

Delaware Senior Community Service Employment Program

State Plan

July 1, 2016 to June 30, 2020



DELAWARE HEALTH AND SOCIAL SERVICES

Prepared by the Division of Services for Aging or Adults with Physical Disabilities

*Under Title V of the Older Americans Act**STATE PLAN**SCSEP STRATEGY PLAN FOR 2016-2019*Introduction**Overview of the Senior Community Service Employment Program**

This State Plan focuses on Title V of the Older Americans Act, which is the Senior Community Service Employment Program (SCSEP). The Plan is written in accordance with U.S. DOL Training and Employment State Plan Guidance Attachment, which is dated December 23, 2015. The State Plan's purpose is to describe the statewide provision of authorized activities for eligible individuals under SCSEP. In applicable sections, the Plan describes current operations and longer term strategies to be implemented over the next four years. The goal is to continuously improve the services offered to the Program's targeted population. The Plan is a living document that will be adjusted over the years to guide the ongoing operations and strategies of SCSEP in Delaware.

SCSEP creates subsidized work experience opportunities and provides job skills training and supportive services for Delaware's older workers. Department of Labor, Employment and Training Administration (DOLETA) distributes SCSEP funds to national and state grantees, the national SCSEP grantees operate across multiple state jurisdictions and receive 78% of SCSEP funds. Delaware Division of Services for Adults with Physical Disabilities is the only Grantee in the State of Delaware with no national SCSEP grantees.

Program eligible older workers must be residents of Delaware, 55 years of age or older, unemployed, with family income at 125% or less of the poverty level (after allowable exclusions), as established by the U.S. Department of Health and Human Services. Service priority is given to individuals meeting one or more of the following criteria:

- Is a veteran or a spouse of a veteran
- Is 65 years of age or older
- Has a disability
- Has limited English proficiency
- Has low literacy skills
- Resides in a rural area
- Has low employment prospects
- Has failed to find employment after utilizing services provided under Title I of the Workforce Investment Act (WIA) of 1998
- Is homeless or at risk for homelessness

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

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

The Division is one of the Workforce Innovation and Opportunity Act (WIOA) contributors in the State's American Job Center system. The American Job Centers are located in all three counties; and, resources and information are shared between the Centers and SCSEP to provide effective services for Delaware's older workers. This collaboration is described throughout the Plan.

Involvement of Organizations and Individuals

The following process is used to ensure that appropriate people and agencies are part of the State Plan's development. Specifically, the final draft plan is sent to individuals from the program-eligible population; and, to managers from diverse government, business and community service organizations. The Grantee identifies statewide contacts and the Sub-grantees identify individuals throughout their project areas. The State Plan will be revised in response to the advice and recommendations received during this review process. Any revisions will be completed approximately 40 days before the Plan is due at U.S. DOL.

Solicitation and Collection of Public Comments

Then, one week will be allocated towards transitioning the State Plan onto the Division's web site at www.dhss.delaware.gov/dsaapd. The State Plan will then be made available for public review on the web site for about 14 days, with all public comments to be received no later than seven (7) days before the Plan is due at U.S. DOL. Any individual or organization may comment on the State Plan. The remaining seven (7) days before the due date will be used to finalize, sign and forward the document to U.S. DOL.

Delaware SCSEP State Plan Timeline		2016-2019
Date	Activity	Due
01/06/2016	Grantee Stand Alone State Plan Began	DSAAPD SCSEP Staff
01/22/2016	A new State Plan send to DSAAPD Planning Unit for comments	02/9/2016
01/22/2016	A new State Plan letter send to Program Managers for Comments	02/9/2016
01/22/2016	A new State Plan letter send to Community Leaders for comments	02/9/2016
01/22/2016	A new state plan letter send to sub-grantee contract signee for comments	02/9/2016
01/22/2016	A new state plan letter send to Delaware Workforce Investment Board Director (DWIB) for comments	02/9/2016
01/22/2016	Send Draft of State Plan to Planning load on Website for Public Comment	Public Comment Period 02/09/16 – 02/27/16
02/23/2016	Public Comment Due	02/27/2016
02/25/2016	Send Final State Plan to Director for Signature	03/1/2016
03/03/2016	Send Final State Plan to U.S DOL	03/03/2016
08/15/2016	Send to Revised State Plan to Director for Signature	08/17/2016
08/17/2016	Send Revised State Plan to U.S DOL	08/17/2016

Section 1: Economic Projections and Impact

A) Long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers (20 CFR 641.302(d)).

i) Industries with the highest rates of projected annual growth from 2012-2022 are projected to be:

Retail Salespersons; Combined Food Preparation/Serving Workers, Inc. Fast Food, Registered Nurses, Customer Service Representative, Labor Work, Janitors and Cleaners, & Housekeeping Cleaners, Nursing Assistants, Accountants/Auditors, Medical Secretaries.

In order to maximize SCSEP participant placement in unsubsidized employment in high demand jobs, the statewide SCSEP sub-grantees will focus their host agency recruitment efforts on agencies that can provide training retail sales clerks, personal care aides, food services, janitors, housekeeping cleaners and entry level clerical work.

(Reference: Delaware 2022, Occupation & Industry Projections, Office of Occupational & Labor Market Information, Delaware Department of Labor, July 2014)

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

Nursing Assistant, Combined Food Preparation and Serving Workers, including Fast Food; Retail Salespersons; Customer Service Representatives; Waiters and Waitresses; Cashiers; Office Clerks; Janitors and Cleaners; and, Office Clerks

(Reference: Delaware 2022, Occupation & Industry Projections, Office of Occupational & Labor Market Information, Delaware Department of Labor, July 2014)

iii) Substantial employment opportunities for SCSEP participants:

Delaware SCSEP has been most successful in placing participants in unsubsidized employment with community service agencies -- especially with host training sites -- and in other service-oriented industries. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work; office clerks and receptionists; van drivers; child care workers; senior center program assistants; retail sales associates; housekeeping; food service; and, customer service.

Most participants seek work experiences for benefits such as physical and mental activity; social interaction; the opportunity to contribute to the community; and, the need for income. While many potential employers are looking for full time employees willing to work

nights and week-ends, the typical SCSEP participant usually accepts only part time employment with day time hours during the normal work week. Also, SCSEP participants do not normally seek jobs that would require relocation or an extended commute.

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

The State program manager for SCSEP will work participate monthly meetings with State of Delaware Workforce Development Board along with Delaware Department of Labor to focus on tying Labor Market Information (LMI). The SCSEP program in Delaware upward trending stats for the past two program years are listed below.

Program Year	Entered Employment	Employment Retention	Average Earnings
PY 14	38.10%	91.40%	\$6,476
PY 15	52.8%	73.8%	\$8,377

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

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

Training assignments are developed to provide the skills and work experiences needed to support the employment requirements of the regional economy. Training has commenced in Program Year 15 and will continue at minimum, bi-annually to research and maintain current data on High Priority Occupations (HPO's). Most participants are assigned to nutrition, recreation, and day programs at Senior Centers; State Service Centers; childcare programs; homeless shelters and housing agencies; government offices; schools; and, community centers. The project also gives qualified participants consideration for training assignments involving the administration of the senior employment program. The program is always looking for training sites that provide the greatest community service, good training opportunities and future hiring potential.

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

Access to training courses offered by the American Job Centers will continue to be pursued. However, AJC training funds are used primarily for participants looking for full time work; and, most SCSEP participants are interested in part time employment. However, classes are available beyond the typical resume building and job search such as clerical, low-level clinical, administrative, etc.

All host training site supervisors will complete performance evaluations; and, these evaluations will be reviewed by the sub-grantees to assess the participant's progress and the degree of on-site supervision. Within the new durational limits for training, participants will remain at their host training sites for a period of 48 months as they are learning additional skills that will make them marketable and are complying with their Individual Employment Plans. Many host sites eventually hire their assigned SCSEP participants and have good job retention rates, indicating that successful training and preparation takes place.

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

C). Current and projected employment opportunities in the state and the types of skills possessed by eligible individuals under section 15 (Wagner-Peyser Act (29.U.S.C.491-2))

Types of Skills Possessed by Participants

Most SCSEP participants have poor to non-existent work histories for the five years to their enrollment; they either have no job skills at all or outdated job skills. Other participants have some jobs skills and have been unable to find employment due to barriers such as age discrimination, physical limitations, and transportation, etc. Computer illiteracy and lack of education continue to be the greatest barriers to employment. The following outlines typical skill profiles for SCSEP participants:

- Displaced Homemakers
- Caregiver Experience
- Construction or landscaping.
- Data Entry or medical billing

- Personal Care
- Food Preparation
- Healthcare support
- Building and Grounds cleaning and maintenance

Delaware SCSEP Participant Education Breakdown

Education Level	Delaware SCSEP %
8th grade & Under	5%
9th grade - 11th grade	16%
HS Diploma or equiv	46%
1-3 years college	17%
Post-Secondary Cert	2%
Associate Degree	4%
Bachelor's Degree	6%
Some graduate	1%
Master's Degree	1%
Doctoral Degree	0%
Unknown	2%

Source: SPARQ Final PY'15

Current and Projected Employment Opportunities in the state:

“Delaware is projected to have 40,900 more jobs in 2022 than in 2012, for an average annual growth rate of 0.90 percent. Health Care and Social Assistance is expected to create far and away the greatest number of jobs, with projected growth of 9,980 jobs. Nearly one-quarter of the net new jobs in Delaware are projected to be in this industry. The projection year of 2022 is assumed to be at full employment, that being the default expectation for any year that far into the future, so a portion of the projected job growth, about 10,000 jobs, comes from the movement from less than full employment in 2012 to assumed full employment in 2022”. – *Delaware 2022 Occupation & Industry Projections, Delaware Department of Labor, Office of Occupational and Labor Market Information*

Occupations with the most annual openings 2012-2022 (from the most to the least): Retail Sales Persons, Combined Food Preparation/Serving Workers, Inc. Fast Food, Cashiers, Waiters

& Waitress, Registered Nurses, Customer Service Representatives, Laborers & Freight Stock, Janitors and Cleaners, Exc. Maids & Housekeeping Cleaners, Nursing Assistants, Accountants & Auditors, Office Clerk, General, First line supervisors of office & Admin support workers, meat poultry, and fish cutters, stock clerks & order fillers, medical secretaries, elementary school teachers, except special education, sec and admin assistants, Exc. Legal, Medical, & Executive, First-line supervisors of retail sales workers.

Projected Openings and Growth by Education Level, 2012-2022

Education	Total Openings 2012-2022	Percent of Total Openings	New Jobs	Annual Percent Growth
Ph.D./Professional	3170	2.30%	950	0.80%
Master's	2690	1.90%	1040	1.30%
Bachelor's	25,020	17.90%	8,400	1.00%
Associate's	7,340	5.20%	3,090	1.40%
Vocational	8,070	5.80%	3,210	1.30%
High School Grad	46,450	33.20%	14,300	0.80%
Less than HS	47,280	33.80%	10,070	0.80%

Employment for high-demand occupations require varied levels of expertise that have training requirements ranging from on-the-job employer training to entry-level wholesale trade occupations to advanced training coupled with a bachelor's degree. 21% of Delaware SCSEP participants hold no high school diploma or equivalent and only 7% holds a either a bachelor's or master's degree.

Occupations with the most projections by occupational group

SOC Code	Title of Occupation	2012/Current Est	2022 Projected Employment	Wage Category	Job Avail	Education
41-2031	Retail Salespersons	15930	17179	Low	Excl	< HS
35-3021	Combined Food Preparation & Serving Workers Inc, F	11,280	12,777	Low	Excl	<HS
	Fast Food					
41-2011	Cashiers	11184	11409	Low	Exl	<HS
35-3031	Waiters and	7,566	7951	Low	Fair	< HS

	Waitress					
29-1141	Registered Nurses	10098	11684	High	Excl	Assoc
53-7062	Laborers and Freight, Stock, & Material Movers	6138	6657	Low	Excl	< HS
37-2011	Janitors and Cleaners	7052	7600	Low	Excl	<HS
31-1014	Nursing Assistants	5,454	6,259	Low	Excl	Voc Ed
13-2011	Accountants	4673	5125	High	Excl	Bach
	Office Clerks, General	7276	7459	Low	Excl	HS
43-1011	First-Line Supervisors of Office & Admin Supp Workers	4995	5522	Avg	Excl	HS
31-9094	Medical Assistants	1,825	2,063	Avg	Excl	Voc Ed
25-2021	Elementary School Teachers, Except Special Education	4635	5064	Avg	Excl	Bach
43-6014	Sec & Admin Assistants except Legal, Medical, Executive	6602	7129	Avg	Excl	HS
41-1011	First-Line Supervisors of Retail Sales Workers	4927	5174	Avg	Excl	HS

Delaware 2022 Occupation & Industry Projections, Delaware Department of Labor, Office of Occupational and Labor Market Information

- Strategic Training Plan for Participants to be Placed in Unsubsidized Employment

In order to maximize SCSEP participant placement in unsubsidized employment in high demand jobs, the statewide SCSEP network will focus their on-the job training opportunities and host agency recruitment efforts on agencies that can provide training for jobs in the following area:

- Administrative Assistance
- Customer Service Representative
- Food Service Workers
- Office Clerks
- Janitors and Building Cleaners/ House Keeping services
- Home Health Aides
- Personal Care Aides

Section 2: Service Delivery and Coordination:***A) A description of actions to coordinate SCSEP with other Programs***

The strategic vision and goals between Delaware SCSEP and the Delaware Workforce Development Board is to bring together workforce development, educational, and or resource services in a seamless customer focused service delivery network that enhances access to the programs' services to assist individuals in obtaining suitable employment. Achievement of this goal will allow Delaware to continue building a workforce development system that prepares individuals for high demand, high growth employment in industry sectors that are vital for continued economic growth. (*July 1, 2015 to June 30, 2017 MOU between Delaware Workforce Development Board*).

i) 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 641.302 (g), 641.325 (e)).

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

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

The State Grantee program manager will assist sub-grantees by providing marketing data about job availability and job growth industries within the state. In addition, the program manager will ensure that every participant is enrolled with the AJC, etc. The program manager will train and update the sub-grantees on WIOA collaboration through biannual meetings.

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

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

The statewide SCSEP sub-grantees continue to coordinate with the one-stop delivery system. The Grantee and with the local projects currently have Memorandum of Understanding (MOU) with the Delaware Workforce Development Board. The MOU identifies the core services the Workforce Investment Board (WIB) will deliver to SCSEP participants and the resources the local SCSEP will provide to the WIB as well as exploring other ways to spotlight SCSEP through the WIB partners.

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

Long-Term Projections

Recommendations include the following:

- Place SCSEP participants in industries and occupations with high growth or substantial employment need.
- Research labor market information and consult with economic development agencies, chambers of commerce, and local business partners to identify
 - i) Targeted industries and high-growth occupations appropriate for seniors
 - ii) Local employers that are hiring; and
 - iii) Skills and qualities needed to be successful in these jobs
- Strength initial assessments of participants skills, knowledge, interests, aptitudes, and qualities, and define career objectives that are relevant for the participant's interests and abilities
- Asses the participants' barriers and skills gaps to create IEPs with timelines for OJE specialized training, and support services
- Ensure host agency assignments provide skills training that is relevant for participant career objectives and employer needs
- Require participants to register with Delaware Joblink website (<https://joblink.delaware.gov>)

- Follow up frequently with Host Sites and on-job-experience sites.
- Sub-grantees will continue to remind participants and host agencies during initial orientations and throughout participants' SCSEP tenure that SCSEP is a temporary training program, not an employment program.

iii) Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities (20 CFR 641.302 (i)).

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

In addition, Delaware SCSEP coordinates with many agencies to help participants in need of services such as subsidized housing or temporary shelters; no-cost medical and prescription programs; Catholic Charities; energy assistance; utility discounts; food stamps; Supplemental Security Income; reduced fares on transportation; the Food Bank of Delaware; church-provided food and clothing; and, nutrition programs provided through the Older Americans Act. Also, the sub-grantees work to improve financial planning skills in collaboration with financial entities such as the Delaware Money School and the Delaware Financial Empowerment Partnership's "Stand by Me" program. Each SCSEP participant is offered free counseling in the Stand by Me 50+ program.

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

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

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

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

V). Actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system (20 CFR 641.335)).

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

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

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

VI) Efforts the State will make to work with local economic development offices in rural location

Current and Planned Actions: SCSEP's contractor will provide SCSEP outreach to local economic development offices in the rural city of Milford that sits in the Kent County mapping area. The majority of Milford is in Sussex County. All other zip codes in Kent County are urban.

1. The State will sign a Memorandum of Understanding with the Delaware Workforce Development Board to work with local economic development members.
2. The State and its sub-grantees will attend monthly meetings by the Delaware Workforce Development Board
3. The state and its sub-grantee will attend the Delaware Workforce Development Board annual conveying event
4. Sub-grantees will outreach to unemployed applicants in the Milford location through attendance in the Veteran Stand Down once yearly held in Dover, DE. Transportation will be provided to the Veterans to the Stand Down Event.
5. Training/job fair will be held at the Milford Senior Center quarterly to reach out to the unemployed applicants who reside in rural Kent County & Sussex County.
6. Kent & Sussex County will attend The Delaware Job Banks community service event in Milford annually to reach out to rural unemployed minorities.
7. Kent & Sussex Counties sub-grantees will attend the 55 expo at Dover Downs Hotel, Dover, annually to reach out to mature adults unemployed for all of Kent and Sussex Counties.
8. Kent and Sussex Counties will maintain Milford State Service Center as a host site and provide a trainee to do outreach activities to the rural residents of Milford
9. Continue to meet regularly with the Veteran Representative, Vocational Rehabilitation Employment Specialist and Vocation for Visually Blind Specialist to reach out to applicants who are unemployed in the rural areas of Kent and Sussex Counties.
10. Continue to provide a trainee at the Delaware Department of Labor to meet and refer clients who are unemployed and living in Kent and Sussex Counties.
11. Increase Host Agencies to provide on the job training opportunities

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

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

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

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

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

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

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

In program year's 2013 and 2014 the State has met its common measure goals in aggregate. However the States entered employment goal and most in need will continue to be a challenge moving forward. The States program manager has undergone numerous trainings with the U.S. Department of Labor. Training will continue as often as necessary, including collaboration with Pennsylvania & North Carolina Grantees at least annually.

In order to increase entered employment the State has emphasized the need to eliminate Host Sites which either refuse to hire, or are incapable of hiring participants. Host sites must

show a prior record of hiring or have an overwhelming educational/training regimen that creates a participant suitable for unsubsidized employment. They may also have a higher level of community service by providing adequate training to participants with multiple barriers to employment.

To effectively manage the program and increase the entered employment numbers, the plan is to increase the host agency locations by 25% of the total modified slots and add new Host Sites which should deliver -ready participants and/or hire them directly.

The State will monitor SPARQ Quality Progress Reports for common measure goals and will review monthly each goal with each sub-grantee. The State will also hold quarterly meeting, monthly phone conference with sub-grantees, bi-annually to review unsubsidized employment and employer outreach.

C) The State's long-term strategy for serving minority older individuals under SCSEP (20 CFR.302 (c)).

Historically, the majority of participants in Delaware SCSEP have been minority individuals. For example, the recent U.S. DOL SCSEP minority report indicates that the state's overall incidence of all minorities in the population was 36% while the SCSEP enrollment percentage was 82.1%. However, while the SCSEP enrollment of Blacks was significantly higher than this minority's incidence in the State (70.67% versus 29.84%), SCSEP's enrollment of Hispanics was about 103% of the incidence of this minority (e.g. 3.89% enrolled in SCSEP versus 3.79% residing statewide).

Reference: U.S. DOL Report on Senior Community Service Employment Program - Analysis of Service to Minority Individuals, Program Year 2013, Volume II: Appendices, revised April 28, 2014.

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

And, the Delaware SCSEP enrollment levels for minorities in PY 2015 have been positive. For example, the percentage of minority enrollees through the second quarter of Program Year 2015 totaled 80%; and, the Hispanic enrollment level has decreased from 5% to 4%.

The Delaware SCSEP sub-grantee will employ the following outreach and recruitment strategies to give priority for service to eligible individuals with the greatest economic need, with minority status, and with the greatest social need:

- Use outreach materials such as pamphlets, brochures, and flyers which are in languages of the specific target group. Placing them in the One-Stop Centers, Social Security Offices, Post Offices, banks, grocery stores, libraries, shopping centers, social service agencies, senior centers, and other public places which older minority individuals frequent.
- Locate offices in culturally and ethnically diverse neighborhoods (Example Asian, Hispanic and African American Community Centers)
- Assign SCSEP participant monitors to State Service Centers in areas where minority populations reside and under serving (Example Asian and Hispanic)
- Make presentations at social service agencies, especially those serving older individuals and minority communities
- Inviting guest speakers from the minority community to participate in SCSEP workshops
- Asking all participants, including minority individuals, to make program referrals for family, friends, and other contacts
- Placing articles and advertisements in local newspapers, senior publications, and classified ad
- Airing public service announcements on radio and TV
- Network with organization serving veterans, disabled individuals, the aging and minorities
- Consult with national SCSEP with national SCSEP grantees, specifically those grantees providing services to minority older individuals, on recruitment and outreach techniques.

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).

Community Service Needs

One of SCSEP’s purposes is to place older individuals in community service positions. This strengthens the ability of the individual to become self-sufficient, provides much needed volunteer support to organizations which benefit significantly by such organizations.

Community Service need is met in a variety of ways which include providing services to the general community and the senior community. Although SCSEP participants provide a valued service to communities throughout Delaware, unmet community service needs still exist and have yet to be specifically identified. To address the issue of unmet community service needs, DSAAPD and representatives of sub-grantees will convene a workgroup to develop a strategy to identify unmet needs, recruit host agencies to meet those needs, and place participants at non-profit organizations. This type of effort will result in a win-win situation for all parties involved which allows the participant to receive the training and work experience needed to find an unsubsidized position.

Strategic Plan: Place participants in Community Service Assignments that address unmet community service needs

Year One

- Gather information from assessment report which identifies unmet needs in the counties of Delaware.

Year Two

- Compile and analyze results from research and develop a plan of action which will be disseminated to all sub-grantees

Year Three

- Initiate and execute the plan of action to recruit host agencies and place participants at host agencies to meet community service needs.

E) Long-term strategy to improve SCSEP services

The following are recommendations for the systemic improvement of SCSEP services statewide in Delaware. Sub-Grantees to continue to build stronger bonds between WIOA partners by:

- Promoting community education about SCSEP services to the Delaware Workforce Development Board
- Exchanging information, technical assistance, and employment opportunities concerning older workers

- Provide Career and Training services described in WIOA sec. 34 (c)(2)-(3)
- Provide a central referral mechanism between partner program

The statewide SCSEP sub grantees continuously refines its expertise on the basic elements of job development including skills assessment, resume writing, Individual Employment Plan development, computer training, job placement and retention. SCSEP accomplishes this through workshops, one-on-one coaching of paid and participant staff

The Program views the distribution of community service needs across the State as being in-line with needs of the community. SCSEP participants are most commonly placed where their hours of training directly benefit the community where it is most needed. For example, each county has a participant training at its respective American Job Center. Their most important task is teaching the unemployed how to create a resume and submitting applications online.

While assisting SCSEP participants to secure unsubsidized employment is one important program objective, the statewide SCSEP recognizes the importance of community service for those who may not find a job. Community service placements provide win/win opportunities both to the host agencies that benefit from participants' assistance in providing services and the participants themselves whose placement provides them with necessary work experience and training.

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)).

1) Targeting Jobs Effectively:

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

Again, a significant portion of the Program's unsubsidized placements occur when community service training sites hire SCSEP participants that have been training at the sites. Therefore, program managers and staff will routinely visit host training sites and encourage them to hire their assigned SCSEP participants as funds becomes available. The value and benefits of hiring their trained participants will be emphasized. Also, the Program will require training sites

to sign a Letter of Agreement that clearly describes the temporary nature of training assignments; and, which emphasizes the site's responsibility for considering qualified participants for jobs.

2) Working with the American Job Centers Effectively:

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

3) Managing Durational Limits Effectively:

The Program will continue to provide quality support to each participant who is approaching his or her SCSEP durational limit (e.g. not employed after 48 months in the program). The sub-grantees will continue to train on individual durational limit requirements and extension waiver factors; transitional planning and scheduling; conducting assessments; preparing and implementing transitional Individual Employment Plans; researching the local job market; and, on accessing all supportive services available to assist the SCSEP participants.

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

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

4) Training Participants Effectively:

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

a. In addition to providing quality work experience, the host training sites will be encouraged to make formal in-service and on-the-job training available for their assigned SCSEP participants. The intent is not only to increase effectiveness in the current assignment, but also to further prepare participants for unsubsidized employment. Training will be consistent with each participant's assessment and Individual Employment Plan. Also, computer training and

experience will continue to be emphasized and provided by the sub-grantees; host training sites; and, by training sources under agreement with the sub-grantees. In addition, SCSEP will continue to collaborate with the local libraries and non-provide agencies that offer free training.

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

Section 3: Location and Population Served, including Equitable Distribution

A) Localities and populations for which projects of the type authorized by title V are most need (20 CFR 641.325 (d))

Delaware Quick Facts from the US Census Bureau estimates a 2014 total population for the State of Delaware at 935,614. The population of individuals over the age of 55 statewide in 2013 was 266,622. Broken down by county, the populations (and corresponding distributions) of those over age 55 are as follows: New Castle County 142,384 (53.4%); Kent County 47,763 (16.4%); and, Sussex County 80,475 (30.2%).

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

Percent of Eligible Population	
New Castle County:	50%
Kent County:	20%
Sussex County:	30%
Total:	100%

2) Localities.

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

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

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

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

There are three sub-grantees who each serve a County. The distribution of authorizations is based on the Equitable Distribution as provided by U.S. DOL, which identifies each County's percentage of the state's program-eligible population. The Program Year 2015 grant funds 190 authorizations across the state, according to the following allocations:

Sub-Grantee	County	PY'15 Slots	PY'16 Slots	Change
National Able Network, Inc.	New Castle	101	95	(6)
Modern Maturity Center	Kent	33	38	5
First State Community Action Agency	Sussex	56	57	1
Total State of Delaware	Statewide	190	190	0

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

However, one strategic area that will continue to receive emphasis is Sub-grantee staff training. Staff will receive training from the State program manager at least bi-annually with on-site meetings. In addition, monthly conference calls will be held to discuss hot topics, and any shortcomings in performance measures and spending.

The State program manager will transfer all knowledge obtained thru Department of Labor Trainings including but not limited to: Income eligibility, interviewing techniques, most-in-need factor specific definitions, using HPO's (high priority occupations) to select Host Agencies, reassessments, and Host Agency file compliance.

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

For program year 2020, the Delaware SCSEP grant will be up for bid on the States website beginning September 2018. Although the State only mandates a Request for Proposal every five years for contracts of this allotment, the program manager has the capability of ending any contract, and doing an immediate RFP when there is non-conformance. Prior to the end of each program year, the State SCSEP program manager will review the performance of each sub-grantee before awarding the contract for the upcoming year. Currently each sub-grantee has shown a capability to meet all program measures in aggregate, however each sub-grantee is aware their contract is only good for one year based on their own performance.

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

C) Slot Imbalances and proposed steps to correct inequities to achieve equitable distribution

Slots will be equitably distributed among the three (3) counties based on census data to improve efficiency and enhance services to participants

Sub-Grantee	County	PY'15 Slots	PY'16 Slots	Change
National Able Network, Inc.	New Castle	101	95	(6)
Modern Maturity Center	Kent	33	38	5
First State Community Action Agency	Sussex	56	57	1
Total State of Delaware	Statewide	190	190	0

D) The State’s long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:

Moves position from over-served to underserved locations within the state in compliance with 20 CFR 641.365

Delaware SCSEP currently provides equitable access to the program in accordance with the percentages of program-eligible residents in each of the three counties. When there are changes to the ratios, authorizations will be redistributed among the three counties based on the new equitable distribution- increasing positions where needed and decreasing training slots in over-served counties. However, current participants will not be impacted by any reallocations.

Having vacant positions with a waiting list will be eradicated by training sub-grantee staff about having a higher diversity of host agencies so that participants with unique skill-sets can more readily be placed. In addition, the lack of proper paperwork flow from intake to placement, which causes a backlog on the waiting list, will be alleviated with training during the next three (3) program years.

2) Equitably serves rural and urban areas.

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

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

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

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

- Are homeless or at risk for homelessness.

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

The most-in-need factor has trended downward from 2.22 in PY13 to 1.84 in PY14. In addition, according to the SCSEP Minority Report published April 28, 2014 the State of Delaware serves 75.62% minority individuals compared to the minority group being just 37% of the eligible population. Continuous technical assistance from the State Program Manager will be provided to the SCSEP sub-grantee in-take interviewers to properly identify individuals who qualify under the most in need factor.

SCSEP Delaware sub-grantees will continue to pull Most-in-Need participants from their respective waiting lists based on priority of service. Training will continue at minimum, bi-annually, on how to spot and understand all most-in-need factors.

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

The number of DOL-authorized SCSEP positions by county is based on the ratio of eligible individuals in each county to the total eligible population.

Urban/Rural Distribution of SCSEP-Eligible Population in Workforce Areas

Workforce Area	Urban SCSEP-Eligible/Population	Rural SCSEP-Eligible Population	Total SCSEP-Eligible Population	% Rural Population
New Castle County	107,408.25	2,528.55	109,936.80	2%
Kent County	40,503.20	826.60	41,329.80	2%
Sussex County	36,593.86	9,148.46	45,742.32	20%
Statewide	184,505.31	12,503.61	197,008.92	24%

Sources: Ratios created for each workforce using data from www.census.gov/quickfacts and

Equitable Distribution

Workforce Area	Equitable Distribution
New Castle County	50.00%

Kent County	20.00%
Sussex County	30.00%
Statewide	100.00%

F). Provide the relative distribution of eligible individuals who:

- 1) Reside in urban and rural areas within the state.

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

- 2) Have the greatest economic need.

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

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

Statewide, there were 13.7% of African Americans over the age of 55 who were living in poverty. Specifically, 15.1% of the black population in New Castle County was living in poverty; 8.7% in Kent County; and, 14.5% in Sussex County. Also statewide, 14.7% of the Hispanic and Latino population over the age of 55 were living in poverty, with 16.0% in New Castle County; 14.9% in Kent County; and, 10.1% in Sussex County.

For individuals ages 65 and over, the American Community Survey (ACS) estimates that 8,618 were in poverty statewide (below 100% FPL). In New Castle County, 4,665 were living in poverty; 1,535 in Kent County; and, 2,418 in Sussex County.

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

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

3) Are minorities.

Relative Distribution of eligible Individuals who are minorities

Priority Population Groups	% of Eligible Population	Delaware SCSEP Participants	% of Delaware SCSEP Participants
Are Minorities	35.20%	183	78.00%
Hispanics/Latino	4.20%	10	4.00%
Black/African American	28.30%	170	7.10%
Asian and Pacific Islander	1.90%	2	2.00%
American Indian	0.80%	1	1.00%

The table indicates that Delaware SCSEP has successfully recruited participants who are minorities, especially Black/African Americans.

4) Are limited English proficient.

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

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

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

a. Physical and mental disabilities.

The statewide distribution of people with physical and mental disabilities (combined) was 27.7% for non-institutionalized adults ages 60 and over; and, 31.2% for adults ages 65 and over. According to the 2010 American Community Survey (ACS), there were 21,210 adults over the age of 65 with a disability in New Castle County (54% of total); 6,233 in Kent County (16%); and, 11,799 (30%) in Sussex County.

b. Language barriers.

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

c. Cultural, social or geographical isolation.

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

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 641.325 (i), 641.302 (b)).

Delaware SCSEP experienced an increase of the state minimum wage which took effect July 1, 2015. However, the participants who were brought into Delaware SCSEP during the period of higher funding in PY2014 were not affected. The authorized slots were modified from 190 to 167. Total enrollment will continue to be gradually reduced through normal attrition, such as through job placements; participant-initiated exits; individual durational limits; and, "for cause" terminations.

Also, SCSEP managers will ensure that current Participants are not adversely impacted by the new census data that requires a redistribution of authorizations among the three counties during the PY 2014 – PY 2018 grant years. Specifically, authorized positions will be redistributed according to the new Equitable Distribution ratios; however, changes to the actual enrollment levels in each County will only be adjusted through normal attrition.

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

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

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

/s/
Maxwell A. Amoako –Management Analyst III/
SCSEP Administrator

8/15/16
Date

/s/
Lisa Bond – DSAAPD Director

8/17/16
Date