be conducted.

In August 2014, DES/SCSEP Coordinator participated in a regional SCSEP business meeting hosted by national SCSEP grantee the NICOA. Collectively, the following steps were discussed to target the needs of older individuals residing in rural areas are given priority attention:

- Encourage the establishment of DES/SCSEP focal points in service areas that are easily accessible to older individuals residing in areas with the greatest economic and social need;
- Ensure Host Agencies that serve DES/SCSEP participants are sensitive to the needs of older individuals residing in rural areas and knowledgeable of accessible resources within their respective service areas to address those needs;
- Continue to coordinate with the One Stop Career Centers and service providers to offer technical assistance in meeting the needs of older individuals residing in rural areas;
- Continue to coordinate and collaborate with the GACA to ensure information on services and resources reach older individuals residing in rural areas; and
- Encourage Host Agencies to include bilingual and bicultural employees.

Collaborating with the Area Agencies on Aging (AAA's) and tapping into their community network will continue to be used when the need arises to deliver

appropriate services to participants. The state sub-grantee that is a Local Workforce Investment Area One Stop Comprehensive Center leverages counseling, assessment and supportive service activities with other mandated One Stop partners.

Throughout the state, many faith based organizations provide food boxes which often times provide the only source of food if a person cannot qualify for food stamps or if the amount is insufficient. In March 2010, Governor Brewer launched ArizonaSERVES,[1] an initiative to connect community organizations with faith-based organizations to serve the most vulnerable residents during difficult economic times that have resulted in reduced or limited funding. Linked to this effort, the ADES created the Office of Faith Based and Community Initiatives whose main purpose is to "develop leaders and advocates to foster collective community efficacy so that every child, adult and family in the state of Arizona will be safe and economically secure and to encourage and foster dialogue between faith-based and community organizations, and existing systems of care."

A key component of this initiative is the creation of Community Network Teams. These teams identify gaps in local human services and work to focus all available resources on eliminating those gaps. Ending hunger, poverty and violence or improving transportation, health care, child safety or career training are just a few of the issues the teams work collaboratively to resolve. The DES/DAAS SCSEP will coordinate local outreach activities to ensure that SCSEP participants are able to take advantage of the progress being made in their local community as a result of these teams' efforts.

Coordination with AZLinks, Arizona's Aging and Disability Resource Consortium will continue as a viable resource for all workforce participants regardless of age. AZLinks was created to help Arizona seniors; people with disabilities, caregivers and their family members locate resources and services that meet their needs. AZLinks includes an accessible website (www.AZLINKS.gov) for Arizona consumers, caregivers, and providers who are looking for up-to-date information about Long Term Care (LTC) options, programs, and services. Also included on the AZLinks website is an employment page that provides links to employment related resources. In the first calendar quarter of 2014, this employment page averaged close to 750 unique views per month. A link to AZLinks is included in the azmatureworkers.com toolkits

previously discussed. DES/DAAS will work to with local One Stop centers to ensure that easy access to AZLinks is included in all One Stop resource centers.

According to data from Program Year 2013 fourth quarter SCSEP Quarterly Progress Reports (SPARQ), SCSEP grantees in Arizona collectively had approximately 12 percent of their participants identified as having one or more self-reported disabilities.

In an effort to enhance the network of resources and partnerships to strategize on how best to overcome the barriers to employment for an older, disabled population and ensure these do not inhibit an individual's ability to secure employment, the DES/DAAS SCSEP Coordinator participates on the Advisory Council of the Arizona Employment and Disability Partnership. The overarching goal of the Arizona Employment and Disability Partnership (AEDP) is "to remove systemic barriers and develop or build the current capacity of the existing infrastructure that supports competitive employment and self-sufficiency of individuals with disabilities." Key to these efforts is providing expanded opportunities for workforce participation and the lessening of dependency on public cash benefits by persons with disabilities who work. The AEDP also has representatives from the ADES Employment Administration as well as local WIA One Stop Managers. This insures the immersion of the AEDP efforts directly into the workforce system.

When assessment of a participant determines that SCSEP is not an appropriate course of action due to life changes, or recertification deems an individual ineligible, potentially eligible individuals will be referred to other programs such as the Foster Grandparent Program as a potential option. Foster Grandparents devote their volunteer service entirely too disadvantaged or disabled youth. They are individuals age 60 and over who thrive on direct interaction with children and believe they can make a difference in their lives. Income-eligible Foster Grandparents receive a modest stipend to help offset the costs of volunteering.

Outreach efforts will be emphasized to ensure SCSEP participants are aware of the resources available in their community. Marketing strategies will be developed and implemented to ensure to include presentations, flyers, word of mouth, job fairs and health fairs to reach all SCSEP eligible and vulnerable adults. These activities will expand to include faith based and other private organizations that would reach seniors where they are not already established.

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[1] https://www.azdes.gov/ArizonaServesHome.aspx

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

It is important that SCSEP continually be recognized as a transitional program with employment attainment at the core of its service delivery approach. SCSEP is positioned to assist eligible individuals obtain the necessary skills to re-enter the workforce as well as provide for a well-trained workforce for the state's diverse employers. Realistic participant-inclusive goal setting activities, along with maintaining a person-centric model and philosophy, will be encouraged and structured by grantees and sub-grantees to assist the mature worker with their pursuit to obtain unsubsidized employment.

In line with the Governor's vision of continuing to develop and refine innovative service delivery strategies in the context of regional sector strategy approaches to workforce development, it will be imperative for the SCSEP grantees operating in each Local Workforce Investment Area to engage in local workforce efforts and find the niche in which SCSEP participants can most benefit. These strategies will range from identifying host agencies that can further the training experience to establishing relationships with employers to set the stage for the use of on-the-job experience as a training-to-employment as part of the SCSEP participant's Individual Employment Planning strategy.

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)**

The DES/DAAS SCSEP will continue to strengthen the relationship with the state's workforce automated system, Arizona Job Connection (AJC). This system is built on shared resources which allow Arizona's workforce system to effectively and efficiently deliver a talent development system which will contribute to the competitiveness of the state. AJC is designed to offer comprehensive career, employment, and labor market information, as well as helping individuals receive education and training to expand their job skills, assist job seekers in connecting with employers, provide specialized assistance to individuals with barriers to career success, help businesses address workforce issues and ensure safe workplaces.

It will be essential that the AJC be prepared to address the needs of mature workers – especially low-skilled individuals who qualify for SCSEP. Due to potential capacity limitations to Workforce Investment Act (WIA) programs and sector strategies that may not afford like-skilled opportunities for a majority of SCSEP participants, Arizona's workforce system will be further stressed to provide necessary services to the state's unemployed population including the vulnerable SCSEP-eligible population. Combined with reduction in state funds available for older Arizonans, without the proper support and safety net system in place, SCSEP eligible individuals potentially could be left with limited employment options available to them when they need them the most.

With 23.8 percent of unemployment insurance claimants over the age of 54 (Arizona Department of Administration, Office of Employment and Population Statistics, "UI Claimants by Age"), it is imperative that the One Stop centers are prepared to address the unique circumstances mature workers are facing when seeking employment. It is anticipated that with the decrease in SCSEP funding for not only the state grantee, but also the national grantees, there will be a significant increase in the need for employment training. SCSEP eligible individuals can anticipate significant wait lists for services. SCSEP participants should benefit from the collaboration between the GACA/MWC and Local Workforce Investment Areas to develop strategies to assist One Stop staff to enhance their local network to enable mature workers to maintain their economic independence. All exiting participants will be registered in the state's One Stop automated system (AZJobConnection.com) to ensure access to further career exploration and employment related resources.

The state and national grantees will continue collaborating in a concerted effort to ensure that SCSEP is represented on each local workforce board. By having SCSEP on the local workforce boards, the program should be directly involved in regional economic and workforce development efforts through the promotion of its participants as a vital resource in a given region.

SCSEP staff is encouraged to participate in local One Stop activities to strengthen the relationship between SCSEP and the One Stops. Staff will participate in local One Stop partner meetings and work with One Stop staff to educate them on issues unique to SCSEP participants seeking employment. This sharing of information will also provide for expanded knowledge within the One Stop system of the services available through the AAAs for customers who may benefit from them. These dialogues will serve as a catalyst to further collaboration

opportunities between all members of the local One Stop system. These collaborations will facilitate program integration and leveraging of resources between AAAs who administer aging programs and the employment service programs.

Required Memorandums of Understanding will be current and signed by all SCSEP grantees operating in the Local Workforce Investment Area. The DES/DAAS SCSEP will continue to coordinate efforts between the national grantees and the local workforce boards to outline a coordination plan for the delivery of SCSEP activities and services within each One Stop, and eliminate confusion within each Local Workforce Investment Area regarding multiple SCSEP grantees in the same workforce investment area.

Arizona'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)

State and national SCSEP grantees will continue to participate on the Governor's Advisory Council on Aging/Mature Workforce Committee (GACA/MWC). The objective of this committee is "to increase the percentage of workers over 50 participating in Arizona's workforce by promoting, preparing and providing opportunities for mature workers and employers to connect." The committee debuted a web portal (www.azmatureworkers.com) targeting mature (age 50+) workers in May 2008. This portal provides access to regionalized employment related resources including a job bank that will post available positions by employers who have the mature worker in mind. Another product of this committee was the development of a "mature worker friendly" certification for which employers can apply. This certification was created to acknowledge employers that maintain policies, practices and programs consistent with employment of people age 50 and older based solely on their proficiency, qualifications and contribution, and on terms and conditions comparable to younger individuals. As of October 2014, 67 employers were currently mature worker friendly certified. State sub-grantees will be monitored on their outreach activities regarding their partnerships with local employers. Coordinating outreach efforts within the state One Stop system will be required. Linkages will continue between SCSEP and the GACA/MWC's efforts to attract and provide information and assistance in linking employers to older workers. These employers will be targeted to engage in ongoing dialogue for input regarding the types of resources which may be valuable to them and all employers that can be included in the azmatureworkers.com employer toolkits.

Arizona's long-term strategy for achieving an equitable distribution of SCSEP positions.

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

According to the U.S. Census Bureau 2008-2012 American Community Survey, (5-Year Estimates) there are 196,923 individuals aged 55 and older below the 125 percent federal poverty level in Arizona. This represents almost 13 percent of the total 55 and older population in the state. The Equitable Distribution Report provides a basis for determining the collective progress made by SCSEP grantees toward an equitable distribution of program positions in Arizona by county. Arizona's allocation of state and national grantee SCSEP positions is 484 (not counting Native Americans grantee statutory set-aside) for Program Year 2014. This represents a relatively level number of slots as compared to Program Year 2013. The state grantee has realized a minimal decrease (122 to 118) in the number of authorized slots allocated for its service delivery areas over the last two program years. However, this has resulted in some major shifts in the allocation of authorized slots in the state that began in Program Year 2012.

Although PY12 Equitable Distribution impacted all State grantees in Arizona, significant impacts to the authorized slot distribution were realized by two agencies. Pima Council on Aging (PCOA) absorbed a reduction of authorized slots from 19 to eight and Northern Arizona Council of Governments (NACOG) realized a gain of slots from 17 to 45.

Per the DES/DAAS policy, recruitment efforts are to be in accordance with the annual Equitable Distribution Report which provides for the distribution of the authorized positions within the State and the optimum number of participant positions in each designated area based on the latest available Census data. The Equitable Distribution Report will be adjusted at least annually based on a formula defined by the U.S. Department of Labor

Based on the Program Year 2014 Equitable Distribution Report for Arizona, the State SCSEP Coordinator will facilitate discussion among all grantees at least once per program year to evaluate the distribution of training positions.

2. **Equitably serve rural and urban areas**

In some of the more rural areas of the state, there are significant barriers the SCSEP grantees have to confront on an on-going basis. There are shortages of quality host agencies that can provide training to match the employment goals for participants. There are shortages of 'senior friendly' employers that have a presence in the rural areas and are seeking new employees from the SCSEP population. The economy in some of the counties is depressed. Public transportation is non-existent in some rural areas.

Many participants choose to live in rural areas for reasons not related to work. Through appropriate assessment and case management, the SCSEP grantees determine if the SCSEP services are suitable for individuals who have a mismatch between their employment goal and what is available in the community where they live. They take into consideration the option of participants being able to commute to a host agency that will provide them the training for a job that might not be available in the rural community. For some participants this works if they can arrange transportation and have a strong desire to obtain a better paying job.

SCSEP staff develops Individual Employment Plans (IEPs) with participants to assist with the provision of services in rural areas. Staff are familiar with the rural area they serve and learn how to address these barriers. They are aware of where the services can be strengthened and potentially developed to meet the needs of the other participants.

It is a challenge to both recruit eligible participants and develop host agencies in rural areas due to distance, language, transportation, etc. SCSEP grantees/sub-grantees serving rural areas continue to cultivate host agencies that can offer training for participants to become more job-ready. The challenges in rural areas are ongoing and usually take more time to develop and monitor to assure that the SCSEP participants' training needs are met. This requires additional resources for staff time and travel.

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

Each applicant will be assessed based on their individual circumstances. The following priorities of service will be used to determine those most in need of SCSEP services if demand for services exceeds the supply of available slots:

- homeless or at risk of homelessness;
- rural;
- limited English proficiency;
- low literacy skills;
- veteran (or qualified spouse);
- disability;
- failed to find employment after using WIA Title I; and
- low-employment prospects.

With the drastic reduction in training slots over the past two program years, it will be imperative for sub-grantees to maintain detailed waiting lists and contact procedures to ensure increasingly scarce opportunities for enrollment are filled according to the required priority of service protocol. Sub-grantees will be knowledgeable of the requirements of veteran's priority of service requirements as outlined in Training and Employment Guidance Letter 10-09 "Implementing Priority of Service for Veterans and Eligible Spouses in all Qualified Job Training Programs Funded in whole or in part by the U.S. Department of Labor (DOL)."

Ratio of eligible individuals in each service area to the total eligible state population

20 CFR 641.325a

According to the U.S. Census 2008-2012 American Community Survey 5-Year estimates, there are a total of 196,923 individuals in Arizona age 55 and older and have a ratio of income to poverty level of less than 125 percent of the federal poverty level. The following chart depicts the distribution of this cohort at the county level.

County	SCSEP eligible individuals as a percent of total statewide eligible population (55+ years old and <125% of FPL)
Apache	15.5 %
Cochise	12.5 %
Coconino	7.7 %
Gila	13.3 %
Graham	0.72%
Greenlee	0.15%
La Paz	0.86%
Maricopa	9.3 %
Mohave	13.7 %
Navajo	15.8 %
Pima	9.4%
Pinal	9.1 %
Santa Cruz	1.13%
Yavapai	9.8%
Yuma	12.8%

Relative distribution of eligible individuals who:

- reside in urban and rural areas within the state;
- have the greatest economic need;
- are minorities;
- are limited English proficient; and
- have the greatest social need. [2]

Based on data from the U.S. Census Bureau, 67 percent of Arizona's total population resides in Maricopa County, which includes the Greater Phoenix area. Pima County, which includes the Greater Tucson area, is home to 15 percent of the population and the remaining 18 percent of the population reside in the balance of the state. According to the U.S. Census Bureau, American Community Survey (2008-2012 5-year Estimates) there are approximately 1,495,718

[2] 20 CFR 641.325(b)

persons age 55 and older, representing about 25 percent of the state population.

Recruitment efforts to serve persons of greatest economic and social needs and minorities occur in One Stop centers, senior centers, advocacy groups, senior housing programs, and food banks. SCSEP grantees are also experiencing other population phenomenon such as refugees, immigrants, grandparents raising grandchildren, and inmates seeking entry into the workforce. SCSEP grantees will continue to share best practices and partner with one another to expand innovative recruitment efforts.

The following definition of "rural" will be used in determining whether an applicant resides in an urban or rural area of the state:

An area not designated as a metropolitan statistical area by the Census Bureau; segments within metropolitan counties identified by codes 4 through 10 in the Rural Urban Commuting Area (RUCA) system; and RUCA codes 2 and 3 for census tracts that are larger than 400 square miles and have population density of less than 30 people per square mile.

During the enrollment process, the Rural Urban Commuting Area (RUCA) system found in the SCSEP Performance and Results Quarterly (SPARQ) system will be used to verify whether an applicant's address qualifies as either "rural" or "urban." The following table indicates the population breakdown of Arizona along with each RUCA code for 2010 and 2011.

FIPS1	County name	RUC code2	Pop. 2010	Pop. 2011	Change 2010-11
4001	Apache County	6	71,518	72,401	1.23
4003	Cochise County	3	131,346	133,289	1.48
4005	Coconino County	3	134,421	134,511	0.07
4007	Gila County	4	53,597	53,144	-0.85
4009	Graham County	7	37,220	37,147	-0.20
4011	Greenlee County	7	8,437	8,606	2.00
4012	La Paz County	6	20,489	20,419	-0.34
4013	Maricopa County	1	3,817,117	3,880,244	1.65
4015	Mohave County	3	200,186	202,351	1.08
4017	Navajo County	4	107,449	107,398	-0.05
4019	Pima County	2	980,263	989,569	0.95
4021	Pinal County	1	375,770	382,992	1.92
4023	Santa Cruz County	4	47,420	47,676	0.54
4025	Yavapai County	3	211,033	211,888	0.41
4027	Yuma County	3	195,751	200,870	2.62

1) The FIPS codes uniquely identify each county and are part of the Federal Information Processing Standards (FIPS) developed by the National Institute of Standards and Technology (NIST), U.S. Department of Commerce. For more information, see the NIST FIPS publication page.

2) The 2013 rural-urban continuum codes classify metropolitan counties (codes 1 through 3) by size of the Metropolitan Statistical Area (MSA), and nonmetropolitan counties (codes 4 through 9) by degree of urbanization and proximity to metro areas. See rural-urban continuum codes for precise definitions of each code.

2013 Rural-Urban Continuum Codes

Code   Description

Metro counties:

1   Counties in metro areas of 1 million population or more

2   Counties in metro areas of 250,000 to 1 million population

3   Counties in metro areas of fewer than 250,000 population

Non-metro counties:

4   Urban population of 20,000 or more, adjacent to a metro area

5   Urban population of 20,000 or more, not adjacent to a metro area

6   Urban population of 2,500 to 19,999, adjacent to a metro area

7   Urban population of 2,500 to 19,999, not adjacent to a metro area

8   Completely rural or less than 2,500 urban population, adjacent to a metro area

9   Completely rural or less than 2,500 urban population, not adjacent to a metro area

Source: Metro areas are based Office of Management and Budget delineation as of February 2013

http://www.census.gov/population/metro/data/metrodef.html
U.S. Census Bureau, and 2013 County Total Population Estimates

The DES/SCSEP will take the following steps to ensure that the needs of older persons in these categories are given priority attention:

- Encourage the establishment of community SCSEP focal points and/or service points that are easily accessible to individuals with the greatest economic and social need.

- Continue to coordinate with the One Stops to ensure core services are provided.

- Ensure workforce staff who serve SCSEP participants are knowledgeable of accessible resources to address the special service needs of this group.

- Provide technical assistance to the One Stops and service providers in meeting the needs of this group.

- Provide orientation on the special needs of this group in training of service delivery.

- Continue to coordinate and work with the GACA to ensure information on services and resources reach this target population.

- Encourage staffing of service projects that include bilingual, bicultural staff, commensurate with the composition of the local target populations.

- Include monitoring and assessment of SCSEP sub-grantees in responding to the needs of this group.

- Ensure that dissemination of information on service resources reaches this group.

According to the U.S. Census Bureau, 2008 -2012 American Community Survey 5-year estimates, approximately 10.0 percent of Arizona's population speaks English "less than very well." The following table depicts Arizona SCSEP grantee data of those participants who have been assessed as possessing characteristics of selected demographic data sets.

Participant Characteristics	State	AARP	ANPPM	Goodwill	NICOA
Limited English Proficiency	8%	1%	59%	18%	30%
Low Literacy Skills	5%	66%	38%	20%	17%
Residing in rural areas	39%	3%	25%	0%	47%
Homeless or at risk of homelessness	41%	86%	24%	77%	31%
Receiving Public Assistance	65%	67%	59%	66%	60%

Source: SCSEP Performance and Results Quarterly Progress Report System (SPARQ) PY 2013 Q4 Final (10/8/2014)

Efforts will be made to partner with community organizations that specialize in literacy and language skill enhancement. Host agencies with appropriate community service assignment will also be sought to enable the participants to engage in work-based skill upgrades concurrently with literary and language training.

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 641.325i, 641.302b

Upon notification of projected PY 2014 funding levels and authorized training slot distributions based

on the 2010 census, the DES/DAAS SCSEP evaluated its PY 2013 allocations and compared them to the equitable distribution targets for PY 2014.

In areas where a decrease or level allocation is planned, the following strategies will be employed:

- **Freeze Enrollments.** Applicants will be informed at the time of service inquiry of the freeze. Individuals desiring to complete an application for enrollment will be provided with a conditional eligibility determination and placed on a waiting list. Information will be provided to applicants, to national SCSEP grantees in the given service delivery area, as well as the local Arizona Workforce Connection One Stop office. DES/DAAS SCSEP will monitor its enrollment levels and available funding on a monthly basis, with the goal of lifting the enrollment freeze as soon as funding can support new enrollments.

- **Reduce Weekly Training Hours.** In order to maximize funding to cover operating expenses, hours of participation may be reduced. The goal will be to keep training between 18-20 hours per week, but in some cases, this may not be possible. All participants and host agencies will be notified in writing of any reduction or other fluctuations in training hours. If necessary, hours may be reduced to lower levels with the possibility of also instituting mandatory unpaid approved breaks in participation.

- **Monitoring of Durational Limits**. Durational limits will be closely monitored to ensure participants approaching their eligibility limits have a prepared transitional Individual Employment Plan (IEP) in place and are properly exited per program policy.

- **Emphasize Job Development and Placement**. Although sub-grantees will be competing with other employment and training programs, the DES/DAAS/ SCSEP will place increased emphasis on the use of On-the-Job Experience (OJE) and specialized training programs. It is hoped that these extra "tools" in the sub-grantee's tool belt will provide for increased employment opportunities and

expedite the transition into unsubsidized employment for qualified participants.

- **Monitor and Revise the Equitable Distribution Report as Needed.** A final strategy to be used to address over-enrollments is to ensure training positions are allocated in order to achieve equitable distribution. This will be coordinated with the DES/DAAS SCSEP re-evaluation of sub-grantee funding on a quarterly basis and reallocate funds and training positions if necessary based on enrollment levels. When there is a need to move positions, the state and national grantees will coordinate these activities. Plans for maintaining equitable distribution will be discussed during quarterly conference calls between the SCSEP national grantees during the course of the year. Equitable distribution efforts over the past several years have proven to be successful. The state and national grantees will continue these efforts to work toward equitable distribution in all counties. All slot allocation revisions will be proposed to the U.S. Department of Labor for approval prior to implementation in accordance with the SCSEP Transfer Policy.

The State's long-term strategy for serving minority older individuals under SCSEP

20 CFR 641.302c

The SPARQ Quarterly Progress Report (QPR) along with county level census data will be used in conjunction with the annual "Senior Community Service Employment Program Analysis of Service to Minority Individuals" to measure the effectiveness of minority recruitment and service campaigns. Recruitment efforts of minority groups will be monitored throughout the year to ensure compliance with Section 515 of the OAA.

The following chart illustrates the percent of Arizona's statewide population in comparison to state grantee SCSEP participants served as of PY 2013 Quarter 4 (Final report).	Arizona* 2013	% of Total Statewide Population	SCSEP PY13/ Q4 Final Report (State Grant Only)**
Total population (Statewide)	6,626,624		
Race			
White	5,085,954	79.3%	75%
Black or African American	262,284	4.1%	12%
American Indian and Alaska Native	283,805	4.4%	2%
Asian	177,598	2.8%	1%
Native Hawaiian and Other Pacific Islander	12,506	0.2%	1%
Ethnicity			
Hispanic or Latino (any race)	1,902,946	29.7%	12%

*Source: U. S. Census (http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk)
**Source: SCSEP Performance and Results Quarterly Progress Report System (SPARQ) PY2013 Q4 Final Report (10/2/2014)

Efforts are planned to continue to recruit minorities into the DES/DAAS SCSEP such as with the Arizona Refugee Resettlement Program. This relationship has been particularly successful in Maricopa and Pima counties. During PY 2013 DES/SCSEP sub-grantees serving these counties made regular presentations to refugee organizations, such as the Somali American United Council, Tucson International Alliance of Refugee Communities and the Arizona Lost Boys Center. These collaborations have resulted in the same organizations becoming Host Agencies for a number of participants from these communities and the development of specific, tailored training plans to enhance their employment prospects.

The National Indian Council on Aging (NICOA) has traditionally served the tribal reservation population in Arizona; therefore, state sub-grantees do not target the 22 American Indian tribes that reside in Arizona for recruitment purposes. The state grantee and sub-grantees will continue to work closely with NICOA to ensure appropriate referrals to each program are made so this population can be provided SCSEP services.

DES/DAAS SCSEP, through its sub-grantees, will continue to strengthen and expand relationships with community organizations that serve minority populations. Keeping in mind the need to balance service to specific minority groups and meet performance measures related to individuals qualifying as "most in need of SCSEP services" regardless of minority status, sub-grantee staff will

ensure proper data entry of demographic characteristics, the use of SPARQ Management Reports and the generation of SCSEP Quarterly Progress Reports (QPRs) to monitor service levels to minorities. The DES/DAAS SCSEP will once again explore use of geographic information systems (GIS) technology to identify pockets of various minority groups for targeted recruitment activities. GIS has been used in the past for this purpose and has proven to be a useful tool to reach targeted audiences.

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 DES/DAAS SCSEP will look to the Arizona State Plan on Aging and locally focused Area Agency on Aging (AAA) plans for guidance in order to identify and address the community services needed by the SCSEP eligible population. These plans were based on the following shared goals identified in the Arizona State Plan on Aging for Federal Fiscal Years 2015-2018:

- Goal 1: Make it easier for eligible older Arizonans to access an integrated array of state and aging services.

- Goal 2: Increase awareness and understanding of aging issues and help prepare Arizona for an aging population.

- Goal 3: Increase the ability of older adults to remain active, healthy and living independently in their communities.

- Goal 4: Increase the safety and well-being of older Arizonans.

- Goal 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce.

- Goal 6: Enhance the state's capacity to develop and maintain the necessary infrastructure to deliver services in a culturally appropriate, timely and cost effective manner.

- Goal 7: Promote quality of care in all aging services.

- **Goal 8:** Promote effective and responsive management for all aging services.

The DES/DAAS and AAAs developed their area plans based on the input provided by focus groups and listening sessions for the targeted population of older Arizonans hosted by the Governor's Office on Aging and each Area Agency on Aging. In general, service needs that were identified include the following:

- access to transportation;
- affordable dental and health care;
- understanding Medicare;
- home maintenance;
- assistance with meals, housekeeping, laundry, and personal care;
- affordable legal assistance; and
- knowing where to go for information and assistance.

An increasing number of seniors have found themselves in need of some sort of financial assistance to meet these needs and have turned to the workforce system. This has reinforced the need to educate the One Stop system on the needs viability of this population.

Strengthening the bond between the state and local level workforce and aging networks will be a primary focus of SCSEP, which should be the "expert" One Stop partner program in serving this population. With capacity an issue in meeting the needs of all seniors seeking either part- or full-time employment sharing information on potential volunteer opportunities is also a way to provide for the senior population to stay engaged in community activities while building the capacity of local organizations.

Arizona'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)

In July 2014, the House passed the Workforce Innovation and Opportunity Act (WIOA) re-authorizing the WIA. Although re-authorization has occurred, SCSEP still faces an uncertain future. Proposed budget cuts and the potential for new ideologies regarding SCSEP from a new Administration in 2016 will likely contribute to these uncertainties. To date, Congressional leaders have shared the following potential scenarios in one form or another, with each presenting profound implications to the long-term strategies on how to improve the program:

- **SCSEP administration transferred from the U.S. Department of Labor (USDOL) to the U.S. Department of Health and Human Services (DHHS).** USDOL provides the following reasoning as proposed in the Congressional Budget Justification for Federal Fiscal Year 2013(FY 2013 Congressional Budget Justification: Employment and Training Administration - Community Service Employment for Older Americans (www.dol.gov/dol/budget/2013/PDF/CBJ-2013-V1-06.pdf):

  o "A move to HHS would consolidate Federal oversight of the OAA under one department, streamlining operations and putting Federal administration of CSEOA (Community Service Employment for Older Americans) in alignment with operations in the field."

  o "Transferring SCSEP to HHS will also strengthen partnerships between SCSEP and other safety-net programs, including programs authorized by the Older Americans Act and currently administered by the Administration on Aging."

  o "The scheduled reauthorization of the Older Americans Act in 2012 provides an opportunity to revisit the mission of SCSEP and to address any issues around administrative alignment."

  o "SCSEP would continue to be a vehicle through which unemployed seniors obtain work-based training, earn income, and move toward unsubsidized employment. The Department of Labor will continue its partnership with HHS to support the needs of seniors by training older workers to help other seniors thrive in the workforce."

It is unclear at this point whether this proposed move constitutes a strategy to "improve" SCSEP, but if it does become reality, the focus of the program will be re-evaluated as noted in the justification as the mission of the program would be revisited. This could potentially have major impacts on the

relationship and role the program plays in the WIA activities, partnerships and purpose.

A move of the program out of USDOL would reinforce the need to further educate One Stop staff on unique barriers to employment of mature workers (GACA/MWC effort) as SCSEP in the One Stop system potentially may not be an option. With a workforce comprised of members working later in life and a number needing to return due to the financial crisis of this country, USDOL, states and local workforce boards may wish to set aside planning sessions to strategize on how best to serve job seekers and employers of an aging workforce.

- **Study the feasibility of transferring the program.** Sen. Bernie Sanders (I-Vt.)

  introduced S. 2037 which calls for, in part:

  o Placing not less than 50 percent of the participants in the grantee's project in positions with organizations that assist older adults or in positions with duties that positively impact the lives of older adults.

  o The Assistant Secretary for Aging of the Department of Health and Human Services, and the Secretary of Labor, shall study the feasibility of transferring the program carried out under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.) to the Administration on Aging.

  o Not later than two years after the date of enactment of this Act, the Assistant Secretary and the Secretary shall submit a report containing the results of the study to the appropriate committees of Congress.

The proposed legislation would in effect seem to move in the same direction as actually transferring the program as there is renewed emphasis on using SCSEP to enhance the capacity of community service and less emphasis on the current transition to unsubsidized employment aspect of the program. As previously stated, this would also reinforce the need to further educate One Stop staff on unique barriers to employment of mature workers (GACA/MWC effort) as SCSEP in the One Stop system potentially may not be an option.

- **Title V Repealed.** H.R. 4297, The Workforce Investment Improvement Act of 2012 repeals Title V of the OAA. In the event this does occur, there will no longer be any program dedicated to older workers. As previously stated, this would also reinforce the need to further educate One Stop staff on unique barriers to employment of mature workers as SCSEP in the One Stop system would no longer be an option.

It appears that the One Stop system must prepare for changes in the delivery of services to mature workers as a result of pending reauthorization of both the Workforce Investment Act and the Older Americans Act. Improvements in the delivery model of services to older workers and employers rests in the efforts to prepare the One Stops on the unique barriers to employment faced by mature workers and to educate employers on the value mature workers serve in the workplace.

One recommendation that Arizona would propose is providing SCSEP grantees access to unemployment insurance wage data. As long as SCSEP remains a mandated partner in the workforce investment system and use of common measures for the entered employment, employment retention and average earnings are to remain as part of the overall performance of a grantee, it is imperative to allow for verification of such data. Under the current system, it is often difficult to gain access to such information as employers are reluctant to divulge such information and past participants can be difficult to contact once they have exited the program. Access to the wage data would place SCSEP on a level playing field with the other WIA programs in the measurement of "common" measures.

Regardless of the fate of SCSEP (Title V), it is recommended that the U.S. Department of Labor take into consideration the GAO Report "Unemployed Older Workers: Many Experience Challenges Regaining Employment and Face Reduced Retirement Security" (GAO-12-445). It is recommended that a Training and Employment Guidance Letter be disseminated by the U.S. Department of Labor to all state workforce agencies emphasizing that each local workforce board create a task force to explore how best to address the findings of the report and strategize how best to serve older workers.

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)

At the conclusion of PY 2012, ADES/SCSEP failed to achieve its aggregate performance goals. As a result, a corrective action plan was submitted to the USDOL/ETA to address the deficiencies. The corrective action plan is **Attachment A** of this document.

At the conclusion of PY 2013, deficiencies in two of the six negotiated core performance goals (entered employment and average earnings) were discovered. However, ADES/SCSEP achieved the required 80 percent in the aggregate of the negotiated goals for PY 2013.

The DES/DAAS SCSEP will continue to seek opportunities to improve its collective levels of performance by striving to accomplish the following:

- Sub-grantees will be required to enter employment follow-ups into SPARQ no later than two business days after the schedule follow up date.

- ADES/SCSEP Coordinator will monitor employment follow-ups and retention through routine desk audits of data that is stored in the SPARQ system.

- ADES/SCSEP Coordinator will provide technical assistance and/or training in the area of retention follow-up when necessary.

- ADES/SCSEP Coordinator will identify case management best practices and introduce to sub-grantees to enhance the quality of follow-up and retention efforts.

- ADES/SCSEP Coordinator will take advantage of any and all training offered by USDOL/ETA to aide in attempts to negotiate higher wages for employed SCSEP participants whose performance warrant advocacy for such an action.

- On-site monitoring visits of the State sub-grantees are conducted by the State Grantee at least once every two years (unless otherwise required due to programmatic issues, new staff, etc.).

- Annual Data Validation is conducted by the State Grantee, at which time issues discovered during on-site monitoring are reviewed.

- Monthly expenditure data is shared and reviewed monthly with sub-grantees.

- The State Grantee monitors each individual sub-recipient's six performance measures (and the recent volunteerism and post-9/11 veteran provisions) on a quarterly basis per the SPARQ system, and, if issues arise during the year, the State Grantee contacts the specific sub-recipient to remedy the targeted issue(s).

- Monthly sub-grantee conference calls are facilitated by the State Grantee in order to keep a continuous line of communication open between all parties.

- Programmatic policies and/or procedures are continuously revised to validate changes with the program.

- The State Grantee coordinates tutorial sessions for new sub-recipient staff and provides a mentor-like program for those who need assistance with day-to-day direct services of the SCSEP program.

- All sub-recipients are required to participate in specialized SCSEP/training program meetings, teleconferences, webinars, etc., that are located in their region of the state and/or online via the USDOL WIA and other ETA sites.

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