

## 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 period July 1, 2016 through June 30, 2020. This plan will allow for the fostering of a strengthened strategic alignment of workforce while facilitating cross-program planning within the larger context of Arizona@Work, Arizona's One-Stop workforce system.

In accordance with the reauthorization of the Older Americans Act (OAA) 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 SCSEP 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. In an effort to ensure Arizona was ready for such a demographic shift, Executive Order 2004-07 was issued. Aging 2020 was the initial step towards ensuring that Arizona communities were good places for people of all ages to live with independence, purpose, and dignity. Aging 2020 included 14 State agencies to develop and implement plans to address the aging of Arizona's population. The Aging 2020 initiative was designed to be a strategic planning process, whereby the plan was integrated into broader agency efforts and is updated on a continual basis. The Arizona State Plan on Aging 2015-2018 is a federally required plan that sets the future direction for DES/DAAS. The document prioritizes DES/DAAS functions, focuses DES/DAAS resources, and furthers collaborative agency efforts. In doing so, the plan is a blueprint to better serve Arizona's aging population. Integration with the Governor's Advisory Council on Aging (GACA) 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 seven of its 15 counties meeting the criteria of the 2013-2015 Persistent Unemployment Thresholds.
- Aligning Host Agencies in rural areas to match with employment goals of participants.
- Reduced or level 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 the Workforce Investment and Opportunity Act (WIOA). The following goal, and objectives will be accomplished during the tenure of the Arizona SCSEP Workforce Plan in order to address the barriers listed above.

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

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

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

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

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

Department of Administration, Office of Employment and Population Statistics will be used to assist in the development of each 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.

**I.) *Economic Projections and Impact***  
**A. 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

**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 Trailer	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](http://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.gov/pubs/labor/ojt10-20.pdf](http://www.workforce.gov/pubs/labor/ojt10-20.pdf)

**B. 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 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 (LWIA) 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 and its sub-grantees 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.

DES/DAAS SCSEP and its sub-grantees will also utilize the Arizona@Work system to further assist its participants with career exploration and other pertinent labor market information specific to their employment goals.

Arizona@Work will assist employers with recruitment, development, and retention of employees, while also aiding job seekers in skills development, job searching, and resume building.

SCSEP participants enrolled with the Pima County One-Stop Career Center are strongly encouraged to attend job search workshops hosted by on-site SCSEP staff. The workshops are held monthly and are four hours in length. Participants are reminded of the

benefits of being a mature worker, as well as the real and perceived barriers that exist. Local employers are invited to provide additional perspectives, insight, and encouragement. Resume development, skill assessments, and interviewing techniques also receive focus during the workshops.

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 (OJE) to enhance the training experience and to increase the probability of unsubsidized employment and retention.

**C. 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
<b>Gender</b>					
Female	64%	59%	64%	56%	57%
<b>Age at Enrollment</b>					
55-69	84%	88%	84%	86%	88%
75+	10%	4%	2%	5%	6%
Overall 60+	54%	59%	67%	59%	58%
<b>Education</b>					
8 <sup>th</sup> Grade and below – High School Diploma/Equivalent	38%	40%	89%	55%	78%
Associates Degree	7%	1%	2%	3%	4%
Bachelor’s Degree	8%	17%	3%	4%	1%
Master’s Degree	4%	2%	1%	2%	1%
Doctoral Degree	2%	0%	0%	1%	0%
<b>Disabled</b>	3%	5%	4%	23%	14%
<b>Veterans (or spouses)</b>	24%	16%	11%	24%	18%

Source: SPARQ/Quarterly Progress Report – Year-End Report for PY 2014

A major focus of DES/DAAS SCSEP will be ensuring the alignment of Host Agency recruitments and participants' hard-skills training with the local labor market demand to ensure participants are employable upon program exit.

In addition to technical and knowledge skills, employability skills training will also emphasize soft skills such as customer service and peer interaction.

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 2014, 2015, and 2016.

	2014	2015	2016
Total Nonfarm	2.1%	2.2%	2.4%
Manufacturing	-0.1%	1.1%	1.8%
Natural Resources & Mining	1.5%	1.3%	1.8%
Construction	-1.5%	0.5	1.8
Trade, Trans. & Utilities	1.7	2.1	2.2
Information	0.2	0.9	1.0
Financial Activities	4.3	3.3	3.0
Profess & Business Svcs.	2.9	2.5	2.3
Educational & Health Svcs.	4.3	3.5	4.0
Leisure & Hospitality	3.5	3.9	4.1
Other Services	1.7	1.8	1.0
Government	0.0	0.3	0.4

Source: Arizona Dept. of Administration/Office of Employment and Populations Statistics, "Employment Gains Forecast in All Sectors 2014-2016: <https://laborstats.az.gov/>

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.

DES/DAAS SCSEP grantee will ensure that sub-grantee staff has been trained in the use of the TERM and gain more familiarity with resources provided by the American Job Center. This information will be used in the identification and development of the IEP. SCSEP staff will then reach out to employers in coordination with One-Stop staff. Employment opportunities will be pursued that are consistent with participants' IEP employment goals, which will be based on research summarized in a realistic employment plan and strategies that lead to unsubsidized employment.

## II.) Service Delivery and Coordination

### A) Description of actions to coordinate SCSEP with other programs

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

In partnership with the LWIAs, 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 WIOA regulations, the SCSEP is a mandatory partner of the One-Stop Career Centers. Coordination efforts include collaboration to improve cooperation and communication between WIOA One-Stop career 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/DAAS SCSEP will coordinate efforts between the national grantees and the local workforce boards to discuss and outline a coordination plan for the delivery of SCSEP activities and services within each One-Stop, and eliminate confusion within each LWIA regarding multiple SCSEP grantees in the same workforce investment area.

The DES/DAAS SCSEP Coordinator will continue to participate on the Local Workforce Investment Area Board (LWIB) to represent the program. DES/DAAS SCSEP sub-grantees sit on the LWIBs of Mohave, Maricopa, and Pinal/Gila Counties. The State representative for the National Indian Council on Aging represents SCSEP on the 19 Tribal Nations LWIB.

SCSEP staff will work 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 participants with disabilities and leverage available resources.

SCSEP staff will be encouraged to participate in local One-Stop activities to strengthen the relationship between SCSEP and the One-Stops. Staff will attend local One-Stop partner meetings and work with

One-Stop staff to educate them on issues unique to SCSEP participants seeking employment. It is anticipated that 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 (AAAs) for customers who may benefit from them. This coordinated effort will facilitate program integration between AAAs who administer programs primarily targeting the 60 and older population and the employment service programs through the utilization of the newly established Arizona@Work system, the One-Stop Comprehensive Career Centers throughout Arizona and the American Job Center.

DES/DAAS SCSEP Coordinator currently manages the Arizona Mature Workers website ([www.azmatureworkers.com](http://www.azmatureworkers.com)). The purpose of this website portal is to connect “mature worker friendly” employers with mature workers and provide access to regionalized resources and/or links that will post available positions by employers who have the mature worker in mind. As of January 2016, 57 employers were mature worker friendly certified.

With funding for all workforce programs under scrutiny and “streamlining” emphasized in employment and training programs, it is understood by both WIOA and SCSEP that innovative approaches to service delivery for individuals must be developed.

Over the past ten years, studies have consistently indicated that serving mature workers (55 and older) has rested primarily on the shoulders of the SCSEP (Title V). By all indications, mature workers who visited the One-Stops would be referred to the SCSEP as the only resource for this select population. It is believed that under the former WIA, mature workers would face barriers to services such as the perception that serving “older” workers would have a negative impact on performance measures.

As of writing this document, it is not known how new WIOA performance requirements will impact the SCSEP as the program is not one of the “core” programs under the new WIOA requirements.

A recent Government Accountability Office (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 May 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.

For 2015, the average unemployment rate in Arizona for individuals 55 and older was 7.4 percent. Nationally, long-term unemployment for older workers when compared to younger workers continues to rise substantially as the GAO reported that, in 2014, 56 percent 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.”

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.

Studies continue to indicate that older workers have the longest bouts of unemployment. 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 nine percent chance of ever finding a new job. The longer they were unemployed, the lower their chances were for 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.

Additionally, according to the AARP Public Policy Institute, when workers ages 55 and older do find jobs, they often suffer the greatest salary loss, because most were at peak salary before being laid off. Numerous studies show that beyond a sharp drop in income, long-term unemployment is associated with higher rates of suicide, cancer (especially among men), and divorce. Economists agree that the stigma of long-term joblessness is, by itself, causing persistent joblessness. Compounding this, researchers discovered that the length of time candidates had been out of work mattered more to employers than their job experience.

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 will look to take a proactive approach to the issue of unemployed older (mature) workers. 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 will collaborate in a concerted effort to ensure that SCSEP is represented on each local workforce board. By having SCSEP represented 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 LWIA.

**b) 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 OAA programs. DES/DAAS SCSEP is an integral part of coordinated activities with the other titles of the OAA. Regarding workforce related activities and coordination, Goal Five of the Arizona State Plan on Aging for Federal Fiscal Years 2015-2018 (as referenced on page one of this plan) is to "Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce."

Strategies include but are not limited to:

- Expanding and developing new systems of support for family members assisting loved ones living with Alzheimer's Disease and related Disorders (ADRDs), including creating collaborations with non-profit organizations dedicated to assisting those living with dementia and their families;

- Develop and implement diversified approaches in education and training for professionals and caregivers serving the ADRD population;
- Promote the viability of a career as a direct care professional and other health services related occupations to SCSEP participants;
- Strengthen partnerships and collaborations among SCSEP grantees and WIOA services providers to ensure a seamless system of service delivery;
- Establish a varied network of Host Agencies to provide training that aligns with SCSEP participant employment goals;
- Collaborate with community entities on identifying volunteer opportunities for older adults;
- Work with AAAs and sub-contractors to promote access to financial and computer literacy resources for older adults; and
- Develop strategies for identifying the unmet service needs in small communities that can be carried out by local SCSEP providers.

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

DES/DAAS, through its OAA Title IIIB activities, 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 develop 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 LWIA’s sector strategy for growth industries.

DES/DAAS SCSEP will look to partner with the Family Caregiver Support Program (FCSP). FCSP provides services to family caregivers of adults age 60 and older, or a person of any age with Alzheimer’s disease, as well as grandparents and other relative caregivers of children not more than 18 years of age. Families are the major providers of long-term care, providing nearly 80 percent of the care that allows individuals to remain living independently outside of facilities.

DES/DAAS SCSEP will also join forces with the Arizona Caregiver Coalition to develop new strategies and resources that will strengthen the workforce and improve the professional status of direct care workers through training and development of career opportunities.

**c) 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.

During PY14, the DES/DAAS SCSEP Coordinator participated in a regional 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 residing in rural areas:

- Encourage the establishment of DES/DAAS 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/DAAS 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;
- 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;
- Initiate an aggressive marketing approach to help the program reach more potential applicants, Host Agencies and employers;
- Update marketing materials to help the program reach more potential applicants, Host Agencies, and employers;
- Identify participant “staff” to assist with outreach and recruitment efforts in rural areas, and
- Encourage Host Agencies to include bilingual and bicultural employees.

Collaborating with the AAAs and tapping into their community network will 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. Linked to this effort, DES created the Office of Community Engagement 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.”

DES/DAAS SCSEP and its sub-grantees 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](http://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 2015, this employment page averaged close to 5,461 unique views per month. A link to AZLinks is included in the [azmatureworkers.com](http://azmatureworkers.com) toolkits previously discussed. DES/DAAS will work with local One-Stop career centers to ensure that easy access to AZLinks is included at all One-Stop locations.

According to data from PY14 SCSEP Quarterly Progress Reports (SPARQ) Year End Report, SCSEP grantees in Arizona collectively had approximately 49 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 will participate on the Advisory Council of the Arizona Employment and Disability Partnership (AEDP). The overarching goal of 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.” The 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 DES Employer Engagement and Workforce Divisions, as well as local WIOA One-Stop Managers. This ensures 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 the One-Stops and other programs such as the Foster Grandparent Program as a potential option.

Foster Grandparents devote their volunteer service entirely to 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, and will include presentations, flyers, word of mouth, job fairs, and health fairs to reach all SCSEP eligible and vulnerable adults. It is anticipated that these activities will expand to include faith-based and other private organizations that will reach older adults where they are not already established.

**d) 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 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 LWIA 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 (IEP) strategy.

**e) 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**

DES/DAAS SCSEP will incorporate resources offered through 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 for AJC and Arizona@Work to be prepared to address the needs of mature workers – especially low-skilled individuals who qualify for SCSEP. Due to potential capacity limitations to WIOA, and primary attention given to its "core" programs, like-skilled opportunities for the majority of SCSEP eligible participants may not be readily available. This may result in Arizona's workforce system being further stressed to provide necessary services to the State's unemployed population including the vulnerable SCSEP-eligible population.

It has been well documented that mature workers have the longest bouts with unemployment. 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.

Over the past two program years, SCSEP has received level funding at the State and National levels. In the two years prior, funding was decreased, which has resulted in significant increases in the need for employment training services. In addition, SCSEP eligible individuals have endured significant wait lists for services. SCSEP participants should benefit from coordination and collaboration made on behalf of the SCSEP, its sub-grantees, and the LWIAs 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 collaborate 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 will be 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. It is anticipated that these dialogues will serve as a catalyst to further collaboration opportunities between all members of the local One-Stop system under the new WIOA mandates. These collaborations will facilitate program integration and leveraging of resources between AAAs who administer aging programs and the employment service programs.

DES/DAAS SCSEP will 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 LWIA regarding multiple SCSEP grantees in the same workforce investment area.

**f) Efforts the State will make to work with local economic offices in rural areas.**

DES/DAAS SCSEP serves nine counties in Arizona. Many counties are very rural in nature and there are challenges with transportation, recruitment of participants and Host Agencies, and a lack of employment opportunities.

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.

The challenges 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. The presence of National SCSEP grantees providing services in many of the same counties may also have an impact on the overall service delivery of DES/DAAS SCSEP.

DES/DAAS SCSEP will employ the following strategies to enhance and expand services in rural communities. They include, but are not limited to:

- Encourage the establishment of SCSEP focal points in service areas that are easily accessible to older individuals residing in areas with the greatest economic and social need;
- Ensure current Host Agencies that serve 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;
- 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;
- Encourage Host Agencies to include bilingual and bicultural employees;
- Initiate an aggressive marketing approach to help the program reach more potential applicants, Host Agencies, and employers;
- Update marketing materials to help the program reach more potential applicants, Host Agencies, and employers;
- Identify participant "staff" to assist with outreach and recruitment efforts in rural areas; and
- Regularly schedule outreach time in each county.

**B. 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)**

DES/DAAS SCSEP Coordinator is a member of the Networking Employment Training Professionals Association (NETPA). NETPA provides a vast resource of education, training, and networking to both potential employers and community agencies that provide employment information. The Association educates and collaborates through topics of interest in response to employment and economic trends that promote and develop both employers and employees. The DES/DAAS SCSEP Coordinator advocates on behalf of the mature worker as a viable resource when employers fill positions.

On a monthly basis, State sub-grantees will be monitored on their outreach and job placement activities with emphasis on established partnerships

with local employers. Coordinating outreach efforts within the State One-Stop system will also be required to attract and provide information and assistance in linking employers to older workers.

**C. The State’s long-term strategy for serving minority older individuals under SCSEP. 20 CFR 641.302(c)**

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 2014 Year-End Report.

	Arizona* 2015	% of Total Statewide Population	SCSEP PY14/ Year- End Report (State Grant Only)**
Total population (Statewide)	6,828,063		
<b>Race</b>			
White	5,715,089	83.7%	80%
Black or African American	320,919	4.7%	8%
American Indian and Alaska Native	361,887	5.3%	3%
Asian	225,326	3.3%	1%
Native Hawaiian and Other Pacific Islander	20,484	0.3%	0%
<b>Ethnicity</b>			
Hispanic or Latino (any race)	2,027,935	29.7%	15%

\*Source: U. S. Census ([http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?\\_af=1](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_af=1))  
 \*\*Source: SCSEP Performance and Results Quarterly Progress Report System (SPARQ) PY2014 Year-End Report (11/12/2015)

DES/DAAS SCSEP is also experiencing other population phenomenon such as refugees, immigrants, grandparents raising grandchildren, and inmates seeking entry into the workforce. DES/SCSEP sub- grantees will share best practices and partner with one another to expand innovative recruitment efforts.

Efforts are currently in place to recruit minorities into DES/DAAS SCSEP through collaborations with programs such as the Arizona Refugee Resettlement Program and the Somali American United Council. This relationship has been particularly successful in Maricopa and Pima Counties. During PY 2014 DES/ DAAS 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 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 QPRs will also be accessed to monitor service levels to minorities.

In addition, sub-grantees will use county level demographic data to ensure that strategies are in place to more closely align program enrollments in DES/DAAS SCSEP to the demographic make-up of their respective service delivery area. By emphasizing this type of targeted recruitment and complying with priority of service requirements, the goal is a more equitable representation of participants enrolled in DES/DAAS SCSEP.

**D. 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**

DES/DAAS SCSEP will look to the Arizona State Plan on Aging and locally focused AAA Area 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.

DES/DAAS SCSEP and the AAAs developed their plans based on the input provided by focus groups and listening sessions for the targeted population of older Arizonans. 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
- the knowledge of where to go for information and assistance.

An increasing number of older adults 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 older adults 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.

**E. 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 WIOA re-authorizing the WIA. Although re-authorization has occurred, SCSEP still faces an uncertain future. Possible 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 (FY13) 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](http://www.dol.gov/dol/budget/2013/PDF/CBJ-2013-V1-06.pdf)):
  - "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."
  - "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.”

- “The pending reauthorization of the Older Americans Act in 2016 provides an opportunity to revisit the mission of SCSEP and to address any issues around administrative alignment.”
- “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 new WIOA activities, partnerships and purpose.

A move of SCSEP out of USDOL would reinforce the need to further educate One-Stop staff on unique barriers to employment of mature workers 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:

- 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.
- 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.

- 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 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 implementation WIOA and the pending reauthorization of the OAA. 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 WIOA programs in the measurement of “common” measures.

Regardless of the fate of SCSEP (Title V), it is recommended that the USDOL 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 USDOL 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.

**F. 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)**

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 scheduled follow-up date.
- DES/DAAS SCSEP Coordinator will monitor employment follow-ups and retention through routine desk audits of data that is stored in the SPARQ system.
- DES/DAAS SCSEP Coordinator will provide technical assistance and/or training in the area of retention follow-up when necessary.
- DES/DAAS SCSEP Coordinator will identify case management best practices and introduce to sub-grantees to enhance the quality of follow-up and retention efforts.
- DES/DAAS SCSEP Coordinator will take advantage of any and all training offered by the USDOL to aide in attempts to negotiate higher wages for employed

SCSEP participants whose performance warrants 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 DES/DAAS SCSEP Coordinator 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 procedures are continuously revised to validate changes with the program.
- The State Grantee coordinates tutorial sessions for new sub-grantee staff and provides a mentor-like program for those who need assistance with day-to-day direct services of the SCSEP program.

All sub-grantees 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 WIOA and other Employment and Training Administration sites.

**III. Location and Population Served, including Equitable Distribution**

**A & B. A description of the localities and populations for which projects of the type authorized by Title V are most needed. 20 CFR 641.325d**

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 DES/DAAS SCSEP. The following chart summarizes the organizational structure at the sub-grantee level including slot allocations for each area served:

**DES/ DAAS SCSEP Regional Sub-Grantees Information**

ADES/SCSEP State Sub-grantees	Authorized Slots (PY16)	Location (by service delivery area)
Area Agency on Aging, Region One, Inc.	44	Maricopa County
Pima County One-Stop Career Center	9	Pima County
Northern Az. Council of Governments	41	Apache, Coconino, Navajo, & Yavapai Counties
Achieve Human Services	8	Mohave County
Pinal-Gila Council for Senior Citizens	16	Gila & Pinal Counties

The total number of allocated slots for PY16 (118) will remain the same as the total for PY15, as will the funding.

Arizona is comprised of two major population bases: Maricopa County and Pima County. According to the 2010-2014 American Community Survey 5-Year Estimates, approximately 75 percent of the Arizona's

eligible SCSEP population resides in these two counties.

**C. Describe any current slot imbalances and proposed steps to correct inequities to achieve equitable distribution.**

Per DES/DAAS SCSEP 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 USDOL.

Based on the PY 2016 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.

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	2013 – 2015 Meets Persistent Unemployment Thresholds?
Apache	Yes
Cochise	No
Coconino	No
Gila	Yes
Graham	No
Greenlee	No
La Paz	Yes
Maricopa	No
Mohave	Yes
Navajo	Yes
Pima	No
Pinal	No
Santa Cruz	Yes
Yavapai	No
Yuma	Yes

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

**a) 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 2010-2014 American Community Survey 5-Year Estimates, there are 197,978 individuals aged 55 and older below the 125 percent federal poverty level in Arizona. This represents almost 15 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 340 (not counting Native Americans grantee statutory set-aside) for PYs 2014 and 2015. This represents a relatively level number of slots as compared to PY 2013.

The State grantee has realized a minimal decrease (122 (PY13) to 118 (PY14 & PY15)) in the number of authorized slots allocated for its service delivery areas over the last three program years. However, there have been some major shifts in the allocation of authorized slots in the State that began in PY 2012 as the result of Equitable Distribution.

To ensure an open and inclusive planning process for annual Equitable Distribution here in Arizona, the DES/DAAS SCSEP Coordinator will facilitate discussion among all grantees at least once per program year to evaluate the distribution of training positions. This will be done electronically, telephonically, and in person. When there is a need, coordination between the grantees to move training positions will be implemented.

In the event a participant is to be transferred from one SCSEP grantee or sub-recipient to another, the Transfer Policy issued by the USDOL shall be followed.

**b) 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, and public transportation is non-existent.

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 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 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.

**c) 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 WIOA Title I; and
- low-employment prospects.

With the drastic reduction in training slots that began in PY12, it will continue to 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 veterans' 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)."

**E. Ratio of eligible individuals in each service area to the total eligible State population. 20 CFR 641.325(a)**

As mentioned earlier in this plan, there are a total of 197,978 individuals in Arizona age 55 and older who 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%

**F. 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.<sup>1</sup>

Based on data from the U.S. Census Bureau, 75 percent of Arizona's total population resides in Maricopa County, which includes the Greater Phoenix

<sup>1</sup> 20 CFR 641.325(b)

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 resides in the balance of the State. According to the U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates, there are approximately 1,739,569 individuals, age 55 and older, representing about 26 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 RUCA system found in the 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 2014.

FIPS1	County name	RUC code2	Pop. 2010	Pop. 2014	Change 2010-14
4001	Apache County	6	71,518	71,828	0.4
4003	Cochise County	3	131,346	127,448	-3.0
4005	Coconino County	3	134,421	137,682	2.4
4007	Gila County	4	53,597	53,119	-0.9
4009	Graham County	7	37,220	37,957	2.0
4011	Greenlee County	7	8,437	9,346	10.8
4012	La Paz County	6	20,489	20,231	-1.3
4013	Maricopa County	1	3,817,117	4,087,191	7.1
4015	Mohave County	3	200,186	203,361	1.6
4017	Navajo County	4	107,449	108,101	0.6
4019	Pima County	2	980,263	1,004,516	2.5
4021	Pinal County	1	375,770	401,918	7.0
4023	Santa Cruz County	4	47,420	46,695	-1.5

4025	Yavapai County	3	211,033	218,844	3.7
4027	Yuma County	3	195,751	203,247	3.8

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 updated May 2015

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

DES/DAAS 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, 2010-2014 American Community Survey 5-year Estimates, approximately 9.5 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	4%	1%	55%	16%	32%
Low Literacy Skills	3%	52%	26%	17%	17%
Residing in rural areas	34%	8%	15%	1%	54%
Homeless or at risk of homelessness	34%	88%	19%	79%	33%
Receiving Public Assistance	67%	71%	71%	71%	57%

Source: SCSEP Performance and Results Quarterly Progress Report System (SPARQ) PY 2014 Final Year-End Report (November 2015)

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.

**G. 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 PY 2016 funding levels and authorized training slot distributions based on the 2010 census, DES/DAAS SCSEP evaluated its PY 2014 allocations and compared them to the equitable distribution targets for PY 2015.

In areas where a decrease or level allocation has taken place, 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 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, DES/DAAS SCSEP will

place increased emphasis on the use of On-the-Job Experience (OJE) and specialized training programs. It is expected 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 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. All slot allocation revisions will be proposed to the USDOL for approval prior to implementation in accordance with the SCSEP Transfer Policy.

**Name Of SCSEP Signatory Official**

Lynn B. Larson  
Assistant Director  
Arizona Department of Economic Security  
Division of Aging and Adult Services

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**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.

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(Date)

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Lynn B. Larson, Assistant Director,  
Arizona Department of Economic Security  
Division of Aging and Adult Services

\_\_\_\_\_  
(Date) Clark Collier, Chief of Staff/Deputy Director of Programs,  
Arizona Department of Economic Security

\_\_\_\_\_  
(Date) Timothy Jeffries, 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) Douglas A. Ducey, Governor

**Arizona Department of Economic Security**  
**Division of Aging and Adult Services**  
**Senior Community Service Employment Program (SCSEP)**  
**State Plan**  
**(July 1, 2016 - June 30, 2020)**