



Delaware Senior Community Service Employment Program State Plan July 1, 2020 to June 30, 2024



DELAWARE HEALTH AND SOCIAL SERVICES

Division of Services for Aging and Adults with Physical Disabilities

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Introduction to the Plan

Overview of the Senior Community Service Employment Program (SCSEP)

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 the U.S. Department of Labor (DOL) Training and Employment State Plan Guidance Attachment, which is dated December 31, 2019.

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. U.S. 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. Delaware Division of Services for Adults with Physical Disabilities (DSAAPD), as Delaware's State Unit on Aging, 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 a Single Unit on Aging for the State of Delaware.

The Division is one of the Workforce Innovation and Opportunity Act (WIOA) contributors in the State's American Job Center (AJC) system. The American Job Centers are located in all three counties; and, resources and information are shared between these 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 review process of stakeholders. All revisions are completed approximately 40 days before the Plan is due to the U.S. DOL.

Solicitation and Collection of Public Comments

One week will be allocated towards transitioning the State Plan onto the Division’s website at www.dhss.delaware.gov/dsaapd. The State Plan will then be made available for public review on the website for about 30 days, with all public comments to be received no later than seven (7) days before the Plan is due to the 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 | | 2020-2024 |
|---|---|------------------|
| <i>Date</i> | <i>Activity</i> | <i>Due</i> |
| 01/24/2020 | Grantee Stand Alone State Plan began. | 02/21/2020 |
| 02/24/2020 | A new State Plan sent to DSAAPD Planning Unit for comments. Sent draft of State Plan to DSAAPD web developer to load on website for Public Comment. | 02/27/2020 |
| 02/24/2020 | A new State Plan letter sent to program managers for Comments. | 03/09/2020 |
| 02/24/2020 | A new State Plan letter sent to community leaders for comments. | 03/09/2020 |
| 02/24/2020 | A new state plan letter sent to sub-grantee contract signee for comments. | 03/15/2020 |
| 02/24/2020 | A new state plan letter sent to Delaware Workforce Investment Board Director (DWIB) for comments. | 03/15/2020 |
| 02/25/2020 | Public Comment due. | 03/15/2020 |
| 03/15/2020 | Send Final State Plan to Director for signature. | 03/20/2020 |
| 03/21/2020 | Send Final State Plan to U.S DOL | 03/21/2020 |

Economic Projections and Impact

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))

Industries with the highest rates of projected annual growth from 2016-2026 are projected to be Retail Salespersons, Combined Food Preparation/Serving Workers, Cashiers, Waiters & Waitresses, Janitors and Cleaners, & Housekeeping Cleaners, Labor Workers, Customer Service Representative, Office Clerks, Administrative Assistants, Stock Clerks and Order Fillers.

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 in retail sales, personal care, food service, janitorial, housekeeping, and entry level clerical skills.

Reference: Office of Occupational and Labor Market Information. Delaware Department of Labor. “Delaware 2026 Occupation & Industry Projections.” February 2020.

The occupations highly suitable for older workers from SCSEP that have the most annual openings from 2016-2026 are projected to be:

- Combined Food Preparation and Food Service Workers, including fast food
- Retail Salespersons
- Customer Service Representatives
- Waiters and waitresses
- Cashiers
- Office Clerks
- Janitors and Cleaners, Except In-Home Housekeeping Cleaners
- Nursing Assistants
- Housekeeping Cleaners
- Medical Secretaries

Reference: Office of Occupational and Labor Market Information. Delaware Department of Labor. "Delaware 2026 Occupation & Industry Projections." February 2020.

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, not just for the needed income, but for benefits including physical and mental activity, social interaction, and the opportunity to contribute to the community. While many potential employers are looking for full-time employees willing to work nights and weekends, the typical SCSEP participant usually accepts only part-time employment with daytime hours during the normal workweek. 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. Another consideration for potential employers of SCSEP participants is high growth industries and occupations with a presence in the local community job markets.

The State program manager for SCSEP will participate in monthly meetings with State of Delaware Workforce Development Board along with Delaware Department of Labor to focus on tying labor market information to the work of Delaware's SCSEP.

A Discussion of how the long-term job projections relate to the types of unsubsidized jobs for which SCSEP participants will trained and the types of skills training 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 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 a minimum, bi-annually to research and maintain current data on high priority occupations. 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).

Current and projected employment opportunities in the State (such as by providing information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c))

Types of Skills Possessed by Participants

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

- Displaced homemakers
- Personal care and caregiving
- Construction or landscaping
- Data entry or medical billing
- Food preparation
- Healthcare support
- Building and grounds cleaning and maintenance

Delaware SCSEP Participant Education Breakdown

| Education Level | Delaware SCSEP % |
|------------------------|------------------|
| 8th grade & Under | 3% |
| 9th grade - 11th grade | 14% |
| HS Diploma or equiv | 48% |
| 1-3 years college | 20% |
| Post-Secondary Cert | 3% |
| Associate Degree | 3% |
| Bachelor's Degree | 6% |
| Some graduate | 1% |
| Master's Degree | 3% |
| Doctoral Degree | 1% |

Source: SPARQ Final PY'19

Current and Projected Employment Opportunities in the state

Delaware is projected to have 28,670 more jobs in 2026 than in 2016, for an average annual growth rate of 0.60 percent. Health Care and Social Assistance is expected to create far and away the greatest number of jobs, with projected growth of 9,450 jobs. Nearly 1.3% of the net new jobs in Delaware are projected to be in this industry. The projection year of 2026 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 (a few thousand jobs), comes from the movement from less than full employment in 2016 to assumed full employment in 2026.

Reference: Office of Occupational and Labor Market Information. Delaware Department of Labor. "Delaware 2026 Occupation & Industry Projections." February 2020.

Occupations with the most annual openings 2016-2026 (from the most to the least): retail salespersons, combined food preparation/service workers, fast food, cashiers, wait staff, janitors and cleaners, in-home housekeeping/cleaners, labor workers, customer service representatives, office clerks, administrative assistants, stock clerks and order fillers, nursing assistants, registered nurses, book-keeping, accounting/auditing, cooks, medical secretaries, security guards, and landscaping/groundskeeping.

Projected Openings and Growth by Education Level, 2016-2026

| Education | Total Openings 2016-2026 | Percent of Total Openings | New Jobs | Annual Percent Growth |
|--------------------|--------------------------|---------------------------|----------|-----------------------|
| Ph.D./Professional | 6,455 | 1.2% | 1,076 | 0.9% |
| Master's | 9,227 | 1.7% | 1,259 | 1.3% |
| Bachelor's | 98,096 | 18.3% | 12,208 | 1.1% |
| Associate's | 11,489 | 2.1% | 1,128 | 0.9% |
| Vocational | 30,977 | 5.8% | 2,435 | 0.8% |
| High School Grad | 189,631 | 35.4% | 8,675 | 0.3% |
| Less than HS | 189,503 | 35.4% | 7,117 | 0.5% |

Reference: Office of Occupational and Labor Market Information. Delaware Department of Labor. "Delaware 2026 Occupation & Industry Projections." February 2020.

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. In Delaware, 35.4% of Delaware SCSEP participants hold no high school diploma or equivalent and only 18.3% holds a either a bachelor’s or master’s degree.

Occupations with the most projections by occupational group

| SOC Code | Title of Occupation | 2016/Current Est | 2026 Projected Employment | Wage Category | Job Avail | Education |
|----------|---|------------------|---------------------------|---------------|-----------|-----------|
| 41-2031 | Retail Salespersons | 18468 | 18814 | Low | Excl | <HS |
| 35-3021 | Combined Food Preparation & Serving Workers | 12414 | 14437 | Low | Excl | <HS |
| 29-1141 | Registered Nurses | 11149 | 12743 | High | Excl | Bach |
| 41-2011 | Cashiers | 10806 | 9978 | Low | Excl | <HS |
| 37-2011 | Janitors and Cleaners | 8537 | 9318 | Low | Excl | <HS |
| 35301 | Waiters and Waitress | 8141 | 8747 | Low | Excl | <HS |
| 53-7062 | Laborers and Freight, Stock, & Material Movers | 8165 | 8575 | Low | Excl | <HS |
| 43-6014 | Sec & Admin Assistants except Legal, Medical, Executive | 7735 | 7165 | Avg | Excl | HS |
| 43-9061 | Office Clerks, General | 7205 | 7021 | Low | Excl | HS |
| 43-3031 | Bookkeeping, Accounting, and Auditing Clerks | 6970 | 6806 | Avg | Excl | HS |
| 43-4051 | Customer Service Representatives | 6773 | 6892 | Avg | Excl | HS |
| 43-5081 | Stock Clerks and Order Fillers | 6217 | 6258 | Low | Excl | HS |
| 31-1014 | Nursing Assistants | 6039 | 6790 | Low | Excl | Voc Ed |
| 13-2011 | Accountants | 5337 | 6061 | High | Excl | Bach |

Reference: Office of Occupational and Labor Market Information. Delaware Department of Labor. “Delaware 2026 Occupation & Industry Projections.” February 2020.

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 areas:

- Administrative Assistant
- Customer Service Representative
- Food Service Worker
- Office Clerk
- Janitors and Building Cleaners/ Housekeeping service
- Home Health Aide
- Personal Care Aide

Service Delivery and Coordination

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. (August 1, 2019 to June 30, 2020 MOU between Delaware Workforce Development Board).

Coordination with WIOA Title I

Delaware SCSEP will continue to collaborate with the 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 AJCs, 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 AJCs.

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 AJCs 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 AJCs 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.

Coordination with Activities under Other Titles of OAA

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:
 - a) Targeted industries and high-growth occupations appropriate for seniors
 - b) Local employers that are hiring; and
 - c) 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
- Assess 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

Coordination with Other Private and Public Entities and Programs Serving Older Americans

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, Temporary Assistance to Needy Families, 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 “\$tand by Me” program. Each SCSEP participant is offered free counseling in the \$tand 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 of which offer stipends to volunteers. Those exiting participants who wish to volunteer will be referred to opportunities such as through the Retired Senior Volunteer Program (RSVP), Volunteer Match, American Red Cross, Salvation Army, United Way, Big Brothers Big Sisters and other organizations that seek volunteers.

Coordination with Other Labor Market and Job Training Initiatives

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 AJCs, including their Disability Specialists and Veteran Representatives. Also, SCSEP participants will continue to be assigned as Older Worker Specialists at the AJCs to facilitate a cross flow of information and to provide services.

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 AJCs on a frequent basis to discuss new programs, workshops, and training that can be offer to SCSEP participants.

Actions the state will take 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

Delaware SCSEP will continue its collaboration with the One-Stop system, including the American Job Centers (AJC) and the Delaware Workforce Investment Board (DWIB). SCSEP program managers and staff visit the AJC 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 AJC 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 AJC 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 AJC, such as eligibility requirements and priorities; available jobs and open training assignments; and, workshop information.

Access to intensive training services will also continue. While AJC training funds are used primarily for Delawareans seeking full-time work, 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.

Efforts the State will make to work with Local Economic Development Offices in Rural Locations

SCSEP's contractor will provide SCSEP outreach to local economic development offices in the rural areas of the state, including in Kent and Sussex Counties. The Milford Economic Development Office spans both counties.

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+ Expos 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

Local Economic Development Offices in rural locations:

The following local economic development offices will work with Delaware SCSEP

- Sussex County Library System
- Kent County Library System
- Delaware Workforce Development

The county library system will provide the necessary services to economically vulnerable communities in the rural parts of Delaware. The job center at the Delaware libraries will organize and sustain job center in Delaware rural areas by leveraging unique partnerships and resources to combat unemployment through workforce development and educational programs. SCSEP participants will register at the Job Center at the county library systems to take self-directed skills assessment, a trained specialist will then help them create a personal empowerment plan, a step by step approach to finding employment. They will also learn basic computer skills, how to search online databases, and how to create a resume, write a cover letter and prepare for interviews.

Long Term Strategies for Employer Engagement

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 AJCs 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 conducted to insure long term employment. Also, the Program will maintain contact with the employers who have hired participants in the past to promote good will 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.

The State's "entered employment" goal by those most in need will continue to be a challenge moving forward. The States program manager will undergo numerous trainings with the U.S. Department of Labor, and training will continue as often as necessary, at least annually.

The State will monitor the SCSEP Performance and Results Quality Progress Reports (SPARQ) 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.

Describe the Long-Term Strategy for Serving Minorities

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 36.2% while the SCSEP enrollment percentage was 73.3%. SCSEP enrollment of African Americans was significantly higher than this minority's incidence in the State (70.2% versus 27.3%), SCSEP's enrollment of Hispanics was about 60% of the incidence of this minority (e.g. 2.7% enrolled in SCSEP versus 4.5% residing statewide).

Reference: U.S. DOL Report on Senior Community Service Employment Program - Analysis of Service to Minority Individuals, Program Year 2017, Volume II: Appendices, revised July 23, 2019.

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 AJCs, is on-going.

And, the Delaware SCSEP enrollment levels for minorities in Program Year 2017 have been positive. For example, the percentage of minority enrollees through the second quarter of Program Year 2017 is a little less than 80%.

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.

A List of Community Services and Locations Where Services are Most Needed

The SCSEP program manager regularly evaluates the needs of SCSEP participants and the locations of those community service groups working to meet those needs. The needs most identified for SCSEP participants include: housing, nutrition, transportation, and an array of services designed to support self-sufficiency and independence. The needs are most needed in Kent and Sussex Counties, as there are limited services providers. SCSEP will target those service providers to ensure that any needs of participants are being addressed.

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 programs

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.

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 become 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 AJCs 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 AJCs 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.

5) Changes in any of the requirements listed in 20 CFR 641.345(b):

Delaware Senior Community Service Employment Program will adopt performance measures updated to align with WIOA on July 1, 2018 (as a result of the Older Americans Act Reauthorization Act of 2016).

a) Delaware SCSEP will follow up on any update ETA instructions on all grantee calls or via email, follow ETA instructions for data entry, ensure sub-recipients are aware of the changes and receive support adopting them and reach out to FPO if any issues arise.

b) Delaware's workforce system will craft a clear vision for collaboration and service improvement based on shared partner goals and strategies for job seeker and business customers. Three components will comprise this vision.

- Building partnerships
- Leveraging and aligning resources
- Developing and implementing a sustainability plan
- Interagency partners will be developed to drive the alignment and braiding of
- resources and service strategies.

c) Delaware also plans to successfully transition to the new measures by monitoring each one of the sub-grantees and providing technical assistance to meet all the required new measures.

Location and Population Served, Including Equitable Distribution (ED)

Localities and Populations for which Projects of the Type Administered by Title V are Most Needed

Delaware Quick Facts from the US Census Bureau estimates a 2019 total population for the State of Delaware at 973,764. Delaware Population Consortium estimates individuals over the age of 55 statewide in 2019 was 314,112. Broken down by county, the populations (and corresponding distributions) of those over age 55 are as follows: New Castle County 164,935; Kent County 52,019; and, Sussex County 97,154.

Reference: Delaware Quick Facts from US Census Bureau and Delaware Population Consortium, revised October 31, 2019.

1) Population

This population distribution generally corresponds to the percentage of program-eligible Delawareans in each of the three counties. The 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*).

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.

Cities and Counties where SCSEP Project will Take Place

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 in Delaware. 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 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 income eligibility, interviewing techniques, most-in-need factor specific definitions, using high priority occupations to select Host Agencies, reassessments, and Host Agency compliance with federal requirements.

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 the community. 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 people with disabilities, will also be needed to ensure continuous improvement.

One recommendation is for U.S. DOL to place greater emphasis on arranging training that directly applies to effective SCSEP operations at the sub-grantee level (e.g. the staff training described above). Another

recommendation is for U.S. DOL to increase nationwide outreach so that employers become more aware of SCSEP and its job-ready participants.

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

The State's Long-Term Strategy for Achieving an Equitable Distribution of SCSEP Positions within the State

Moves positions from over-served to under-served 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.

Equitably Serves Both Rural and Urban Areas

New Castle County, Kent County, and Sussex County are considered urban areas. Delaware does not have any counties considered as rural areas. Again, training authorizations will follow the equitable distribution percentage for each County.

Serves Individuals Afforded Priority for Service Under 20 CFR 641.520

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. In addition, according to the SCSEP Minority Report published July 23, 2019 the State of Delaware serves 73.30% 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.

Reference: U.S. SCSEP Minority report, Program Year 2017, Volume II: Appendices, revised July 23, 2019.

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.

Ratio of Eligible Individuals in Each Service Area to the Total Population in the State

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.

Relative Distribution of Eligible Individuals who:

Resident in Urban and Rural Areas within the State

Delaware’s three counties can be described as mostly urban, with some zip codes containing rural areas. The U.S. Census Bureau provides information about areas within the State that have been determined to be urban or rural.

Have the Greatest Economic Need

The American Community Survey (ACS) estimates that for individuals age 55 and over, there were 18,463 people living in poverty statewide (e.g. below 100% of the Federal Poverty Level). In New Castle County, 9,836 were in poverty; 3,696 in Kent County; and, 4,931 in Sussex County. This translates to 53.27% in New Castle County; 20.02% in Kent County; and, 26.71% 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.

For individuals ages 60 and over, the American Community Survey (ACS) estimates that 16,149 were in poverty statewide or 7.2%. Of those, 6.1% are White, 12.3% are Black or African American, and 10.3% are Hispanic.

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 or African Americans.

Are Limited English Proficient

U.S. Census Bureau Quick Facts for 2018 reported that 13.1% of all Delaware residents spoke a language other than English in the home. In New Castle County, 15.2% spoke a language other than English in the home; and, there were lower rates for Kent County and Sussex County: 9.0% and 11%, respectively.

Have the Greatest Social Need

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.

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 2018 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.

Language barriers

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

Cultural, social or geographical isolation.

A majority of the state's population ages 55 and over live in Kent County and 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.

Steps Taken to Avoid Disruption to Service for Participants to the Extent Possible, When Positions are Redistributed

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.

Appendix A: Governor’s Delegation Letter