



# **Georgia's Senior Community Service Employment Program State Plan**

**Program Years 2012-2015**

(July 1, 2012 – June 30, 2016)

Georgia Department of Human Services  
Division of Aging Services

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## **Section 1. Purpose of the State Plan**

The Georgia Department of Human Services Division of Aging Services (DAS) has been designated by the Governor of the State of Georgia to operate the Senior Community Service Employment Program (SCSEP). As required by Section 503(a) of Title V of the Older Americans Act, it is the responsibility of the Governor's designee to coordinate the development of the Georgia SCSEP State Plan.

The SCSEP program promotes individual economic self-sufficiency and increases the number of persons who may benefit from unsubsidized employment in both the public and private sectors by providing individuals with appropriate training for targeted jobs in the community.

The purpose of the Georgia SCSEP State Plan is to promote and encourage coordination and partnership by connecting all SCSEP grantees and sub-projects in the state to develop a unified strategy to enhance statewide service delivery of the program over the next four years.

The Department of Human Services (DHS) considers the State Plan an opportunity for DAS to take a long term, strategic view of the SCSEP program in the state, including SCSEP's role in workforce development, given projected changes in the demographics, economy and labor market in the state. This plan addresses the role of SCSEP relative to other workforce programs and initiatives, as well as other programs serving older workers. The plan articulates how all the grantees operating in Georgia examine and, as appropriate, plan long-term changes to the design of the program to better achieve SCSEP goals.

To develop an effective SCSEP State Plan, the established SCSEP network and required contributors were asked to evaluate current performance of SCSEP provision; identify trends and projections for the economy; evaluate the job market; provide state population data; and pinpoint weaknesses and barriers in service delivery, with recommendations for remedial activities over the next four years.

## **Section 2. Involvement of Organizations and Individuals**

As required in Section 503 (a)(2) of Title V of the Older Americans Act, DAS formulated a participatory planning process to solicit planning input from all organizations and individuals affiliated with the SCSEP program. The following is a list of organizations and groups of individuals that contributed to the development of the Georgia SCSEP State Plan:

- Atlanta Regional Commission Area Agency on Aging
- Athens Community Council on Aging
- AARP Foundation
- ETC Schools, Inc.

- Experience Works <sup>1</sup>
- Jewish Family & Career Services
- Legacy Link, Inc.
- Meals on Wheels of Macon/Bibb
- Mercy Senior Care
- Middle Georgia Area Agency on Aging
- National Council on Aging SCSEP
- Northeast Georgia Area Agency on Aging
- Northwest Georgia Area Agency on Aging
- Southern Georgia Area Agency on Aging
- Southern Crescent Georgia Area Agency on Aging
- SOWEGA Council on Aging
- SCSEP Participants
- SCSEP Host Agencies
- State and local Workforce Investment Act (WIA) One-Stop staff
- The Governor's Office of Workforce Development
- Other interested organizations and citizens of Georgia through public comment

Conference calls were held in June to inform required contributing organizations of the process for State Plan development and to request specific information pertaining to areas served. Requests for information also were sent out via electronic communication to all contributors. Information and narratives were submitted electronically to DAS SCSEP staff for synthesis.

The Division of Aging Services developed a draft outline of required State Plan elements, which was provided to the SCSEP Network to solicit input for the various sections. Aging Network organizations that had an opportunity to participate in the planning process were Area Agencies on Aging (AAA) and their contractors; county-based aging agencies; SCSEP state subprojects; SCSEP national sponsors and SCSEP host agencies. Low-income older persons who were enrolled in SCSEP and older persons served by senior centers and local councils on aging were also provided the opportunity to review and comment on the Plan.

### **Section 3. Solicitation and Collection of Public Comments**

As required in Section 503 (a) (3) of Title V of the Older Americans Act, DAS posted the proposed SCSEP State Plan draft in PDF format on the DAS website to solicit public comment. This posting was made known through various media, including press

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<sup>1</sup> Experience Works is a National Grantee in Georgia as well as a State Grantee sub-project.

releases and distribution of notice to the SCSEP network and statewide email list serves (with attachment of the PDF file).

DAS announced the Plan's availability on its website by notifying the same individuals and groups which are listed in Section 503(a)(2)(A), (B) and (C) of the Older Americans Act Amendments of 2006. All the agencies listed above who participated in the planning process also received invitations to submit public comment. In addition, Georgia's Workforce Development System also reviewed the state plan and provided public comment. The Workforce Development System was represented by Georgia Department of Labor and the State Inter-Agency Workforce Development Partners Work Group. This group consists of high-level representatives of the Georgia Department of Labor, Workforce Investment Board members and the directors of the One-Stop partner agencies or their designees. The draft State Plan was provided to the members of the Workforce Development Partners Work Group, to be shared with the State Workforce Investment Board, local workforce investment boards, local required One-Stop partners and other partners, as well as older job seekers who were served by Georgia's Workforce Development System. Through the efforts of State and local workforce investment boards, chambers of commerce, labor organizations and other business organizations were invited to take part in the development of the State Plan. These individuals and groups were afforded the opportunity to contribute additions, recommendations and comments.

Another important contributor to the public comment process was the Georgia's Older Worker Network (GA's OWN), a nineteen-year-old statewide organization of professionals specializing in older worker employment and training. The mission of GA's OWN is to:

- Sustain a statewide network of professionals who provide programs and services for older workers and employers of older workers;
- Promote and support cooperation, coordination, collaboration and co-enrollment of participants in these programs and services;
- Conduct regional and statewide activities and events which recognize the value of older persons in the workforce and emphasize the positive qualities of older workers;
- Act as advocates for older workers

Although many of the members of GA's OWN are professional staff persons in the State Workforce Development System or the Aging Network, there are other members who are not affiliated with either of these two groups who are interested in programs and services for older workers and who had the opportunity to provide input into the State Plan.

DAS staff coordinating the SCSEP State Plan requested that all interested individuals and groups respond with recommendations and comments by hard copy, fax, or e-mail

within a given time frame. The State Plan was submitted to the Commissioner of the Georgia Department of Human Services, along with a letter to be obtained from the Governor delegating the responsibility for developing and submitting the State Plan to the Georgia Department of Human Services (Appendix A). Included in other appendices are: the issued press release and resulting public comments (Appendix B), and Letters of attestation of participation (Appendix C).

## **Section 4. Basic Distribution of SCSEP Positions within the State**

### **1. Location of Positions**

*Iteration of Georgia SCSEP provider long-term strategy for achieving an equitable distribution of SCSEP positions within Georgia that moves positions from over-served to underserved in compliance with 20 CFR 641.335*

As of August 10, 2012 the United States Department of Labor (USDOL) identified the following 15 Georgia counties “over-enrolled” by 5 or more participants:

- Bibb County, GA (State – 6)
- Bulloch County, GA (Experience Works (EW) – 5)
- Clarke County, GA (State – 6)
- Clayton County, GA (EW and State – 12)
- Floyd County, GA (National Council on Aging (NCOA) – 8)
- Franklin County, GA (NCOA – 5)
- Hall County, GA (NCOA – 28)
- Jenkins County, GA (EW – 5)
- Laurens County, GA (EW – 6)
- McDuffie County, GA (EW – 7)
- Richmond County, GA (EW – 15)
- Screven County, GA (EW – 8)
- Stephens County, GA (NCOA – 6)
- Telfair County, GA (EW – 8)
- Towns County, GA (NCOA – 5)

As of August 10, 2012, the USDOL identified the eight (8) following counties as “under-enrolled” by 5 or more participants:

- Bartow County, GA (NCOA -9)
- Cobb County, GA (AARP -18)
- Douglas County, GA (AARP -6)
- Gwinnett County, GA (AARP -6)
- Henry County, GA (EW -6)
- Spalding County, GA (State -6)
- Walton County, GA (State -5)
- Whitfield County, GA (NCOA -7)

Service providers for the over-served counties have identified a number of ways to bring these counties into compliance with Equitable Distribution (ED). One major shift between “State slots” and “National slots” will occur during PY 12, which will bring underserved counties closer to compliance with ED. The Middle Georgia AAA, as of October 1, 2012, will no longer be administering the SCSEP and will be transferring all currently enrolled participants to Experience Works. All 18 Middle Georgia AAA allocated state slots will be “swapped” into National slots administered by Experience Works in Bibb, Houston, Twiggs and Wilkinson Counties. These 18 slots will be redistributed and the following counties will, in turn, have Experience Works’ National slots “swapped” into State slots:

- Henry County (4 slots)
- Rockdale County (2 slots)
- Carroll County (4 slots)
- Coweta County (2 slots)
- Troup County (1 slot)
- Colquitt County (1 slot)
- Dougherty County (2 slots)
- Lee County (1 slot)
- Thomas County (1 slot)

Experience Works plans to meet ED by communicating with potential employers in these counties to ensure that they meet ED through entered employment and durational limit (DL) exits by the end of PY 12. This same strategy will apply to all SCSEP grantees and sub-grantees across Georgia. As participants exit the program for unsubsidized employment or by natural attrition in over-served areas, grantees and sub-grantees will seek to enroll participants in under-served counties.

Of the 255 statewide placements in PY 11, only 11 (4%) were through On the Job Experience (OJE) placements. The regular use of OJE will be instrumental in providing better opportunities for participants identified as “job ready” in securing unsubsidized employment and building better relationships with the private sector, especially in the identified over-served counties.

State and National Grantee service providers in the more rural areas of Georgia cited the lack of viable 501(c)3 not-for-profit and appropriate public agencies for Community Service Assignments as a barrier to recruiting participants in these under-enrolled areas. Limited appropriate organizations exist in these areas for placement of newly recruited participants. SCSEP staff in these under-enrolled areas have committed to utilizing resources, such as [www.melissadata.com](http://www.melissadata.com), to increase their Host Agency recruitment efforts over the next program year.

## **2. Rural and Urban Populations**

*Equitably serves rural and urban areas*

The goal of both state and national Georgia SCSEP grantees is to serve urban and rural counties equitably. To date, the Georgia SCSEP program has accomplished this by serving all but one county in a demographically diverse state with both large urban centers and sparsely populated rural areas.

For PY 11, 33.75% of the SCSEP participants resided in rural areas, according to Quarterly Program Reports (QPR). Although many Georgia counties are anecdotally referred to as rural, 2010 Census data, as categorized by USDA RUCA classification, won't be available until July, 2013. At that time, the Georgia State Plan can be amended, if necessary, to reflect any large shifts or gross inequity in the service provision between rural and urban areas.

### **3. Specific Population Groups**

*The relative distribution of and service provision to eligible individuals with afforded priority for service under 20 CFR 641.520 for participants who are 65 years of age or older, have a disability, have limited English proficiency or low literacy, reside in a rural area, are a Veteran or an eligible spouse of a Veteran, have low employment prospects, have failed to find employment after using WIA Title I services, or who are at risk of homelessness. This section will also address the relative distribution of and provision of SCSEP services to eligible individuals who are minorities.*

SCSEP service providers in Georgia adhere to the priorities of service as required by [OAA sec. 516(2)] and understand that priority must be given to individuals with one or more of the following characteristics:

- a. Are 65 years of age or older
- b. Have a disability
- c. Have limited English proficiency or low literacy skills
- d. Reside in a rural area
- e. Are a Veteran or eligible spouse of a Veteran
- f. Have low employment prospects
- g. Have failed to find employment after using intensive case management services provided by WIA Title I
- h. Who are at risk of homelessness
- i. Are minority older adults

#### **a. Are 65 years of age or older:**

For PY 11 29% of all SCSEP participants were aged 65 or older. Providers will continue to recruit and serve the 65 and older priority of service population as well as increasing the recruitment of older Georgians with additional most in need factors and priorities of service.



***b. Have a disability:***

During Program Year '11, approximately 9.5% of all SCSEP participants reported having one or more disabilities. Fewer than 2% were severely disabled, as defined in the SCSEP Data Validation Handbook. SCSEP program staff will continue to recruit persons with disabilities. To increase outreach, SCSEP staff at all levels (State, National, AAA and Sub-project) will seek partnerships with agencies serving this population to act as referral sources, Host Agencies and possibly OJE assignments. SCSEP staff will also reach out to these agencies to gain training and understanding of how to better serve this population with sensitivity and appropriateness.

Effective July 1, 2012, five Rehabilitation Programs, which once made up the Department of Labor Division of Rehabilitation Services, were transferred to the Georgia Vocational Rehabilitation Agency, which is administratively attached to the Georgia Department of Human Services. DAS SCSEP administrative staff will reach out during PY 12 to this State sister agency to ensure we are recruiting and most appropriately serving participants with disabilities. DAS SCSEP staff will also approach staff at the Georgia Council on Developmental Disabilities and the Georgia Division of Behavioral Health and Developmental Disabilities to encourage local offices to partner with SCSEP providers in their regions and to join the GA's OWN to educate GA's OWN members on best ways to assist this population.

***c. Have limited English proficiency or low literacy:***

In PY 11 29% of SCSEP participants reported or were identified as having low literacy skills; 18.25% of all participants never completed High School; and 3.25% had an eighth grade education or less. This demonstrates the need for enhanced partnerships with adult language providers to provide training for interested participants to increase literacy skills and thus improve employment prospects. All SCSEP providers will seek to recruit new Host Agencies with the ability to serve populations with various limited English proficiency needs. Further, SCSEP grantees and sub-project staff annually have the opportunity to become TABE-certified (Test of Adult Basic Education) to more accurately assess participants' level of education and literacy needs.

Clayton County, Muscogee County and Henry County show slight growth in Latino/Hispanic and Asian populations. SCSEP service providers in these areas are partnering with Goodwill, WIA One-Stop Centers, Center for Pan-Asian and Career Services (CPACS) and the Latin American Association to develop strategies to serve older Latinos/Hispanics and Asians wishing to obtain job training. These organizations help serve individuals with limited English proficiency. The Goodwill Success Centers host bilingual job fairs and offer translation services and will be an important referral resource once an older person in need is identified for SCSEP eligibility.

In addition to the agencies mentioned above, SCSEP grantees and subprojects may also plan to reach out to organizations such as the Georgia Hispanic Chamber of

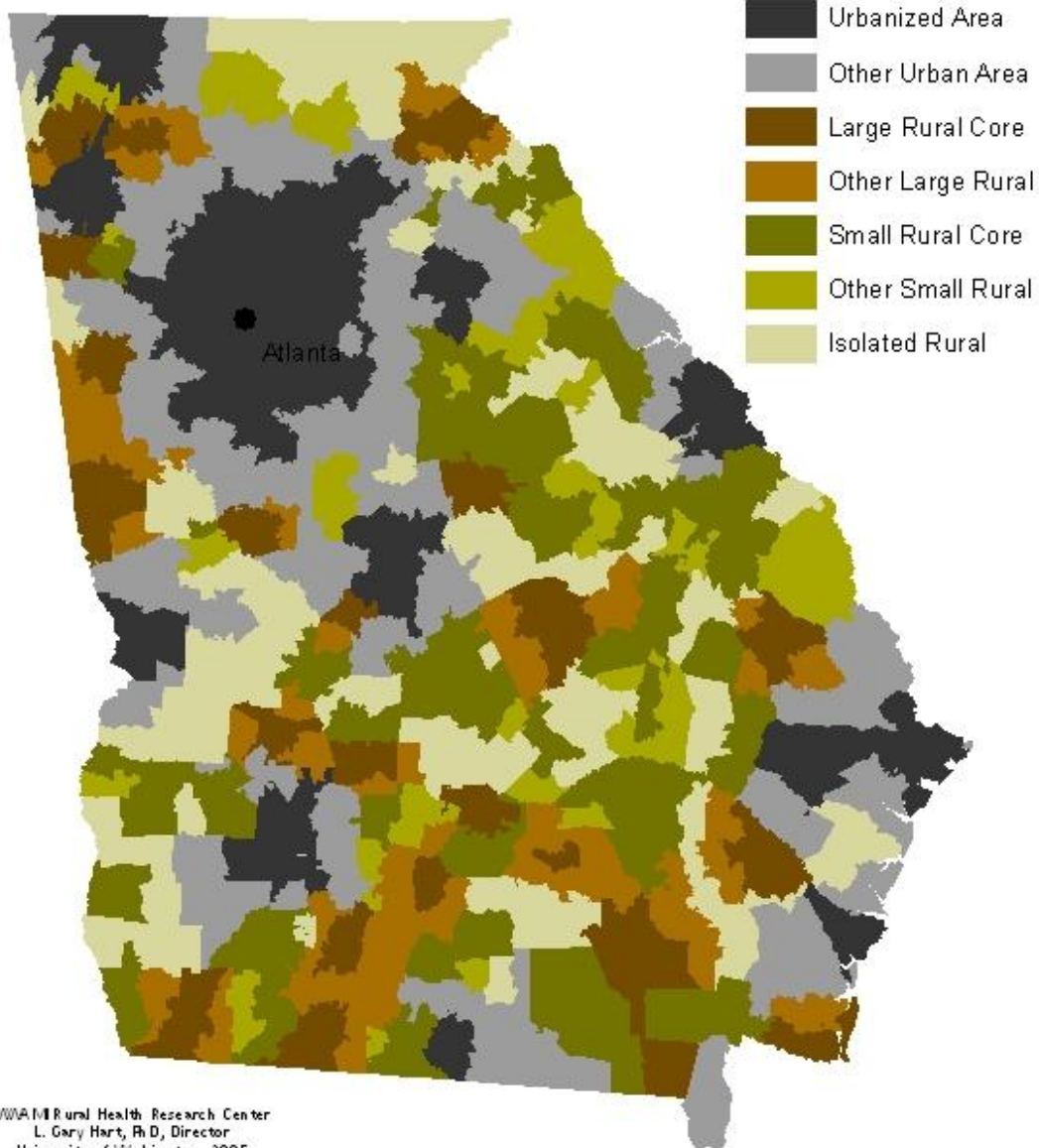
Commerce, the Georgia Association of Latino Elected Officials and other local Latino and Hispanic organizations across the state.

SCSEP providers will be trained on and encouraged to use the Limited English Proficiency/Sensory Impaired (LEP/SI) Language Access Plan services through the DAS and to promote bilingual business outreach and SCSEP marketing material. DAS staff also will assist, through connections to the statewide LEP/SI services office, to seek out, identify and partner with local organizations offering adult language, ESL (English as a Second Language) and sensory impairment services to enhance service provision and support to all participants with LEP/SI.

***d. Reside in a rural area:***

Current SCSEP providers reported that recruiting eligible residents in rural areas continues to be a challenge. The reasons include lack of public/alternative transportation, limited availability of viable technology training, shortage of qualified and interested 501(c)3 and public agencies for community service assignment and limited access to health care. All but two SCSEP providers (AARP and the Atlanta Regional Commission AAA and their sub-project) serve counties identified as rural. As such, the majority of SCSEP service providers are faced with these challenges. (See 2005 map of Georgia's rural population distribution.)

# Georgia



Transportation ranks as the number one barrier to service delivery for all of Georgia's aging services. This is especially true in rural areas where limited transportation hinders equitable SCSEP program delivery. Limited transportation deters some potential participants from entering the program and prohibits some enrolled participants from securing and retaining unsubsidized employment even after obtaining the necessary skills.

Over the next four years, SCSEP service agencies plan to seek opportunities to overcome this consistent barrier. One grantee sought transportation assistance from

local senior centers that provide transportation to SCSEP participant training sessions. Another solution sub-grantees can pursue is to work more closely with school systems' established transportation services. As schools apply and become active Host Agencies or as SCSEP grantees identify potential Host Agencies along established bus routes or in walking distance of schools, it becomes more viable to tap into the school bus system as an alternative source of transportation. By using school buses as transportation, participants can train as bus monitors, if schools do not already provide this service. Also, when participants reach their destination Host Agency, they will be available to expand or create new services there.

SCSEP grantees may apply for annual DAS Administered Mini-grants to pilot some innovative transportation programs (voucher programs, ride share, etc.), which will be particularly helpful in rural areas of the state with extremely limited transportation options. The DAS will help to develop a plan and training opportunities around recruiting volunteers, faith-based organizations and other volunteer organizations to develop additional transportation options over the next four years. Projects and sub-projects will also be encouraged to seek potential grant opportunities through the Rural Transportation Authority.

During the Georgia Annual SCSEP Training, transportation best practices, new ideas, pilot programs and successes and failures will be an annual agenda item. Over the next four years, the State SCSEP Coordinator will solicit transportation ideas and suggestions for specific rural area training topics from grantee and sub-project staff. Throughout the year the State SCSEP Coordinator, will disseminate these ideas to the SCSEP Network as they are identified, developed, piloted and assessed.

In addition to limited transportation options, rural areas also face a shortage of computer and technology training and trainers. Where possible, SCSEP providers will work with Host Agencies, libraries and other public agencies with internet access to provide web-based training for SCSEP participants. Opportunities also exist to partner with organizations that might be interested in donating new or used computers directly to SCSEP participants, or to grantees or sub-projects who then could establish a computer lab for participant training. Finally, SCSEP grantees will look to local colleges, universities, technical schools and One-Stops to offer resume writing and computer training to participants.

To increase minority participation in rural SCSEP programs, grantees also plan to reach out to Telamon Employment and Training Services to cross-refer participants. This program reaches more minorities in rural areas as they work closely with farm, strawberry and straw industries.

To address the lack of qualified and interested 501(c)3 organizations to provide training opportunities as Host Agencies in rural areas, SCSEP staff will use websites such as [www.melissadata.com](http://www.melissadata.com) to identify qualified agencies in the areas in need. Over the next two years DAS staff will work to develop marketing material at the state level targeting potential Host Agencies and will make the materials available to all SCSEP providers. In

addition, DAS will create a standardized and comprehensive Host Agency application packet to ensure that Host Agencies do not violate Maintenance of Effort (MOE) and to state clear expectations of the training opportunities they are to provide participants.

Finally, health issues and limited access to health care present barriers for SCSEP participants in rural areas of Georgia. A strategy to explore in identifying health care options is to partner with the Georgia's Older Worker Network (GA's OWN) (see p. 8). GA's OWN members meet quarterly, often inviting guests to inform members about opportunities for training and employment and to inform community partners of the benefit of hiring older adults. Access to Health Care would be a perfect roundtable discussion topic for members at GA's OWN quarterly meetings to brainstorm possible solutions. It also provides an opportunity to invite and engage health care providers from across the state in this planning. To begin this discussion, DAS SCSEP Staff will introduce and ask GeorgiaCares coordinators to be the first to present during this roundtable. GeorgiaCares is a volunteer-based program that provides free, unbiased and factual information and assistance to Medicare beneficiaries about Medicare, Medicaid and related health insurance issues.

***e. Are a Veteran or an eligible spouse of a Veteran:***

Veterans are a priority of service population. At the end of PY 11, Veterans and eligible spouses made up only 10.25% of the Georgia's total SCSEP participant population; however, the veteran population in the state of GA increased 5-7% between 2000-2010. The total veteran population for the US has decreased by 14.4% in the same time frame. The Department of Veteran Affairs estimates 24.9-35% of the veteran population in Georgia is 65 years of age or older.

A long-term goal of all SCSEP grantees is to better engage our local Veterans Administration offices and health clinics to establish a referral mechanism to recruit them as possible Host Agencies and to identify opportunities as potential employers. The development of this direct partnership is expected to better fill this specific population gap and help meet the employment needs of Georgia's older Veterans and their eligible spouses.

***f. Have low employment prospects***

Some rural counties have both persistent unemployment and low employment prospects. SCSEP grantees and sub-projects will work together with their counterparts in contiguous counties in bordering states, where more employment opportunities may exist, to develop partnerships with potential employers and Host Agencies to find community service assignments and possible placements for Georgia SCSEP participants.

***g. Have failed to find employment after using intensive case management services provided by WIA Title I***

Some SCSEP participants, particularly in rural counties, have failed to find employment after using WIA case management services. Improved communication between SCSEP grantees and sub-projects and WIA One-stop staff will help document SCSEP participant usage of One-Stop services, such as case management services, and assist grantees and sub-projects to accurately document this most-in-need factor in their QPRs. Thus informed about One-Stop services usage by SCSEP participants, the grantees and sub-projects can develop strategies to assist participants who may require additional help to find employment. A goal of this plan is to develop a process for stronger and more frequent communication with One-Stop staff to identify SCSEP participants who use One-Stop services and the outcomes of their service usage.

An example of such a process is the collaboration between a grantee and local One-Stops in the Northeast Georgia AAA's region of the state. The grantee met with the One-Stop (DOL office) and their WIA, which are separate entities in their region. The grantee established a plan for verifying WIA enrollment, which has worked well. The longstanding relationship between the grantee and the One-Stops in their region has resulted in regular, reciprocal referrals. Plans are in place for information sharing sessions that will provide an opportunity for the grantee to respond to questions about SCSEP and learn more about specialized programs offered through DOL.

#### ***h. Who are at risk of homelessness***

The Georgia Department of Community Affairs (DCA) sponsors supportive services for persons residing in homeless shelters through its statewide Emergency Shelter Grant program. The DCA estimate of all Georgians “unsheltered and precariously housed,” as of its 2011 annual report, is 16,078. Shelters that are DCA Emergency Shelter Grant recipients reported 2,024 persons age 62 and over receiving homeless supportive services during fiscal year 2012 (July 1, 2011 – June 30, 2012). SCSEP grantees and sub-projects will work closely with local community agencies that serve homeless older adults or those at risk of homelessness to ensure that this population has access to information about the opportunities available in the SCSEP program.

At the state level, DAS staff will collaborate with DCA and the Georgia Coalition to End Homelessness to disseminate SCSEP information to shelters across the state. The Georgia Alliance to End Homelessness is a statewide network committed to fostering strategic initiatives to build a collaborative response to the needs of homeless persons in Georgia. The Alliance's program activities include targeted services for rural homeless individuals and homeless veterans—two population categories designated as priority service groups for SCSEP.

#### ***i. Are minority older adults:***

*The state's long-term strategy for serving minority older individuals under SCSEP and provides a description of the localities and populations for which projects of the type authorized by Title V are most needed and identifies the*

*ratio of eligible individuals in each service area to the total eligible population in the state.*

As per 2010 census data, Georgia is a diverse state comprised of 59.74% White, 30.46% Black or African American, 3.25% Asian, 0.33% American Indian and Alaska Native, 0.07% Native Hawaiian and other Pacific Islanders. 8.81% of Georgians are Hispanic/Latino. In PY 11 SCSEP grantees served:

- 60.5% Black or African American participants
- 37.5% White participants
- 0.75% Asian participants
- 0.25% American Indian and Alaska Native participants
- 0.0% Native Hawaiian and other Pacific Islanders participants
- 1% Hispanic/Latino participants

The AARP Foundation WorkSearch does well with enrolling and serving minority populations; however, AARP identified the need to develop a plan to more efficiently serve the Hispanic/Latino community in the metro-Atlanta area to respond to the Minority Report released by the United States Department of Labor that listed Georgia as deficient in enrolling Hispanic/Latino participants.

Based on 2009 census data gathered from the U.S. Census Bureau, the total number of individuals aged 55+ in Georgia is 2,006,592. Based on the same data, the Hispanic/Latino population of individuals aged 55+ in Georgia is 52,387 (2.61%). The total population of individuals aged 55+ in the counties served by National Grantee, Experience Works, is 966,668 with 16,721 (1.72%) being Hispanic/Latino. The highest concentration of Hispanic/Latinos in Georgia is in Clayton County with 1,858, Muscogee County with 1,084 and Henry County with 1,927.

Experience Works has set the following goals to strategically increase SCSEP minority participants in the three target counties (Henry, Clayton and Muscogee). The goals focus on 1) staff development, 2) participant recruitment and 3) cultural competence:

- Goal One: Staff
  - expand minority staff within SCSEP Grantee agencies
- Goal Two: Participants
  - expand recruitment of Hispanic, Latino, or participants of Spanish origin from 1% to 2.09%
  - expand recruitment of Asians
  - expand recruitment of American Indian and Alaska Natives to 1%
  - expand Native Hawaiian or Pacific Islander participants from 0% to 2%
  - Specific actions to meet these goals:
    - Publish press releases to recruit more diverse populations
    - Contact the Latin American Association and the Hispanic Outreach office in Atlanta, GA and the Telamon Corporation to gather insight as how best to recruit and enroll more Hispanic/Latino participants

- Contact the Georgia Indo-American Chamber of Commerce in Atlanta to ask for assistance in recruiting and enrolling more Asian participants
  - Enhance marketing by:
    - Designing and distributing outreach materials
    - Advertising in newspapers and other documents that can reach targeted populations
    - Scheduling speaking events to educate the community about SCSEP
    - Distributing PSAs to newspapers in targeted communities.
  - Conduct monthly enrollment reviews with all staff to discuss deficiencies in enrolling minorities
- Goal 3: Cultural Competence
  - Promote staff awareness of diversity and inclusion through periodic courses, workshops, seminars and other efforts
  - Discuss openly during staff meetings barriers in recruiting and enrolling minority participants and break down those barriers
  - Require staff to locate one organization in their area that serves minority populations and that can assist with recruiting efforts.

Several established service providers in the metro-Atlanta area currently offer employment services to Hispanic/Latino communities. As SCSEP providers plan to approach these communities, their goal will be to partner with these organizations, where possible, to ensure there is no duplication of services and to establish a trusted referral system where service gaps are identified. Additional efforts to recruit more minority SCSEP participants include:

- Working in the southwest counties of Georgia with Latin American Associations in Albany and Atlanta to expand culturally appropriate services available to the growing Spanish-speaking populations in those service areas.
- Recruiting new ELS training opportunities and possible funding
- Recruiting new Host Agencies with the ability to serve Spanish-speaking participants
- Identifying volunteer translators
- Working with the State operated Limited English Proficient/Sensory Impaired (LEP/SI) Language Access Plan resources
- Developing a recruitment plan for bringing eligible minorities and Spanish speaking participants to the program. Looking to minority communities' trusted leadership to make them aware of SCSEP and other aging services available to older persons.

## **Section 5. Supporting Employment Opportunities for Participants**

*Discussion of long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers and how these*



*projections relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided.*

According to the Bureau of Labor Statistics, nationally 39% of the workforce expects to retire after the age of 67. Just twenty years ago the average age of retirement was 60. In 2009, 17% of the United States workforce was 65 and older and steadily growing. In 2011, 7.5% of the workforce was 75 and older. Over the past year, 11.9% of Georgians 65 and older have incomes below the poverty level. With these dramatic shifts in the workforce population and the growing unemployment rates for older adults seeking employment, it is imperative for Georgia SCSEP grantees to identify industries and occupations across the state to target for potential training and placement opportunities for SCSEP participants.

Industries in Georgia projected for growth and in line with the interest and training needs of the SCSEP population in Georgia include educational services, ambulatory health care services, hospitals, customer service, retail, computer/IT, food service, and commercial driving (CDL) services. The film industry in Georgia has experienced a large growth over the past year. SCSEP grantees and sub-projects will investigate the needs of this industry in their area and develop training for interested participants to cultivate skills necessary to be competitive in the growing market. The greatest need concerns short-term and low-cost training, especially for CNA and computer classroom certified trainings.

In order to promote the SCSEP and the benefit of hiring a SCSEP trainee to potential employers, subprojects will be encouraged to develop possible memorandums of understanding with state, regional and local Chambers of Commerce to provide free membership to SCSEP providers in an effort to expose their business members to participants as they become job ready.

SCSEP staff will work with organizations and companies within these sectors to identify skills necessary for participants to gain in order to be competitive in an increasingly competitive job market. These community connections will lay the foundation for the improved use of OJE, once participants gain these skills and become job ready.

To meet the growing need for employment training, SCSEP project staff must develop ways to better recruit and educate Host Agencies of the desired result of partnership which is to train a participant for a position within their agency and in fact hire them at the end of that training. SCSEP staff will develop plans to recruit Host Agencies able to provide training to meet growing industries such as medical, administrative, transportation and custodial.

Some additional strategies to be implemented over the next four years to increase job development and placement activities by Participant Assistants and SCSEP providers will be to work more closely with community colleges, technical schools and colleges and WIA One-Stop Centers. To increase entered employment by 10% over the PY 11 baseline, SCSEP providers will seek specialized trainings for participants interested in

fields mentioned above requiring specialized trainings to obtain certifications (such as CNA, IT and technology and CDL specific certifications). A number of SCSEP grantees will pilot Job Clubs to hone skills to place participants in the most advantageous position to acquire employment. Finally, Participant Assistants will be trained to give “On-the-Job-Experience” presentations to potential employers in the private sector to educate them on the value of older workers and the benefit of taking advantage of the OJE.

To assist all SCSEP service providers in this effort, DAS staff will form a special committee of SCSEP providers to cooperatively develop a statewide participant, host agency and potential employer recruitment handbook to include:

- Addressing special populations
- Scripts for cold-call recruitment of Host Agencies and employers
- Refining the internet search and introduction approach
- Cultural competencies
- Working more closely with Veterans Administrations and organizations to introduce services and the opportunity for them to also become Host Agencies

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

*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. This section also describes the state’s long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment.*

Along with other strategies previously mentioned, SCSEP providers will continue to promote the OJE through presentations to employers in the private sector to educate them on the value of older workers and the benefit of using the On the Job Experience.

Over the next year, one SCSEP Grantee has committed to pilot a coordinated effort of their Participant Assistants to contact 32 different employers each month in the service area to explore partnering with them as either a Host Agency or OJE placement with the ultimate goal of unsubsidized employment. They will develop a script to ensure that required information is relayed and obtained, allowing the Grantee to build a training guide for participants that will help them fine tune the skills needed to obtain employment. If this method is successful, this agency will support the SCSEP network by providing technical assistance to other service providers to replicate this process.

## **Section 7. Community Service Needs**

*A list of community services that are needed and the places where these services are most needed. Specifically, the needs and location of those individuals most in need of community services and the groups working to meet their needs is addressed.*

There are a wide range of community service needs across Georgia including (but not limited to): housing options, retirement planning, in-home services, access to health care, leisure and recreation activities, volunteer opportunities, transportation services, and educational needs. All 12 AAAs in Georgia manage Adult and Disability Resource Connections (ADRC)/Gateway services. ADRCs provide a coordinated system of partnering organizations that are dedicated to:

- Providing accurate information about publicly and privately financed long-term supports and services.
- Offering a consumer-oriented approach to learning about the availability of services in the home and community.
- Alleviating the need for multiple calls and/or visits to receive services.
- Supporting individuals and family members who are aging or living with a disability.

Along with providing information and referral services to Georgians who call the ADRC hotline (1866-55-AGING), ADRC specialists have access to “ESP.” ESP is a Web-based information and referral software program developed by Xumasoft in cooperation with the Atlanta Regional Commission. It is designed for AAAs and other community agencies matching customers to aging and long-term care information and referral services. In Georgia, ESP is the most comprehensive resource database available with detailed information on over 20,000 service providers. Over the next four years SCSEP grantees and sub-projects will work more closely with ADRC specialists to establish relationships with the 20,000 service providers across the state to engage them as Host Agencies or identify possible employers for SCSEP participants.

SCSEP grantees and sub-projects plan to generate more communication regarding partnerships with healthcare providers to make healthcare services more readily available to participants. For example, when there is an agreement with a dental group to provide free and/or discounted services to participants that information should be made available throughout the state to both State and National grantees and subproject staff.

Affordable housing and services to the chronically homeless were identified as a community service need in an assessment created by Athens Clarke County Human and Economic Development. When referring to issues faced by the homeless, they cite a lack of access to mental health and substance abuse services. Engaging local mental

health clinics and homeless shelters as possible Host Agencies would benefit this special needs population as well as provide support for the various agencies mentioned.

SCSEP grantees and sub-projects intend to institute a recruitment plan for establishing partnerships/relationships with new potential Host Agencies and continue to recruit a diverse array of Host Agencies in order to have an assorted inventory of training prospects available for participants. This will increase the community service opportunities, which will benefit the community at large and better promote SCSEP across disciplines. DAS SCSEP staff will take full advantage of all opportunities to speak with different groups to introduce SCSEP as a reputable and beneficial community program.

Both AARP Foundation WorkSearch sites will seek more Host Agencies that are able and willing to allow former felons to be assigned to their agencies. This is a fast-growing population that faces many employment barriers, but fewer and fewer Host Agencies are allowing former felons to train at their agencies. Thus we cannot in a timely manner serve the many former felons who apply for services. Most SCSEP providers have only one or two (if any) Host Agencies willing to accommodate this population with a training assignment at their agency.

Many additional opportunities exist statewide for SCSEP community service assignments. Below, arranged according to the 12 State Service Delivery Regions, are the many and diverse community service needs that exist in the state of Georgia. Government, education, services to the aging, health delivery systems, services for families and children, veteran services and dozens of other public and non-profit agencies and organizations are all in need of help in order to meet the needs of individuals and families in their communities. Participants in the Senior Community Service Employment Program are making significant contributions as they work in the areas of need that are listed.

**Service Delivery Region # 1: Northwest Georgia**

Senior employment, senior centers, workforce development, nutrition centers, federal, state and municipal governments, libraries, day care, children's centers, emergency shelters, senior housing, education, community action, transportation, geriatric centers, home delivered meals, Alzheimer's associations, veterans affairs, municipal courts, family and children's services, nutrition centers, community action, recreation, sheriff's departments, voluntary action centers and battered women shelters.

**Service Delivery Region # 2: Georgia Mountains**

Senior employment, recreation/conservation areas, libraries, education, children with special needs, home-delivered meals, senior centers, arts councils, local government, senior centers, employment, senior housing, food/clothing banks, legal services, native Americans services, day care, public health and federal government.

### **Service Delivery Region # 3: Atlanta Region**

Senior employment, senior centers, child support enforcement, career centers, community action centers, vocational rehabilitation, aging information centers, employment, education, libraries, children of imprisoned mothers, emergency services, children's shelter, social services, refugee services, county senior services, senior day care, museums, senior housing, senior multipurpose facilities, day care centers, home delivered meals, child development and family support, local, state and federal governments, aid to homeless, aid to travelers, battered women's shelters, youth training and child development.

### **Service Delivery Region # 4: West Central Georgia**

Senior employment, senior centers, recreation, family and children's services, county courts, employment, public libraries, school for disabled children, local, state and federal governments, convention and visitors' bureau and parents' organizations.

### **Service Delivery Region # 5: Northeast Georgia**

Senior employment, senior centers, education, adult day care, health centers, community action organizations, federal government, social services, city governments, senior housing, recreation/conservation areas and hospitals.

### **Service Delivery Region # 6: Macon-Bibb/Middle Georgia**

Senior employment, senior centers, home-delivered meals, community care services, food banks, senior transportation, federal government, volunteer centers, behavioral centers and neighborhood services.

### **Service Delivery Region # 7: Richmond-Burke/East Central Georgia**

Senior employment, senior centers, workforce development, health services, education, recreation centers, housing for the homeless, consumer assistance, food banks and clothing distribution, mental health centers, home-delivered meals, shelter for battered spouses, outreach for burn victims, county government, Head Start, councils on aging, regional development center, family and children's services and veteran's homes.

### **Service Delivery Region # 8: Lower Chattahoochee/Middle Flint**

Senior employment, senior centers, boards of education, federal and city governments, emergency services, rehabilitation centers, libraries, learning centers, visitor's centers, state and county governments, boys and girls clubs, psycho-cultural centers, family resource centers, food banks, veterans services, senior housing, homemaker programs, museums, health departments, legal services, task force for the homeless, rescue mission bargain centers and hospitals.

### **Service Delivery Region # 9: Heart of Georgia Altamaha**

Senior employment, senior centers, elder rights services, emergency services, education, libraries, city governments, family and children's services, fire departments, beautification projects, elder rights services and career centers.

### **Service Delivery Region # 10: Southwest Georgia**

Senior employment, senior centers, senior housing, migrant clinics, emergency services, boys and girls clubs, food banks, libraries, federal, state and city governments, education, libraries, health departments, family and children's services, workforce development, United Way and boys and girls clubs.

### **Service Delivery Region # 11: South/Southeast Georgia**

Senior employment, senior housing, employment, senior centers, education, family and children's services, Alzheimer's caregiver time out, nutrition sites, mental health centers, veteran's services, employment, libraries, museums and cultural centers, councils on aging, women's centers, hospitals and hospice care.

### **Service Delivery Region # 12: Coastal Georgia**

Senior employment, emergency services, youth services, disability services, employment, senior housing, mental health, homeless and battered women's services, children's services, education, senior center services and departments of health.

## **Section 8. Coordination with Other Programs, Initiatives and Entities**

### **1. WIA Title I programs**

- a. *A description of actions to coordinate SCSEP with other programs. This includes planned actions to coordinate SCSEP with WIA Title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older.*
- b. *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)*

All SCSEP grantees have current Memorandums of Understanding with all WIA One-Stop and Career Service Centers across the state. Grantee and sub-project coordinators are active members of their local Workforce Investment Boards to ensure that the needs of older adults seeking employment are identified and addressed at the community meetings. A number of One-Stop and Career Centers are active Host Agencies for SCSEP participants, but not all. Over the next four years, it is a statewide SCSEP goal to enhance these partnerships by ensuring all One-Stops are recruited and provided the opportunity to act as Host Agencies. SCSEP participants with community service assignments at these locations are provided the unique opportunity to work directly with WIA Title I case managers. With this assistance, participants can obtain

successful job placements, acquire on the job customer service and other soft skills training and in some cases have the chance to help teach others what they have learned, thus expanding the reach of the One-Stops and fostering a cross-referral system between SCSEP and WIA Title I coordinators.

The enhanced WIA/SCSEP partnership over the next four years will ensure that funding sources for both WIA and SCSEP are maximized as is evidenced from the successful partnership established in the Atlanta Region. SCSEP participants in the Atlanta Region are assigned to area Career Center/One Stops for training and to assist with coordination of WIA services, in particular, computer training, resume development, interviewing skills and job search skills as well as for ongoing SCSEP recruitment. Additionally, the Atlanta Regional Commission Employer Roundtable provides annual cross-training for front-line staff and managers of both WIA and SCSEP programs. This has bridged the programs, provided more appropriate services for older adults and, more importantly, has identified older Georgians who may never had knowledge of or access to available services.

One SCSEP provider plans to schedule regular meetings with staff at the One-Stops operating in their region. These sessions would provide an opportunity for SCSEP to answer questions specific to this program and learn more about specialized programs offered through the Department of Labor. This will provide another pilot opportunity that, if successful, could easily spread statewide to enhance utilization of WIA services and cross-referral mechanisms.

## **2. Older Americans Act Programs**

*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*

The majority of all potential participants are referred to appropriate SCSEP staff through the statewide Adult and Disability Resource Center (ADRC)/Gateway system here in Georgia. Along with SCSEP, Georgians who call the ADRC are offered a menu of social services for which they may be eligible. If a participant does not go through the ADRC, all SCSEP providers are contracted with, or have direct contact with our AAAs which are all ADRCs. Thus participants are referred to needed social services which improve the SCSEP experience. Over the next year, it will become the standard that every person applying for SCSEP will also be required to contact the ADRC to enhance service provision and ensure participants have as few barriers to overcome as possible.

Many Home and Community Based Service (HCBS) providers of other Older Americans Act (OAA) programs, administered in Georgia by the AAAs and their contracted agencies, are 501(c)3 not-for-profit agencies. Agencies operating congregate meal locations (senior centers); home-delivered meal operations; in-home care coordination; caregiver services; and older adult daily living centers, with limited resources will greatly benefit from the opportunity to work with SCSEP trainees to expand and create new

services. SCSEP grantees will continue to recruit and engage this network of aging services agencies to play an active role as Host Agencies.

**3. Coordination with other public and private entities:**

*Along with HCBS providers SCSEP grantees will increase planned coordination of 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. Planned actions to coordinate SCSEP with other labor market and job training initiatives*

**4. Coordination with other employment programs**

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

The State SCSEP Coordinator will establish a quarterly opportunity for all SCSEP projects and coordinators to attend a conference-call session to report best practices, address challenges, and network with each other. Most SCSEP projects are involved in the Georgia's Older Worker Network (GA's OWN) who meet face-to-face to network and share resources on a quarterly basis. To supplement the quarterly conference call, a monthly, topic-specific technical assistance call will be established, as needed, to provide additional training for grantees and sub-projects.

An additional opportunity to link employment resources statewide is the annual Georgia SCSEP Training. A breakout roundtable session can be incorporated into the conference program with invitees from One-Stops and other DOL entities.

Further coordination occurs between the Atlanta and DeKalb AARP Foundation WorkSearch sites and the local One-Stops. The WorkSearch sites station participants at the local One-Stops within their counties and either have or work towards having an MOE with each One-Stop's WIB.

## **Section 9. Avoidance of Disruptions in Service**

*A description of the steps SCSEP grantees will take 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.*

Relevant parties will be alerted as soon as possible of any redistribution plans. SCSEP grantees with identified affected participants will facilitate the exchange of pertinent information of participants included in the redistribution to avoid breaks in service, particularly that of payroll, to participants and Host Agencies alike. The exchange of paperwork and participant files will improve communication between the participant, Host Agencies and the new organizations managing the program in all areas.



This process will be put into practice during the first quarter of PY 12, as a result of the National Grantee Competition and ED. After PY 12 ED, a number of counties once operated by State sub-projects had slots only for National Grantee operation. As a result, 18 participants were affected and will be transferred from case management of State sub-projects to National Grantees. “Donor Grantees” and “Recipient Grantees” are using U.S. DOL participant and Host Agency template letters and checklists to ensure no disruption of service to any active participant affected by this transfer. Donor Grantees coordinate face-to-face meetings to introduce participants and Host Agency supervisors to Recipient Grantee staff prior to the effective transfer date. Affected participants are informed via phone call, written letter and during the face-to-face meetings of any new processes required by the Recipient Grantee to avoid disruption of service and continued community service assignment at current Host Agency, if that is the participant’s preference, as required by the participant’s “Right of first refusal.”

## **Section 10. Improvement of SCSEP Services**

*Discussion of the state’s long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operations to better achieve the goals of the program. (Although not identified specifically in this play, this may include recommendations to the Department as appropriate.) This section also includes 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))*

In PY 11, all grantees in Georgia struggled to meet the Entered Employment and Average Earnings core performance measures. The current economy played a large part in this with 16% or greater unemployment rates in most counties across the state. Even if participants were fortunate to obtain unsubsidized employment, the average earnings for participants of National and State grantees was \$6,280.25. Economists are predicting that national unemployment rates are beginning to decrease, but SCSEP participants are still seeing the affects of the recession.

With this understanding of the national and state economy, DAS, SCSEP grantees and sub-projects will undertake the following strategies to improve SCSEP services:

- SCSEP grantees and sub-projects will continue to strongly encourage participants to become more marketable by utilizing all available resources within the residing county or nearby urban counties. This will support participants who may have job opportunities but are not meeting the requirements for available positions.

- Job availability information will be provided to participants by weekly linkage to available job openings through “JobReady” announcements and other online job search websites.
- SCSEP grantees and sub-projects will enroll participants in monthly workshops at One Stop locations
- Goodwill Success Centers will develop “Job Clubs” with outside business participation to promote hiring.
- SCSEP grantees and sub-projects will use media sources such as TV/Cable commercials and PSAs to promote SCSEP and appeal to high-growth businesses in the urban areas such as medical, social, retail and hospitality, insurance and finance.
- Over the next four years, economists anticipate development and business growth connected with Alabama and the districts along the river area dividing Alabama and Georgia. The majority of jobs will be in hospitality, retail and administrative support, which in the Columbus area is a close match to the skilled training received at the majority of host locations.
- SCSEP providers will build connections with private businesses to explore utilization of OJE with job ready participants to enhance unsubsidized employment obtainment.
- SCSEP grantees and sub-projects will reinvigorate memberships with local Chambers of Commerce to promote connections with the private sector.
- SCSEP grantees and sub-projects will continue job development with the help of the Participant Assistants to seek out unconventional job opportunities.
- SCSEP grantees and sub-projects will offer grantee-sponsored trainings to use data in SPARQ to identify trends of successful past participants and begin to recruit and enroll participants with common traits.

## **Section 11. Conclusion**

Georgia grantees and sub-projects will continue to enhance SCSEP service delivery to older adults seeking employment training opportunities across all demographic, geographic and education levels with equity. This four-year plan outlines Georgia’s commitment to the future growth of SCSEP, and the grantees’ and sub-projects’ dedication to improving the well-being of Georgia’s older population through employment training and unsubsidized employment.