



ARIZONA

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

FOUR-YEAR STATE COORDINATION PLAN

(Federal Program Year 2008 – 2011)

Prepared by:

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Section 1. Purpose of the State Plan

In order to receive funds for the Senior Community Service Employment Program (SCSEP), each state is required to develop a four-year State Plan that includes strategies for statewide provision of SCSEP services. The development of the Arizona State Plan 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, 2008 through June 30, 2011.

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 DES/DAAS SCSEP serves the following counties through contracts with five state sub-grantees - four Area Agencies on Aging and one county One Stop career center: Apache, Coconino, Gila, Maricopa, Mohave, Pima, Pinal, Navajo and Yavapai counties. The National Sponsors cover the remaining counties in the state and share some counties with the DES/DAAS SCSEP.

The State Plan describes the planning and implementation process for mature worker programs in Arizona. The plan also encourages coordination among Arizona SCSEP state grantee (DES/DAAS), through its sub-grantees, and national grantees in achieving the SCSEP goals and other global mature worker initiatives. The plan builds upon existing state plans, adopting the workforce related goal and objectives of Governor Janet Napolitano's Executive Order 2004-07, called Aging 2020 and the Arizona State Plan on Aging 2008-2010. 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 2008-2010 is a federally required plan that sets the future direction for the Division, prioritizes the Division's functions, focuses the Division's resources, and furthers collaborative 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/Mature Workforce Committee 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 as defined by the Arizona Workforce Investment Act Five-Year State Plan. Engagement in planning strategies that align with the Arizona Workforce Connection (state one-stop system) and collaboration with the local Workforce Investment Boards and regional economic development partners, will support the Workforce Innovation in Regional Economic Development (WIRED) framework by preparing SCSEP program participants to assist in meeting the anticipated regional workforce needs.

The following goal and objectives will be accomplished during the tenure of the plan:

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

Objective 1: Promote a stable and competent workforce sufficient to meet the growing care needs in Arizona.

Objective 2: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experiences of a mature workforce.

Objective 3: Influence human resource policies that balance the needs of employers with the changing needs of an aging workforce.

Objective 4: Support Arizonans' efforts to remain engaged in the workforce and civic engagement activities.

Through the alignment of goals and objectives between the Governor's initiatives, the Arizona State Plan on Aging 2008-2010, and the national goals of the SCSEP and the Workforce Investment Act, this plan incorporates the planning and integrated strategies and related activities that are directed toward successful achievement of stated performance goals. All planned strategies and associated action steps will be based on flexibility to allow for adjustments to changing environments that impact the aging workforce and in particular SCSEP participants.

Section 2. Involvement of Organizations and Individuals

The following organizations and individuals were provided an opportunity for involvement in the planning process:

Agencies/Organizations/Coalitions	Involvement
DES/DAAS (State Unit on Aging)	Prepare the plan and facilitate coordination with National SCSEP Grantees and other stakeholders
National SCSEP Grantees	Provide input and assist with preparation of plan
Eight Area Agencies on Aging	Review plan, provide feedback on plan, assist with coordination of public input sessions
14 Workforce Investment Boards	Review plan, provide feedback on plan, assist in the development of Memorandums of Understanding, coordinate with public and private non-profit agencies and organizations providing employment services
Governor’s Advisory Council on Aging/ Mature Workforce Committee	Review plan, provide feedback on plan, assist with coordination of public input sessions
Social service organizations providing services to older individuals	Review plan, provide feedback on plan specifically on coordinated referral systems to link older individuals to employment services
DES, Division of Employment and Rehabilitation Services	Review plan, provide feedback on plan, continue discussions focused on improving coordination and communication between WIA One-Stop Career Centers and SCSEP

To ensure an open and inclusive planning process, the previous State Coordination Plan, was provided to stakeholders listed. In addition, the national grantees that operate in Arizona were also asked to provide input into the State Coordination Plan contents. State sub-grantees as well as national grantees provided information pertaining to past and planned SCSEP activities and other mature worker related activities that would benefit SCSEP participants. Comments were solicited from local workforce investment boards and incorporated into the drafted plan where appropriate.

Section 3. Solicitation and Collection of Public Comments

Development of the Arizona Senior Employment Services Coordination Plan was a cooperative effort involving the input from the ADES SCSEP sub-grantees, Arizona’s four

national grantees, local workforce investment boards and the Governor's Advisory Council's on Aging/Mature Workforce Committee. The drafted State Coordination Plan was posted on the DES/DAAS webpage for public access and comment. The agencies and coalitions listed in Section 2 were encouraged to share the drafted plan with their constituents and to submit all comments received.

During the period of February - April 2007, the Governor's Office on Aging and the ADES/DAAS, collaborated on conducting public hearings in the following areas of the state: Phoenix, Tucson, Parker, Globe and Prescott. The purpose of these public hearings was to solicit comments regarding the Arizona State Plan on Aging. Comments from these public hearings can be found in **Attachment A**. *(NOTE: This attachment will be included in the final plan)*

A SCSEP grantee conference calls was held on January 15, 2008 involving the DES/DAAS SCSEP statewide coordinator, state sub grantees and representatives of the national grantees. This call focused on coordinating the efforts of all grantees in the collection and submission of information relevant to the development of the State Coordination Plan. Communication regarding the development of Memorandums of Understanding (MOU) and resource sharing agreements with Workforce Investment Act partners also took place.

Throughout the year and 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 arranged to ensure that all grantees are working together to serve the SCSEP population. These meetings will also be used to facilitate the determination of the contents of potential modifications to the State Plan.

The state SCSEP contracts with four Area Agencies on Aging for the provision of SCSEP services. In addition to the opportunity to participate in the conference call, the state unit on aging annually conducts a Provider Satisfaction Surveys. As four of the eight area agencies on aging serving Arizona, these sub grantees receive this survey which includes the opportunity to comment on the program and make suggestions for service delivery. As aging network resources,

their comments will be solicited in order to ensure that they are aware of planned SCSEP strategies as well as facilitating the linkage between SCSEP and the services they provide.

The following activities were accomplished in order to ensure participation of interested individuals and groups in the development of the State Coordination Plan:

Action	Time Frame for Completion
Conference Call with national grantees and state sub-grantees to review plan components and revise action plan	January 2008
Notified national grantees, Area Agencies on Aging, Governor’s Advisory Council on Aging/Mature Workers Committee, and local workforce investment boards to elicit input from the public on senior employment related issues. Collected information and input for each of the plan instruction sections.	February 2008
Conducted conference call with national grantees to discuss Equitable Distribution	April 2008
Drafted Plan narrative incorporating information gathered from previous steps	April 2008
Distributed drafted plan for public comments	May 2008
Revise State Plan incorporating comments received by public into plan, as applicable.	May 2008
Route plan for signatures	June 2008
Submit plan to DOL.	June 2008

Section 4. Basic Distribution of SCSEP Positions with the State

a. Location of Positions

According to the 2004-06 American Community Survey conducted by the U.S. Census Bureau, statewide, there are 136,466 (12.9%) individuals aged 60+ are at or below the 125% federal poverty level in Arizona. The Equitable Distribution Report provides a basis for determining the collective progress made by SCSEP sponsors toward an equitable distribution of program positions in Arizona. The report provides the current distribution of positions by county. Arizona’s allocation of state and national grantee SCSEP positions is 784 for Program Year 2008.

Based on the proposed PY08 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. For the purpose of this plan, each grantee was encouraged to evaluate their own distribution first to ensure the least disruption of service

delivery to participants. Discussion between the state grantee and national grantees occurred and consensus was reached in a preliminary Equitable Distribution based on the allocated number of slots for each grantee was produced. A copy of the proposed Program Year 2008 Equitable Distribution Report is located in **Attachment B**.

This report is revisited each October to comply with U.S. Department of Labor requirements. In the event slot movement is recommended, all grantees and sub-grantees will be notified and the proper slot movement procedures as outlined by U.S. Department of Labor/Employment and Training Administration will be followed.

b. Rural and Urban Populations

Strategy: Equitably serve SCSEP participants in both rural and urban communities across the state.

The charts below delineate the rural and urban population in each of the state’s counties.

FIPS ¹	County name	RUC code ²	Population 1990	Population 2000	Population 2007	Change 1990-2000	Change 2000-07
4001	Apache County	6	61,591	69,423	69,980	12.7%	0.8%
4003	Cochise County	4	97,624	117,738	127,866	20.6%	8.6%
4005	Coconino County	3	96,591	116,320	127,450	20.4%	9.6%
4007	Gila County	4	40,216	51,335	51,994	27.6%	1.3%
4009	Graham County	6	26,554	33,489	34,769	26.1%	3.8%
4011	Greenlee County	7	8,008	8,547	7,754	6.7%	-9.3%
4012	La Paz County	6	13,844	19,715	20,172	42.4%	2.3%
4013	Maricopa County	1	2,122,101	3,072,161	3,880,181	44.8%	26.3%
4015	Mohave County	4	93,497	155,032	194,944	65.8%	25.7%
4017	Navajo County	4	77,674	97,470	111,273	25.5%	14.2%
4019	Pima County	2	666,957	843,746	967,089	26.5%	14.6%
4021	Pinal County	1	116,397	179,715	299,246	54.4%	66.5%
4023	Santa Cruz County	4	29,676	38,381	42,845	29.3%	11.6%
4025	Yavapai County	3	107,714	167,517	212,635	55.5%	26.9%
4027	Yuma County	3	106,895	160,026	190,557	49.7%	19.1%

Source: U.S. Census Bureau, 1990 and 2000 Censuses of Population (corrected), and 2007 county estimate files.

RUC Codes:

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
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

Action Step 1: In collaboration with SCSEP national and state sub-grantees and sub-grantees, identify and provide tools and resources to use in mobilizing community members to meet the needs of the eligible population. 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 of our rural areas.

An example of how Arizona is attempting to address some of these barriers is “Pinal Rides”. This project was developed in early 2005 as part of the federal United We Ride initiative and it’s counterpart in Arizona – the “Arizona Rides” partnership. The Arizona Department of Transportation (ADOT), in collaboration with the Governor’s Office, the Department of Economic Security (DES), the Arizona Health Care Cost Containment System (AHCCCS) and other members of the Arizona United We Ride (Arizona Rides) team were the sponsors of this project. It is part of a two-part initiative which has the following goals:

- To insure maximum feasible coordination between and among human services agencies receiving federal transportation dollars,
- To increase the efficiency and effectiveness of funds utilized for transportation, and
- To reduce redundancy/overlap of service.

The Arizona Rides - Pinal Coordination Demonstration Project focuses on developing a pilot coordination project among transportation providers in the Pinal County area in central Arizona. The Pinal County area was selected for several reasons. First, it is a rural area with only limited general public transportation and with a variety of specialized transportation providers. Second, the county is a rapidly growing area located between Arizona’s two largest urban communities, with potentially unique service dynamics.

Action Step 2: *In collaboration with SCSEP national and state sub-grantees and sub-grantees, identify and provide tools and resources for SCSEP grantees and sub-grantees to use in identifying, recruiting, and training eligible entities to serve as host agencies.* It is a challenge to recruit both eligible participants and develop host agencies due to distance, language, transportation, etc. SCSEP grantees/sub grantees serving in rural areas continue to cultivate host agencies that can offer training for participants to become more job-ready. This includes English as a Second Language classes and specialized training, etc. The challenges in rural areas are ongoing and usually take more time to develop and monitor to assure that the SCSEP participant's training needs are met. This requires additional resources for staff time and travel.

The Mature Workforce Committee is also working with employers and communities statewide to focus on the recruitment, hiring and retention of mature workers. The committee has subdivided into three groups to develop the following: public awareness of the growing boomer population and its impact on the workforce, a mature worker job bank and an "age-friendly employer certification" whereas an employer who meets a standard set of criteria would receive this certification.

Many participants chose 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.

The challenge of serving SCSEP participants in rural areas is a continuing challenge and is addressed on an on-going basis by the grantees/sub grantees. Innovative practices are being tried by some of the state grantees. For example, in Tucson, the Mature Worker Connection

continues to build upon its model by expanding into suburban communities of Tucson. The state sub grantee serving Pinal and Gila counties received a \$1,000 Jump Start the Conversation Grant in December 2007 as part of the Livable Communities initiative sponsored by MetLife. This grant will be used to host a series of breakfasts and roundtable discussions with business leaders from various Chamber of Commerce's throughout Pinal and Gila counties to discuss the value of hiring mature workers. The first of these discussions is scheduled for May 29, with Arizona Governor Napolitano as the guest speaker. This will coincide with other Older Americans Month activities.

Action Step 3: *Partner with the national grantee for a regular review of equitable service across the state.* The state grantee and sub-grantees will monitor the progress of host agency alignment with community needs on a statewide basis. The status of these efforts will be analyzed and submitted if necessary as part of a State Plan modification in PY 2010.

c. Specific Population Groups

Based on data from the U.S. Census Bureau, 61% 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% of the population and the remaining 24% of the population resides in the balance of the state. In 2005 there were 1,001,733 persons age 60 and older, or 17% of the population of Arizona.

The projected growth of the population 60 years and older is expected to reach 1,305,495, or 19.6% of the total population by 2010, 2,092,622 or 24.7% of the total population by 2020, and 3,006,035, or 28% of the total population by 2030.

Although 60% of its residents are White, Arizona's cultural diversity is evidenced by the fact that 29% of its population is Hispanic or Latino of any race, 4% is Native American, 3% is African American, and 2% is Asian American. Of the number of persons 60 years and older,

83% are White, 11% are Hispanic, 3% are Native American, 2% are African American, and 1% are Asian American.

Arizona's Hispanic or Latino population grew by 372,907 from 1,295,617 in 2000 to 1,668,524 in 2005, or a 29% increase. Hispanic or Latino persons accounted for 29% of the population in 2005, up from 25% in 2000.

According to the U.S. Census Bureau 2005 American Community Survey, 10.9% of Arizona families are below the poverty level. Of the adults age 65 years and older in Arizona, 5.2% are below poverty level while 15.1% of females age 65 and older with no husband present are below poverty level. Of the adults age 65 and older in Arizona, 62% are married while 25% are widowed and 10% are divorced. Of the persons 60 years of age and older in Arizona, nearly 21% are employed. There are 17,990 persons 60 years of age and older in Arizona who are living with at least one grandchild under the age of 18. Of those persons over 60 living with grandchildren, over 56% are responsible for the child with no parent present. A significant amount of Arizona's population growth was in the age 60+ population, with those over age 85 increasing at 82% - faster than any other age group. In 2005 the U.S. Bureau of the Census indicated that this growth trend is expected to continue, with the over-65 age group quadrupling by 2030, resulting in as many older people living in Arizona as there are children under age 17.

The 2000 U.S. Census reports over 221,600 Arizonans are persons 45 years of age, at or below the SCSEP qualifying rate of 125% of the Health and Human Services poverty levels. Of that number, 149,110 (or 76%) are 55 years of age or older, and 121,425 (or 55%) are 60 years of age or older. Over 60% of either age category are women. Over 20% of either age category are minorities. Over 25% of either age category have post high school education. Fewer than 20% of either age category are veterans. Approximately 55% of either age category has a disability.

Recruitment is conducted on an on-going basis. Recruitment efforts to serve persons of greatest economic and social needs and minorities occurs in One-Stop centers, senior centers, advocacy groups, senior housing programs, and food banks as well as modern technology.

SCSEP grantees are also experiencing other recent 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.

One innovative approach used during the previous program year was the insertion of recruitment material in food boxes. In Maricopa County, this approach was used during June 2006 as a way to recruit to fill a large number of vacant positions. Over 3,000 flyers were inserted in food boxes that were delivered to individuals in Maricopa County. The result generated over 300 inquiry phone calls either by potential participants or relatives or friends of potential participants. These inquiry calls led to approximately ten enrollments within a three month period.

Another strategy which will be continued is the use of Geographic Information Systems (GIS) mapping to help manage recruitment activities between the ADES SCSEP and national grantees in Arizona. The GIS mapping will enable local areas to target potential participant pools and for the state and national grantees to coordinate recruitment efforts.

Section 5. Supporting Employment Opportunities for Participants

Strategy: Align host agency recruitment and participant hard-skills training with the local labor market demand to ensure the participant is employable upon program exit.

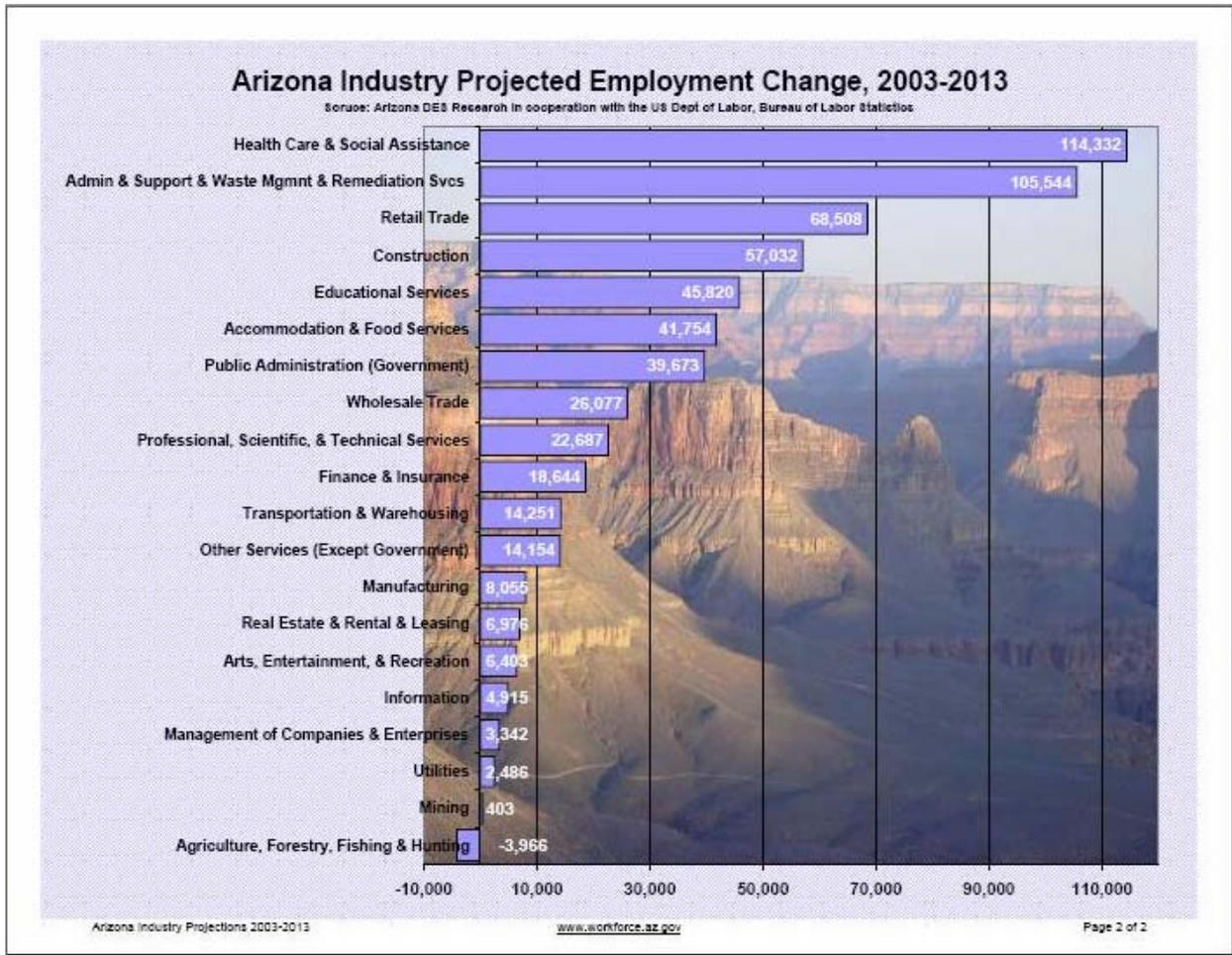
Arizona SCSEP Selected Participant Data

Gender	
Female	74%
Age	
55-69	76%
75+	9%
Overall 60+	72%
Education	
8 th Grade and below - High School Diploma/Equivalent	52%
Associates Degree	2%
Bachelor's Degree	5%
Master's Degree	1%
Doctoral Degree	1%
Disabled	16%
Veterans (or spouses)	14%

Source: SPARQ/Quarterly Progress Report – Final Q3 PY 2008

Action Step 1: Establish program protocols that ensure host agency recruitment and participant-skills training is aligned with the local labor market. Participant's employment goals will be determined based on the participant's job interest. High growth areas of employment within a local economy will be a major factor in the determination of employment goals and related training programs.

In terms of growth projections in specific industries, Health Care and Social Assistance, Administrative and Support and Waste Management and Remediation Services as well as Retail Trade are the top three projected growth industries over the next five years as the following chart shows:



Source: Prepared by the Arizona Dept of Economic Security in cooperation with the U.S. Dept of Labor, Bureau of Labor Statistics

The following chart is the projected rank (openings) of the top five occupations requiring short-term training (one-month or less) in Arizona for the years 2005-2015, based on comparative scores in five areas: openings, wages, skills, growth rate, and turnover rate.

Arizona Statewide TERM Ranking by Occupation '05-'15								
TERM: Training & Education Resource Model								
Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1								
Rank	SOC Code	Occupational Title	Openings	Hourly Wage	ONET Score	Growth Rate	Turn-over Ratio	Training / Education Requirements
223	41-2031	Retail Salespersons	5,464	\$11.60	477	3.2%	0.9	Short-term on-the-job training
359	41-2011	Cashiers	4,480	\$8.96	514	1.7%	0.4	Short-term on-the-job training
345	35-3031	Waiters & Waitresses	3,624	\$7.42	474	2.6%	0.5	Short-term on-the-job training
322	35-3021	Combined Food Preparation & Serving Workers, Including Fast Food	3,534	\$7.33	458	3.2%	0.7	Short-term on-the-job training
283	43-9061	Office Clerks, General	2,428	\$12.12	456	1.9%	0.8	Short-term on-the-job training

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

Arizona Statewide TERM Ranking by Occupation '05-'15								
TERM: Training & Education Resource Model								
Rank based on comparative scores in openings, wages, skills, growth, and turnover, using weights 3, 3, 1, 1, 1								
Rank	SOC Code	Occupational Title	Openings	Hourly Wage	ONET Score	Growth Rate	Turn-over Ratio	Training / Education Requirements
137	43-4051	Customer Service Representatives	2,886	\$13.59	441	3.1%	2.19	Moderate-term on-the-job training
35	41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific	1,382	\$23.16	574	2.8%	1.1	Moderate-term on-the-job training
156	43-6011	Executive Secretaries & Administrative Assistants	1,300	\$16.07	475	2.0%	1.1	Moderate-term on-the-job training
98	49-9042	Maintenance & Repair Workers, General	1,161	\$14.46	627	2.7%	1.4	Moderate-term on-the-job training
248	43-3031	Bookkeeping, Accounting, & Auditing Clerks	1,152	\$14.23	468	1.5%	0.8	Moderate-term on-the-job training

Source: Arizona Department of Economic Research Administration, revised April 2007, US Bureau of Labor Statistics

Action Step 2: Establish program protocols that ensure participant Individual Plans for Employment are aligned with the needs of the participant and the local labor market.

SCSEP grantees/sub grantee staff develop Individual Employment Plans (IEPs) with participants to assist with the provision of services in rural areas. Staff is familiar with the rural area they serve and learn how to address the barriers. They are aware of where the services can be strengthened and potentially developed to meet the needs of the other participants. SCSEP participants are coached regarding the outlook for unsubsidized jobs in the rural areas. 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. State SCSEP sub-grantee staff have been trained in the use of the Arizona Department of Commerce's Training and Education Resource Model (TERM).

The TERM provides a list of occupations and training programs that have the best potential for good opportunity in the local job market. The occupation ranking is based on statistics for projected openings, growth rate, wages, low turnover, and skills. Educational and training requirements are also included for each occupation. These statistics are used in a mathematical model, the Training and Education Resource Model.

This information will be used in the identification and development of the Individual Employment Plan. 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.

As each region of the state presents its own economic demographics, TERM data will be used on a regional basis to assist in the development of SCSEP participant's individual employment plans.

Section 6. Increasing Participant Placement in Unsubsidized Employment and Employer Outreach

a. Engaging and developing partnerships with employers

Strategy: To facilitate the development of partnerships between the SCSEP and the local employers to create positive outcomes for employers and program participants.

Action Step 1: Engage and develop partnerships with employers in high-growth industries and occupations through state and local workforce and economic development collaborations.

SCSEP is represented on the Governor’s Advisory Council on Aging/Mature Workforce Initiative Committee by both state and national grantees. 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 will be the development of a “mature worker friendly” certification which employers can apply for based on a set of guiding principles the employer practices.

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. Efforts such as the Pinal-Gila Council for Senior Citizens will be analyzed as to the success in educating for-profit and non-profit employers to the value of older workers.

Linkages will continue between SCSEP and the Governor’s Advisory Council on Aging/Mature Workforce Committee’s efforts to attract and provide information and assistance in linking employers to older workers.

b. Identifying employment opportunities with established career ladders (from WIRED)

Strategy: Ensure that SCSEP state sub-grantees and national grantees collaborate with local economies and workforce development partners in the identification of plausible employment opportunities for participants.

Action Step 1: *Identify employment opportunities with established career ladders with a focus on high-growth industries and occupations through the Agency's industry sector strategy initiative.* The DES/DAAS SCSEP will facilitate the incorporation of SCSEP in local collaborations that result from these statewide workforce efforts in the regional areas that will be served by the program. SCSEP service delivery areas closely align with the local workforce investment regional areas as defined by the Arizona Workforce Investment Act Five-Year State Plan. By collaborating with the local Workforce Investment Boards and regional economic development partners, the ADES SCSEP will support the Workforce Innovation in Regional Economic Development (WIRED) framework by preparing its program participants to assist in meeting the anticipated regional workforce needs. These local economies vary in the industries that are targeted for growth in their area and therefore potential WIRED initiatives could target various industry clusters.

As WIRED initiatives are identified in regions around the state, SCSEP will offer its assistance in preparing SCSEP participants for employment in the occupations of the industries identified in a particular WIRED grant. The SCSEP participants by definition are individuals with poor employment prospects and in need of occupational skills training. It is anticipated that occupations available to SCSEP participants through WIRED initiatives may be more generic (e.g., administrative support) regardless of industry. These occupations may not be the highest earning positions targeted within a given WIRED grant, but knowing that certain industries have been targeted to benefit from the WIRED framework, ADES SCSEP will recognize these as growth industries and will partner with the regional workforce and economic development

entities to identify appropriate employment opportunities for SCSEP participants within the framework of the specific industry initiative.

SCSEP will then offer its participants opportunities to prepare for employment in those occupations. As a mandated One-Stop partner program, SCSEP grantees will work with local workforce investment boards and the national SCSEP grantees operating in Arizona to ensure that representation of the program is present on each local 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.

c. Placing individuals in high growth industries and occupations as well as other industries and occupations that provide substantial employment opportunities for participants

Strategy: Target high growth industries and occupations for employment opportunities for SCSEP participants.

Activity Step 1: Promote the use of labor market information to increase opportunities of employment of SCSEP participants in high growth industries and occupations. The SCSEP staff shall continually work to transition eligible persons into unsubsidized employment based on the goals set forth in each participant's IEP. Goals will be determined based on participant interest as well as rely on labor market information. IEPs will be developed incorporating these elements with as well as data TERM data based on high growth industries and occupations. By managing a focused IEP, it is anticipated that a cycling of eligible persons to enroll in and benefit from community service assignments will be created. Part of the unsubsidized placement efforts will encourage host agencies to hire qualified participants into their regular employment structure.

Action Step 2: Develop better access to the local One-Stops for participants needing additional skill development outside of the SCSEP. The DES/DAAS SCSEP will continue efforts to strengthen the coordination between Area Agencies on Aging and One-Stop partners, with efforts such as the proposed SCSEP Navigators and creation of "boomers units" with each of the One-

Stop Career Centers. Where possible, sub-grantees will be encouraged to participate in One-Stop partner meetings. Wagner-Peyser Employment Service will provide placement assistance to SCSEP participants who are job ready in coordination with sub-grantees who will maintain case management of the participant. The focus of the job search for SCSEP participants will align with those anticipated high growth areas in Arizona as mentioned in the Regional Economic Overview.

The WIRED initiative in Arizona is called Innovation Frontier Arizona. The regions served by this initiative are the southern border counties of Pima, Yuma, Cochise and Santa Cruz. The effort is designed to promote career ladder development and system alignment around engineering technology, information technology and entrepreneurship. This effort leverages the region's aerospace-defense, information technology and border assets around a broadly-defined homeland security framework, as well as top-ranking regional resources that support entrepreneurial, problems-based thinking around business development. SCSEP can provide support to this initiative by focusing on those occupations that will support the efforts of Innovative Frontier Arizona.

In order to ensure that sub-grantees are providing skills training that meets the needs of both participants and employers, the state and national grantees will work with the local workforce investment boards to increase participation in statewide workforce development efforts such as Innovation Frontier Arizona. By strengthening the relationship between SCSEP and regional economic growth efforts, SCSEP will emphasize the value of a well trained mature worker.

During IEP reviews, SCSEP staff will identify participants who are job ready by having met the goals of their IEP. Depending on the participant's location, referrals will be made to the local One-Stop Career Centers. The Virtual One-Stop System (VOS) provides a directory of sites for all counties and is categorized by full service locations and satellite locations. All sub-grantee

SCSEP staff have been provided with training and access to VOS and are available to assist participants in VOS registration.

Where possible, participants will be referred to a One-Stop Career Center, which houses SCSEP staff. This will provide individual attention and direct placement assistance. Participants will attend workshops provided by the One-Stop Career Centers in the areas of resumé writing, interviewing skills, job-hunting techniques, and job retention skills.

d. Ensure retention activities once participants enter the workforce result in meeting or exceeding pre-determined performance goals and the needs of the participant and employer.

Strategy: Ensure retention activities once participants enter the workforce result in meeting or exceeding pre-determined performance goals and the needs of the participant and employer.

Action Step. *Develop worker retention strategies and activities through to ensure retention performance goals are met or exceeded.* In order to potentially improve job retention of those participants who have chronic health related conditions, DES/DAAS SCSEP will explore offering the Chronic Disease Self-Management Program (CDSMP) as part of the evidence-based health promotion activities as defined in the Older Americans Act Amendments of 2006. Subjects covered include: 1) techniques to deal with problems such as frustration, fatigue, pain and isolation, 2) appropriate exercise for maintaining and improving strength, flexibility, and endurance, 3) appropriate use of medications, 4) communicating effectively with family, friends, and health professionals, 5) nutrition, and, 6) how to evaluate new treatments. By offering this course to SCSEP participants who may experience some of these health related issues, it is hoped that they will be better prepared to manage their existing chronic diseases, therefore increasing the likelihood of employment retention. Participants may also seek to use the CDSMP training to pursue the role of “lay leader” thereby obtaining skills to conduct CDSMP training workshops. They may use these additional skills which may enhance their opportunities to gain employment as a long-term trainer for the CDSMP.

Placement verification and retention follow-up will be conducted in accordance with SCSEP requirements on participants that move into unsubsidized employment. The SCSEP staff will document the follow-up in the SCSEP Performance and Results (SPARQ) system. Follow-ups will enable an assessment of need which could impact retention. Appropriate supportive services will be offered to enhance employment retention.

To ensure that the state grantee is meeting its negotiated goals, monthly conference calls are conducted. These conference calls are facilitated by the state SCSEP Coordinator. Performance from both a programmatic and fiscal aspects is discussed. Based on available funding, quarterly in-person business meetings are conducted. These business meetings are hosted by each state sub-grantee on a rotation basis. Agendas for these meetings include topics and trainings that are designed to enhance the state's overall performance. Sub-grantees are encouraged to generate their Quarterly Performance Reports (QPRs) on a weekly basis to ensure quality control of data entry. QPRs are generated on a weekly basis by the state SCSEP Coordinator.

Section 7. Community Service Needs

Strategy 1: Identify unmet service needs in underserved counties within the state.

Action Step 1: *In partnership with the national grantee, strategize methods for identifying unmet service needs in small communities that can be carried out by the local SCSEP provider.*

Community service needs are in part being provided through host agencies within Arizona. These include home delivered meals, senior center related activities, adult day care centers, and food banks. Services are provided through Area Agencies on Aging, Association of Arizona Food Banks, federal, state and county agencies, One-Stop Centers, and agencies providing home care for the elderly and disabled. Data collection and monitoring information is currently used to determine community services and needs.

Host agencies will be used to identify community needs. Non-profits organizations and government agencies are serving in local areas will be sought to provide information and analysis

regarding the specific needs of the community. SCSEP participants will be assigned community service assignments to assist in meeting the community needs. This will also provide training to individuals who can then be prepared to be a productive contributor with the community.

In order to ensure that sub-grantees are providing skills training that meet the needs of both participants and employers, the state and national grantees will work with the local workforce investment boards to increase participation in statewide workforce development efforts such as Innovation Frontier Arizona. By strengthening the relationship between SCSEP and regional economic growth efforts, SCSEP will emphasize the value of a well trained mature worker. Labor market information will be used by SCSEP staff to identify occupations that are critical to the local economy. The 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.

Strategy 2: Recruit host agencies that will meet local community service needs, while simultaneously preparing participants for unsubsidized employment in high growth industries and occupations of the local economy.

Action Step 1: *In partnership with the national grantee, develop a marketing and recruitment strategy for potential host agencies.* By utilizing the local workforce investment board participation and focusing efforts on further integrating SCSEP within the One-Stop system, host agencies will continuously be recruited with the needs of both the employer and SCSEP participant in mind.

Identifying areas of community service needs will be combined with those efforts to identify the needs of employers and Arizona's mature job seekers. Building upon the 2005 Governor's Advisory Council on Aging-sponsored summits bringing employers and mature workers together to identify barriers that both groups face when trying to meet their specific needs, efforts will continue during the bi-annual Governor's Conference on Aging scheduled for

May 2010. The conference will not only address needs from an employment perspective, but also incorporated a civic engagement track – specifically targeting other community options (e.g. volunteering) besides employment.

Strategy 3: Develop training opportunities for host agencies that prepare them to serve as training sites for SCSEP participants.

Action Step 1: *In partnership with the national grantee and develop resources for offering trainings to host agencies.* State sub-grantees have collaborated on the developed a host agency handbook. This handbook outlines the roles and responsibilities of a host agency as well as the benefits of serving as a host agency from a community need and service perspective as well as that of providing training to program participants. Sub-grantees will use this handbook to conduct host agency training in on a regional basis.

Section 8. Coordination with Other Programs, Initiatives and Entities

Strategy: Coordinate activities with the State’s WIA activities.

Action Step 1: *In partnership with the Employment Services and Vocational Rehabilitation Services, national grantees, and state sub-grantees, 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 Centers and SCSEP; co-location of both programs at One-Stop and Job Service offices; development of innovative ways to improve services to the public and between programs in the One Stop Centers; and joint staff training opportunities.

The Governor’s Council on Workforce Policy is currently reviewing all WIA memorandums of understanding among all partners. The ADES 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 area regarding multiple SCSEP grantees in the same workforce investment area.

The ADES Director sits on the Governor's Council on Workforce Policy. The State Council is responsible for advising the Governor on issues related to the duties and responsibilities required by the Workforce Investment Act of 1998 (WIA). The ADES SCSEP Coordinator sits on the Maricopa County Local Workforce Investment Board (LWIB) representing the program. DES/DAAS SCSEP sub-grantees sit on the local workforce investment boards of LaPaz/Mohave County and Gila/Pinal respectively. The DES/DAAS SCSEP works closely with the national grantees serving Arizona. The SCSEP participants are assigned to One-Stop Career Centers as SCSEP Program Representatives. SCSEP staff are working with the state's Employment Service program 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.

The 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 Area Agencies on Aging for customers who may benefit from them. This coordinated effort will facilitate program integration between Area Agencies on Aging who administer aging programs and the employment service programs through the utilization of the Virtual One-Stop system as well as the 23 comprehensive One-Stop Comprehensive 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.

The SCSEP will seek opportunities to partner 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 Area Agencies on Aging as sub-grantees in four 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 area One-Stop Comprehensive Center and leverages counseling, assessment and supportive service activities with other mandated One-Stop partners.

Action Step 2: Leverage resources from other key partners in the state to support SCSEP activities. The DES/DAAS SCSEP will continue to strengthen the coordination between Area Agencies on Aging and One-Stop partners, including community colleges and other educational institutions. Where possible, sub-grantees will be encouraged to participate in One-Stop partner meetings. Wagner-Peyser Employment Service will provide placement assistance to SCSEP participants who are job ready in coordination with sub-grantees who will maintain case management of the participant. The focus of the job search for SCSEP participants will align with those anticipated high growth areas in Arizona

The Governor's Council on Workforce Policy is currently reviewing all WIA memorandums of understanding among all partners. 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 area regarding multiple SCSEP grantees in the same workforce investment area.

Assessments and involvement with other One-Stop programs will be used to the fullest extent possible to the benefit of the SCSEP participant. By having the Area Agencies on Aging as sub-grantees in four 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 area One-Stop Comprehensive Center and leverages counseling, assessment and supportive service activities with other mandated One-Stop partners.

Strategy: Coordinate activities being carried out in the state under other titles of the Older Americans Act Amended 2006.

Action Step: *Develop and implement strategies for coordinating activities and opportunities between the aging network and the workforce development network.* When assessment of a participant is determined that SCSEP to not be an appropriate course of action due to life changes, or recertification deems an individual ineligible, potentially eligible individuals will be referred to 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.

Section 9. Avoidance of Disruption of Service

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 Department of Labor for approval prior to implementation in accordance with the SCSEP Transfer Policy.

Section 10. Improvement of SCSEP Services

Long term strategies to improve SCSEP services to some degree will rely on the levels of available funding. With decreases in funding to USDOL employment and training programs, leveraging of resources becomes increasingly critical. In order to maximize funding levels, the state grantee will work with the state sub-grantees to strengthen community workforce-related linkages. Coordination between the state and national grantees a SCSEP presence in the within the One-Stops in each local workforce investment area will continue.

The state grantee has sought USDOL approval of a maximum duration of participation for all SCSEP participants, of **no longer than 24 months** for any one individual from the date of enrollment. Implementing a 24-month maximum participation policy will provide an additional management tool for sub-grantees to use and assist them in enhancing their ability to meet their 27-month average participation rate performance obligations. It will also provide for a more focused training plan for individuals in need of training and employment.

Given the population targeted for SCSEP participation and the limited funding as well as the current economic climate, more individuals are in need of SCSEP services. By allowing individuals to remain on the program for the maximum 48 months, the perception from participants' standpoint has traditionally been viewed as being "employed", leading sub-grantees, training sites/host agencies, and participants to believe that SCSEP is a form of entitlement funding for permanent employment. This in turn blocks valuable training positions, leaving little incentive for individuals to meet their obligations of training and securing unsubsidized employment.

Efforts will be made to increase the frequency of more formal collaborative activities within Arizona amongst all SCSEP grantees. Examples of some of the efforts that will be targeted are:

- Encourage co-enrollment of SCSEP participants into WIA when feasible
- Introduce the Host Agency Handbook, developed by the state sub-grantees. This handbook will be used by all state sub-grantees as part recruitment efforts, host agency training and a resource guide for host agencies.
- In Tucson, SCSEP will seek to expand use of the One-Stop sponsored 50+ Employability Skills Workshops.
- Continue to pursue opportunities such as Pinal-Gila Council for Senior Citizens' Jumpstart Grant.
- In southern Arizona, Asociacion Nacional pro Personas Mayores will pursue the outreach and recruitment of the non-English speaking population.
- Build upon AARPS's collaboration with Employment Guide to host job fairs that are geared towards getting mature workers hired
- Analyze the feasibility of using the AARP Foundation WorkSearch Assessment System to help mature workers assess skills and perform job search activities.

A recommendation to the U.S. Department of Labor regarding SCSEP involves the sharing of information, including required trainings and other technical assistance provided to SCSEP grantees. With increased costs for travel and decreasing budgets, Arizona recommends that the Department take advantage of advancing technology by pursuing the use of electronic formats such as webinars and teleconferencing.

Public comments will be posted as part of this attachment on the final plan document.

SCSEP Equitable Distribution Report

Please fill in the number of PY 2007 authorized positions by county for Arizona and for each national grantee within the state. Totals and differences will calculate automatically. Save the file and return a copy **by e-mail** to hostetter.phil@dol.gov no later than the deadline for the new four-year State Plan on March 31, 2008.

County	Distribution Factor	Equitable Share	State	AARP	ANPPM	Goodwill Industries	NICOA	Totals	Difference
Apache County, AZ	0.0355	28	4				21	25	-3
Cochise County, AZ	0.0373	29			26		4	30	1
Coconino County, AZ	0.0193	15	4				14	18	3
Gila County, AZ	0.0189	15	6				12	18	3
Graham County, AZ	0.0104	8					8	8	0
Greenlee County, AZ	0.0017	1			1			1	0
La Paz County, AZ	0.0123	10		10				10	0
Maricopa County, AZ	0.4473	351	84	94		107	69	354	3
Mohave County, AZ	0.0523	41	15	27				42	1
Navajo County, AZ	0.0351	27	3				25	28	1
Pima County, AZ	0.1697	133	20		106		7	133	0
Pinal County, AZ	0.0499	39	7		19		9	35	-4
Santa Cruz County, AZ	0.0144	11			12			12	1
Yavapai County, AZ	0.0518	41	15	23				38	-3
Yuma County, AZ	0.0442	35				27	5	32	-3
TOTALS:	1.0000	784	158	154	164	134	174	784	0
		<u>PY 2008 Positions:</u>	158	154	164	134	174	784	
			State	AARP	ANPPM	GII	NICOA	Total	