

VERMONT STATE PLAN
(Modified 4/07/16)
For
Senior Community Services Employment Program
SCSEP
Program Years 2016 to 2019

Background and Purpose: The 2006 Older Americans Act (OAA) Section 503(a)(1) and SCSEP funding criteria requires that Vermont submit a modified plan to the U. S. Department of Labor’s Employment and Training Administration that will describe the long term, strategic plan for the Senior Community Service Employment Program (SCSEP) to cover program years 2016 – 2019. The Vermont State SCSEP Plan is an independent document that outlines a four-year strategy for the statewide provision of community service employment and other authorized activities for eligible, unemployed, low-income seniors who participate in the SCSEP grants of Vermont. The plan describes how Vermont’s two SCSEP grantees, the State and the National programs, work as one to deliver services at the highest level of collaboration and mutual support. It describes current statewide partnerships and outcomes achieved by expanding partnerships with other programs, initiatives, and entities operating in the state. The plan reflects the development of new initiatives and strategies we intend to implement over the course of the plan. It also conveys the importance of the State’s role, to convene efforts of key stakeholders—including state and local boards under the Workforce Innovation and Opportunity Act (WIOA)—to work collaboratively to accomplish SCSEP goals. This modification updates the data in the tables.

The Department of Disabilities, Aging, and Independent Living (DAIL) is the Grantee and administrator of the State SCSEP awarded by the U.S. Department of Labor (USDOL). Vermont Associates for Training and Development (VATD) is the non-profit sub-grantee operating the National SCSEP awarded by the USDOL. VATD also operates the State SCSEP as Vermont’s sub-grantee. The specific requirements for the plan are located in 20 CFR 641.300-641.300.

Involvement of Organizations and Individuals

The input process is enhanced by the state's size and because collaborators are often divisions within the DAIL structure, DAIL sub-grantees, or community organizations that have long-standing relationships with DAIL and/or VATD. Additionally, VATD's parallel role as the operator of the National and State SCSEP provided a conduit for the cross program alignment needed for a successful plan.

The State will seek input on this plan modification through various means from the following organizations and individuals with expertise on issues related to older workers:

- Representatives of the State and area agencies on aging;
- State and local boards under WIOA;
- Public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the State, except as provided under section 506(a)(3) of OAA and 20 CFR 641.320(b);
- Social service organizations providing services to older individuals;
- Grantees under Title III of OAA;
- Affected communities;
- Unemployed older individuals;
- Community-based organizations serving older individuals;
- Business organizations; and
- Labor organizations.

The DAIL network includes Area Agencies on Aging, Community of Vermont Elders (COVE), ten Aging, and Disabilities Resource Connections (ADRC) sites, Vocational Rehabilitation (VR), adult day service providers, grantees under Title III of the OAA, nursing homes, and home health agencies. The Vermont Department of Labor (VDOL) network includes Workforce Investment Opportunity Act (WIOA) partner organizations, business, labor, state government, community employment organizations, and the State Workforce Investment Board (SWIB). The sub-grantee, VATD, has developed a vast network, which includes non-profit host sites, post secondary education, certification training programs, Vermont Chamber of Commerce, Vermont Businesses for Social Responsibility, and numerous other partners.

Solicitation and Collection of Public Input

DAIL is requesting stakeholder input via e-mail alerts specifically soliciting input across these broad networks. Electronic alerts serve the rural geography of Vermont well by assuring statewide access for input more comprehensively than a centrally held public forum process. Email distribution lists are used to disseminate the draft modification to stakeholders. Links to the draft modified plan will be on the DAIL and Vermont Department of Labor’s websites for four weeks – 4/15/16-5/13/16. Individual emails from the SCSEP State Coordinator will go to key statewide contacts requesting comment on the modified plan. The plan will be updated to include the input gathered after the modified plan submission date and an updated Attachment A will be sent to DOL.

I. Economic Projections and Impact

A. Long term projections for job growth in occupations in the state that may provide employment opportunities for older workers

The source for Table 1 below is the *Vermont Department of Labor: Economic & Labor Market Information*

Vermont’s Growing Industries

The Education and Health Care, Manufacturing and Financial Industry sectors are projected to be Vermont’s fastest growing industries between 2012 and 2022.. Over the decade, Vermont’s aging population will require increased personnel in long-term care occupations such as personal care attendants. In addition, the need for physician assistants, dental assistants and hygienists, health care practitioners, and technical workers will increase. The environmental field has four of the fastest growing jobs, which include waste management and remediation, environmental protection, engineering, and geological science technicians. A decline in computer programmer jobs is expected over the next decade, but a demand is expected for computer applications software engineers and network systems administrators.

Table 1-Industry Growth

VERMONT LONG TERM INDUSTRY PROJECTIONS						
2012 - 2022						
					Annual Growth %	
	NAICS Industry	1988	2012	2022	Actual	Projected
		Employment	Employment	Employment	1988 - 2012	2012 - 2022

Private Industry						
Natural Resources and Mining						
111	Crop Production	n	595	694	n	1.6%
112	Animal Production	n	1548	1913	n	2.1%
113	Forestry and Logging	382	182	193	-3.0%	0.6%
114	Fishing, Hunting and Trapping	n	n	n	n	n
115	Agriculture and Forestry Support Activities	419	324	333	-1.1%	0.3%
212	Mining (except Oil and Gas)	1,012	622	658	-2.0%	0.6%
Utilities						
221	Utilities	1,909	1827	1555	-0.2%	-1.6%
Construction						
236	Construction of Buildings	6,833	3838	4739	-2.4%	2.1%
237	Heavy and Civil Engineering Construction	2,429	1619	1774	-1.7%	0.9%
238	Specialty Trade Contractors	8,317	8738	10059	0.2%	1.4%
Manufacturing						
311	Food Manufacturing	3,271	4,654	5,259	1.5%	1.2%
312	Beverage & Tobacco Product Manufacturing	113	480	685	6.2%	3.6%
313	Textile Mills	375	98	147	-5.4%	4.1%
314	Textile Product Mills	177	81	92	-3.2%	1.3%
315	Apparel Manufacturing	1,250	265	180	-6.3%	-3.8%
316	Leather and Allied Product Manufacturing	n	n	n	n/a	n
321	Wood Product Manufacturing	3,156	1,792	2,097	-2.3%	1.6%
322	Paper Manufacturing	2,135	714	637	-4.5%	-1.1%
323	Printing and Related Support Activities	3,051	1,046	982	-4.4%	-0.6%
324	Petroleum and Coal Products Manufacturing	n	n	n	n/a	n
325	Chemical Manufacturing	1,098	1,152	1,360	0.2%	1.7%
326	Plastics and Rubber Products Manufacturing	926	1,186	1,276	1.0%	0.7%
327	Nonmetallic Mineral Product Manufacturing	2,302	1,555	1,618	-1.6%	0.4%
331	Primary Metal Manufacturing	786	154	136	-6.6%	-1.2%
332	Fabricated Metal Product Manufacturing	3,387	2,353	2,467	-1.5%	0.5%
333	Machinery Manufacturing	4,657	2,761	2,524	-2.2%	-0.9%
334	Computer and Electronic Product Mfg.	11,744	6,849	5,906	-2.2%	-1.5%
335	Electrical Equipment and Appliances Mfg.	1,164	1,377	1,274	0.7%	-0.8%
336	Transportation Equipment Manufacturing	2,679	1,944	2,030	-1.3%	0.4%
337	Furniture and Related Product Mfg.	2,778	1,480	1,823	-2.6%	2.1%
339	Miscellaneous Manufacturing	880	1,436	1,541	2.1%	0.7%
Wholesale Trade						
423	Merchant Wholesalers, Durable Goods	4,968	3,858	4,059	-1.0%	0.5%

424	Merchant Wholesalers, Nondurable Goods	4,743	4,760	4,780	0.0%	0.0%
425	Wholesale Electronic Markets, Agents, Brokers	n	590	1,171	n/a	7.1%
Retail Trade						
441	Motor Vehicle and Parts Dealers	4,334	4,785	4,948	0.4%	0.3%
442	Furniture and Home Furnishings Stores	981	956	1,059	-0.1%	1.0%
443	Electronics and Appliance Stores	777	866	876	0.5%	0.1%
444	Building Material and Garden Supply Stores	3,420	3,451	3,661	0.0%	0.6%
445	Food and Beverage Stores	7,902	9,704	9,758	0.9%	0.1%
446	Health and Personal Care Stores	1,463	2,073	2,259	1.5%	0.9%
447	Gasoline Stations	2,576	3,754	3,890	1.6%	0.4%
448	Clothing and Clothing Accessories Stores	2,938	2,433	2,544	-0.8%	0.4%
451	Sporting Goods, Hobby, Book and Music Stores	1,520	1,924	2,139	1.0%	1.1%
452	General Merchandise Stores	3,880	3,149	3,377	-0.9%	0.7%
453	Miscellaneous Store Retailers	2,303	2,228	2,407	-0.1%	0.8%
454	Nonstore Retailers	2,768	2,710	2,811	-0.1%	0.4%
Transportation & Warehousing						
481	Air Transportation	280	107	89	-3.9%	-1.8%
482	Rail Transportation	150	259	261	2.3%	0.1%
483	Water Transportation	n	n	n	n/a	n
484	Truck Transportation	2,708	2,362	2,309	-0.6%	-0.2%
485	Transit and Ground Passenger Transport	688	1,360	1,417	2.9%	0.4%
487	Scenic and Sightseeing Transportation	25	62	65	3.9%	0.5%
488	Support Activities for Transportation	344	481	454	1.4%	-0.6%
492	Couriers and Messengers	582	990	1,003	2.2%	0.1%
493	Warehousing and Storage	98	1,305	1,508	11.4%	1.5%
Information						
511	Publishing Industries (except Internet)	2,023	1,778	1,733	-0.5%	-0.3%
512	Motion Picture and Sound Recording Industries	404	394	390	-0.1%	-0.1%
515	Broadcasting (except Internet)	840	669	658	-0.9%	-0.2%
517	Telecommunications	1,611	1,313	1,217	-0.8%	-0.8%
518	Data Processing, Hosting, and Related Services	148	207	209	1.4%	0.1%
519	Other Information Services	159	429	416	4.2%	-0.3%
Financial Activities						
522	Credit Intermediation and Related Activities	5,528	4,457	4,508	-0.9%	0.1%
523	Securities, Commodity Contracts, & Investments	468	785	797	2.2%	0.2%
524	Insurance Carriers and Related Activities	3,845	3,470	3,567	-0.4%	0.3%
531	Real Estate	2,001	2,152	2,382	0.3%	1.0%

532	Rental & Leasing Services	824	828	800	0.0%	-0.3%
533	Lessors of Nonfinancial Intangible Assets	n	n	n	n	n
Professional and Business Services						
541	Professional, Scientific & Technical Services	7,674	13,909	15,721	2.5%	1.2%
551	Management of Companies and Enterprises	n	1,960	2,080	n/a	0.6%
561	Administrative and Support Services	4,780	9,109	10,987	2.7%	1.9%
562	Waste Management and Remediation Services	353	923	931	4.1%	0.1%
Educational and Health Services						
611	Educational Services (incl. Public Education)	24,732	37,731	38,073	1.8%	0.1%
621	Ambulatory Health Care Services	6,892	15,834	19,420	3.5%	2.1%
622	Hospitals (incl. State Hospital)	8,544	13,230	15,117	1.8%	1.3%
623	Nursing and Residential Care Facilities	4,816	7,110	8,081	1.6%	1.3%
624	Social Assistance	2,311	12,212	16,100	7.2%	2.8%
Leisure and Hospitality						
711	Perf. Arts, Spectator Sports, & Rel. Industries	414	747	911	2.5%	2.0%
712	Museums, Historical Sites, Zoos and Parks	280	472	536	2.2%	1.3%
713	Amusement, Gambling & Recreation	1,930	2,762	2,968	1.5%	0.7%
721	Accommodation	10,160	10,877	11,965	0.3%	1.0%
722	Food Services and Drinking Places	15,634	18,579	19,898	0.7%	0.7%
Other Services						
811	Repair and Maintenance	1,900	2,577	2,819	1.3%	0.9%
812	Personal and Laundry Services	2,281	2,006	2,206	-0.5%	1.0%
813	Religious, Grantmaking, Civic, & Prof. Orgs.	1,988	5,618	5,853	4.4%	0.4%
814	Private Households	694	817	830	0.7%	0.2%
Total Private Industry Employment *		230,091	278,058	302,206	0.8%	0.8%
Total Government Employment						
Total Federal Government Employment		5,209	6,463	6,491	0.9%	0.0%
Federal Government (excl. Postal Service)		2859	4,772	5,292	2.2%	1.0%
Postal Service		2349	1,691	1,199	-1.4%	-3.4%
State Government (excl. Education, Hospitals)		7,838	9,174	10,313	0.7%	1.2%
Local Government (excl. Education)		6,137	9,129	10,312	1.7%	1.2%
Total Government Employment		24,392	24,766	27,116	0.1%	0.9%
Total Wage & Salary Employment **		249,274	302,824	329,322	0.9%	0.8%

	Self-Employed and Unpaid Family Workers	na	60,500	64,900	na	0.7%
Total Employment **						
		na	363,324	394,222	na	0.8%
	<i>n - data do not meet disclosure standards</i>					
	<i>na - not available</i>					
	<i>* Total Private Industry employment includes public education and state hospital employment.</i>					
	<i>** Total Employment includes suppressed values and does not equal the sum of the disclosed industry line items</i>					
	<i>Employment data for 1988 is provided to show actual historical employment growth for a period beginning prior</i>					
	<i>to the early 1990s recession.</i>					
	<i>NAICS Refers to the North American Industry Classification System.</i>					
	<i>Growth rates are compound average annual rates.</i>					
	<i>last updated July 2014</i>					

B. Growth Occupations That Offer Career Opportunities for SCSEP Participants

The following occupations offer career opportunities for participants: Nurse, Retail Associate, Customer Service Representative, Data Entry Clerk, Home Health Aide, and Personal Care Attendant. Other suitable occupations include Educational Para professional, Receptionist, and Information Clerk. Vermont has been very successful at placing over 50% of participants at their non-profit host site venues upon completion of their training plan. In Vermont, over 22% of the workforce in professional occupations consisted of older workers with the prevalent occupation being administrative support staff. The majority of host sites hiring Vermont trainees upon completion of training offer these types of occupations. Although this requires constant development of new host sites, participants at non-profits, municipalities, and social service organizations often report higher satisfaction than working in entry-level service jobs that are prevalent in Vermont. In addition, many participants express interest in the human service sector

because they can contribute life experience, maturity, and make a difference in their communities and towns.

By matching labor market information to information gleaned from participant assessments and Individual Employment Plans (IEP), Vermont has targeted growth industries from which to guide host site development and needed ancillary training provided by community partners and vendors. The following table presents the range of high growth jobs, their corresponding training tracks, and the types of host agencies needed for work experiences, skill training, or the on-the-job experiences needed for employment in growth occupations.

Table 2 - Growth Jobs and Related Host Agencies

High Growth Industries – Training Tracks	Jobs in Demand	Host Training Sites
Health Care	LNA, Home Health Aide, Personal Care Attendant	rural medical centers, State Health Dept, Red Cross, nursing homes
Environmental Services	Waste management, environmental recovery/reuse, environmental protection, energy efficiency technicians	municipalities, regional planning commissions, energy audit firms
Education	Teacher, Teacher Aide, Instructional Aide	schools, libraries, adult education services
Finance and Insurance	Teller, IT, Support Staff, Bookkeeper, A/P Clerk	town offices, non-profits, finance firms, credit unions
Hospitality	Culinary, Service Staff, IT, Telemarketing, Front Desk	nutrition programs, homeless shelters, cafeterias
Human Services	Activity Coordinator, Information & Referral Specialist, Outreach Specialist	State & Area Agencies on Aging, Veterans Outreach & Assistance, Catholic Charities,
Retail & Customer Service	Greeter, Merchandiser, Sales Clerk, Asst Manager	hospital gift shops Good Will Industries, Salvation Army thrift shop

Manufacturing	Shipping/Receiving Clerk, Supervisory, Warehouse	emergency management centers, National Guard, warehouses
Child Care, Adult/Senior Care	Child Development Specialist, Adult Day Program Aide	parent-child centers, disability programs, senior, and advocacy centers
Jobs in variety of industries that require basic math, reading, computer literacy, communication & problem solving skills	Customer Service, Data Entry, Reception, Admin Assistant, Security	historical museums, local and state arts councils, community and faith-based organizations

Host sites are developed to assure that participants gain skills that will lead to the best match in high demand occupations by locating sites that will not only comply with all SCSEP requirements but also will authentically support the participants' skills development and job searches. Vermont combines meaningful training—that will enhance unsubsidized employability—with host sites that are willing and able to teach quality marketable skills that reflect the occupations in Table 2. The quality of host agencies directly affects the participants' abilities to transition into meaningful and satisfying unsubsidized employment.

Vermont SCSEP has strategically pursued utilizing the SCSEP Enrollee Wage and Fringe Waiver to support ancillary training and supportive services for participants. The waiver allows up to 10% of the customary funds for enrollee wage and fringe benefits used to provide training and supportive services. By utilizing the waiver and leveraging other types of funding, Vermont participants are able to enroll in classroom and/or community based trainings to augment their host site training. Participants receive computer training that will best enhance their employment goals. One-Stop Career Centers, community colleges, senior centers, adult vocational technical centers, community action organizations, and many other partner organizations provide ancillary skill development.

Vermont SCSEP encourages participants who arrive with pre-requisite skills and aptitudes pertinent to environmental occupations to explore the growth in Vermont's environmental occupations. To this end, Vermont has created partnerships with energy efficiency, weatherization, renewable energy, and environmental service organizations.

Vermont's sub-grantee has worked with Efficiency Vermont to collaborate on specialized training opportunities for participants. For individuals with past construction experience, some of these training options lead to certification by the Building Performance Institute (BPI) in positions such as Building Analyst. Finally, Vermont coordinates with the statewide Regional Technical Career Center Adult Coordinators and with the Vermont Technical College Center for Sustainable Practices.

The example of development in this growth area illustrates how Vermont works to develop a broad range of host agencies to assure that positions are relevant to the needs, interests, and abilities of the participants and to the high growth jobs identified in Vermont's labor market.

C. Occupations with the Largest New Job Growth or Openings

Table 5 represents the estimated number of positions available annually based on a combination of openings due to industry growth and employee turnover. Therefore, occupations with the most openings include those with the most additions, but also those that have a significant turnover. Vermont projections for jobs with the highest annual openings are: retail and cashier, personal health care, food service, and registered nurses.

Table 3 – Occupations with the Most Growth

JOB TITLE	Job Openings due to Growth	Job Openings due to Net Replacements	Total Jobs	Education/ Experience	Hrly Wage
General and Operations Manager	26	61	87	BA + 5 years experience	49.38
Farmers, Ranchers & other Agricultural	48	77	125	HS or equivalent/>5 years	na
Managers	21	59	80	HS or equivalent/>5 years	42.69
Marketing, Research Analyst & Specialist	34	18	52	BA + no experience	26.52
Accountant	31	103	134	BA + no experience	33.15
Human Services and Social Assistant	48	63	111	HS and no experience	15.18
Elementary Teachers	10	68	78	BA and no experience	na

Secondary School Teachers	0	70	70	BA and no experience	na
Substitute Teachers	1	56	57	BA and no experience	12.26
Teacher's Assistant	0	127	127	Some college and no exp.	13.34
Coaches and Scouts	13	54	67	BA and no experience	na
Registered Nurses	107	127	234	BA and no experience	30.41
Nursing Assistant	49	60	109	Post-secondary award	13.01
1st Line Supervisor of Food Preparation	16	49	65	HS or equivalent/>5 years	18.13
Cooks	29	48	77	Less than HS/>5 years	13.08
Bartenders	16	67	83	Less than HS/>5 years	14.04
Food Preparation and Servers	63	208	271	Less than HS/>5 years	10.25
Counter Attendants	0	72	72	Less than HS/>5 years	11.42
Waiter, Waitress	21	222	243	Less than HS/>5 years	12.95
Dishwashers	6	73	79	Less than HS/>5 years	9.97
Janitors and Cleaners	47	91	138	Less than HS/>5 years	12.88
Maids and Housekeepers	60	99	159	Less than HS/>5 years	11.25
Landscaping and Groundskeeping	57	113	170	Less than HS/>5 years	14.06
Hairdressers	26	52	78	Post-secondary award	12.99
Childcare Worker	51	110	161	HS or equivalent/no exp	11.56
Personal Care Aides	413	61	474	Less than HS/no experience	na
1st Line Supervisor Retail Sales	0	101	101	HS or equivalent/>5 years	21.17
Cashiers	10	405	415	Less than HS/no experience	10.34
Retail Salesperson	63	332	395	Less than HS/no experience	13
Sales Representative -Manual, Technical	25	54	79	HS or equivalent/no exp	29.08
1st Line Supervisor, Office & Admin	18	55	73	HS or equivalent/>5 years	25.21
Bookkeeping and Accounting Clerks	50	56	106	HS or equivalent/no exp	17.57
Customer Service Representative	20	83	103	HS or equivalent/no exp	15.76
Hotel, Motel & Resort Clerks	16	57	73	HS or equivalent/no exp	11.85
Receptionists	12	58	70	HS or equivalent/no exp	13.96
Stock Clerks	0	93	93	Less than HS/no experience	12.38
Secretaries	58	79	137	HS or equivalent/no exp	15.5
Carpenters	125	86	211	HS or equivalent/no exp	20.52
Construction Laborer	29	47	76	Less than HS/no experience	14.88
Auto Technician/Mechanic	4	67	71	HS or equivalent/no exp	17.51
General Maintenance Worker	27	59	86	HS or equivalent/no exp	17.51
Heavy Duty Tractor-Trailer	21	76	97	Post-secondary award	19.17
Laborers, Material Handler	20	63	83	Less than HS/no experience	13.13

II. Service Delivery and Coordination

A. Detailed Descriptions of Actions

1. Actions to Coordinate SCSEP Activities with WIOA Title 1

Vermont SCSEP has located staff at several of the One-Stop Centers, which serve as the central clearinghouse for all workforce development programs under WIA. This allows staff to steer older workers into VDOL services to meet their specific needs. The shared resources and space also serve to increase older workers utilization of the One-Stop Centers. Vermont will continue to collaborate closely with VDOL via cross referrals, committee work, shared initiatives, and most importantly to assure that seamless services to access all available resources is maximized between SCSEP and VDOL. The individual's SCSEP training plan requires participants be fully engaged at their On-Stop Career Centers in Vermont.

2. Planned actions to coordinate activities of SCSEP grantees activities in the State under other titles of the OAA

Vermont State Agency of Human Services has located SCSEP and the Older American Act (OAA) administration within DAIL, which administers both. Coordination happens as a matter of course under the direction of the Commissioner of DAIL and the aging team assigned to OAA activities and grants. The day-to-day administration of the SCSEP program falls under DAIL's Vocational Rehabilitation Division (VR). A full-time Mature Worker Program Coordinator's position has been created within VR to manage SCSEP. This will enable DAIL to have closer partnerships with AHS's Creative Workforce Solutions and the employer community. It will also provide further opportunities to align SCSEP with other programs for mature workers.

At the local level, community senior centers provide health, wellness, and recreational activities. An association called the Community of Vermont Elders (COVE) provides advocacy, training, and support for care providers. Vermont has five Area Agencies on Aging (AAA) that either provide or arrange OAA services that consist of case management; health promotion and disease prevention; information, referral and assistance; and legal assistance and family caregiver support. The number of Vermonters served in FY 2015 was 60,738 but it does not include all

possible OAA services received. DAIL is also the administering entity for the Aging and Disabilities Resource Connections (ADRC), which has a statewide presence. Their outcome has been to improve continuity across the aging network, to bridge gaps, and to improve the information and referral system. The Vermont 211 service is a statewide information and referral service capturing all services for the aging population in one place.

3. Actions to coordinate SCSEP with other private/public entities providing services to older Americans such as community and faith-based organizations, transportation programs and programs for those with special needs or disabilities.

Many of the local organizations previously identified have close working connections to public/private entities in their regions as well as on-going partnerships with local faith-based establishments and transportation providers. Vermont's rural environment requires local partnership development and dependence especially in the area of transportation because there are very few public transportation systems in the state. With the SCSEP program being coordinated within the Vocational Rehabilitation Division (VR) of DAIL there is excellent coordination with the state's disability service providers and overall community. Efforts have been underway to examine the data on VR's older clientele and their concentrations of disability types. In addition, referrals between SCSEP and VR and between VR and SCSEP are being reviewed to make this process into a seamless partnership. It is clear that the resources of each of these programs enhances the other.

4. Actions to coordinate activities of SCSEP with other labor market and job training programs

Activities are being carried out in the State under title I of WIOA, including plans for using the WIOA One-Stop delivery system and its partners to serve individuals aged 55 and older. Vermont collaborates closely and effectively with the One-Stop Centers.. From the leadership perspective, Commissioners and key managers of VDOL have actively engaged with SCSEP over the years, reaching out to invite SCSEP participation in One-Stop and WIOA initiatives which assures that SCSEP is integrated into the One-Stop deliver system. VDOL and its regional centers collaborate to coordinate the provision of services to older workers under the One-Stop

model. Staffs that are co-located at One-Stop Centers ensure that SCSEP participants register for relevant training services. They regularly search the job data base for job matches that meet the participants' goals, and they partner with One-Stop Career Center staff on employer engagement strategies such as 50+ Job Fairs and the One-Stop rapid response to business closures.

5. 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 (see II. A.1 and 4)

6. Efforts to Work with Local Economic Development Offices

The State's Comprehensive Economic Development Strategy (CEDS) is a 10-year statewide economic development plan approved at the national level. It identifies the key sectors that have the greatest potential for economic growth and it lists statewide strategies, to be implemented at the local level, that will make this economic growth possible. It also describes the state's assets that will be tapped to implement effective strategies. One of the assets identified (page 40 of the CEDS) is the state's mature worker population. DAIL is actively working with Vermont's Agency of Commerce and Community Development (Economic Development is housed in this agency) to align its SCSEP program with the Agency's work in economic development at the local level. The higher education community and the Vermont Department of Labor are also partners in these efforts.

B. The long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment

1. Increasing placements

Vermont has established commendable partnerships with businesses in the Vermont workforce to assure the seamless placement of participants into unsubsidized jobs. The Vermont SCSEP program strives to establish solid working relationships and regular communication with the business sector in order to remain current with the competencies that participants need in the competitive job market. Close interface with VDOL, business associations, and individual employers has allowed Vermont to create training tracks specific to the industry standards and the cultural expectations of the market from the outset of the program. The Mature Transitions

Holistic Assessment Portfolio steers participants to high growth areas that match the interests and aptitudes revealed by their assessments. The goal of unsubsidized employment is reinforced upon intake and at every stage of training activities. The IEP, developed by the participant with the aid of SCSEP staff, clearly maps the skill acquisition process and activities with the VDOL that will lead to employment opportunities as expeditiously as possible. The IEP serves as a case management tool to benchmark participants' existing skills and identify the training plans needed to reach their job goals. This approach leads to higher-level skills that enhance participant employability.

2. Engaging and developing partnerships with employers

Vermont SCSEP staff maintains consistent employer contacts to remain current in their knowledge of actual and projected job openings. In addition, staff maintains on going relationships with Chambers of Commerce and economic development agencies, and they make use of the job orders and other resources provided by the Vermont One-Stops. The Vermont SCSEP benefits greatly from the VATD role as the Governor's appointee on the State Workforce Investment Board (SWIB). SWIB represents older workers in their regional work to develop partnerships with the private sector to identify business skill shortages and demand jobs.

Creative Workforce Solutions (CWS) is an initiative of the Agency for Human Services (AHS) that offers a consolidated and coordinated approach to employment services that provides equal access to meaningful work in the competitive job market for all AHS program participants. CWS offers the business community a simplified staffing service that helps them access qualified candidates to help meet their staffing needs. All services are free to businesses in Vermont.

CWS Employment Consultants are available statewide to review business needs, offer qualified candidates, and develop training plans that help prepare candidates for employment. The goal of CWS is to provide a streamlined recruitment and retention service for Vermont businesses while at the same time offering training and support to the many Vermonters who find entering, or re-entering the workforce challenging. CWS offers many innovative ways to introduce employers to potential workers, and training programs can be designed to meet employers' specific needs and are customized according to the skill level of the trainee.

Vermont is aligning its SCSEP with CWS to maximize the employment and training potential for mature workers.

C. The long-term strategy for serving minority older individuals under SCSEP

According to the Vermont Quick Facts from the US Census Bureau, Vermont has a 4.8% minority population rate. In the quarter ending 9/30/14 SCSEP was serving a 7% minority population rate exceeding the minority average for the State by a factor of more than two.

Vermont SCSEP has proactively recruited and enrolled minorities to achieve a minority participation level relative to the minority distribution within the state. Vermont ensures that minority participants achieve similar outcomes to those achieved by non-minority participants through partnerships with minority associated service organizations. Diverse support services for minorities provided by an array of collaborating organizations have helped to reinforce consistent outcomes across SCSEP participants. Religious organizations, behavioral health organizations, and the Vermont Refugee Resettlement Program engage in extensive outreach to minorities, which often leads to referrals to SCSEP for their clients over age 55. In addition, the smallness of Vermont's communities serves the minority goal well, because non-profits and helping organizations have tight connections within each county of the state. Partnerships with entities such as English as Second Language (ESL) programs, faith-based organizations, refugee-resettlement employment programs, and specific job programs at VDOL are cultivated without difficulty due, not only to small geography, but also to a shared vision that centers on the inclusion of minorities in Vermont's workforce. A strategy that has been very effective is host site development within the minority oriented service provider agencies. Finally, Vermont's sub-grantee bolsters referrals of minority applicants to SCSEP by placing staff in regular contact with all partnering programs.

D. Community Services that are needed and where they are needed

Vermont's distribution of community services is in accordance with the equitable distribution of available program positions. Vermont will provide community services in areas based on the census of the eligible population and will provide services to target populations relative to their distribution within the state. In a time of scarce Federal as well as State resources, Vermont shares resources equitably among all eligible populations and localities. The specific distribution of positions by county is in the Equitable Distribution chart found further on in this plan.

Vermont selects community service sites based on achieving a balance between the training needs of the participant and the operational needs of the community organization. The Vermont SCSEP identifies a variety of community service sites to accommodate the diversity in participants, so the scope of community services are as diverse and varied as are the individual participants. Of primary concern is the on-going process of balancing the participants' community giving while meeting their IEP goals, therefore community service assignments need to be reciprocal.

Host agencies provide relevant work experiences for participants to achieve their employment goals, and they meet their organizational goals by providing meaningful assignments for participants. By collaborating with SCSEP, organizations often expand their community contribution, which creates the win-win partnership for which SCSEP is known. Vermont utilizes a diverse network of community and faith based organizations to achieve this reciprocity. In addition to the traditional types of community service activities, Vermont concentrates on developing host site placements that can train particular high demand occupations based on labor market information and direct input from employers.

The selection of community assignments is made based on relevance to the IEP and the capacity to add value to the community via community service. SCSEP staff continually develops new training opportunities with eligible organizations. The challenge is to provide service while training for high growth jobs. Vermont has been able to create this balance in community service through organizations that understand the importance of utilizing the participants' skills, interests, aptitudes, but also endorse unsubsidized employment within a specified period. Over the next four years, a goal will be to again diversify sites to increase training in environmental and health organizations.

E. The State's long-term strategy to improve SCSEP services, including changes to the design of the program and planned changes in the use of SCSEP grantees and operators to better achieve the program goals; this may include recommendations to the Department

The Governor has convened The Governor's Commission on Successful Aging, with 15 key member representatives. The Director of VATD (Vermont's sub-grantee) was appointed to the Commission and as the Chair of the Workforce sub-committee, which includes VDOL, VR, DAIL, and the business community. By re-thinking the way Vermont jobs are structured,

Vermont sees the need to accommodate and respond to the older labor force and those in their retirement years. The Commission has worked for several years to improve conditions for older Vermonters through education, training, and public awareness. The State SCSEP will work to support the recommendations put forth by the Workforce sub-committee; this initiative will have a positive influence on the future success of Vermont's SCSEP. Vermont SCSEP supports the recommendations of this committee as the core of its long-term strategic plan to improve SCSEP services.

The specific recommendations that relate to the SCSEP include:

- increased training and employment opportunities for older workers;
- making services available and affordable to low-income and unemployed workers; and,
- improving employer knowledge of the availability and value of the older workforce

1. Policies that address employment opportunities for older workers in Vermont

- Identify employer best practices regarding flexibility in the work culture to encourage older workers to remain employed. Consider flexibility like:
 - flex-time work schedules;
 - part time positions;
 - flex-leave (partial year work);
 - flex-careers (worker sabbaticals); and,
 - flex-place (telecommuting)
- Work with State agencies to position Vermont as a model for the employment and retention of older workers through innovative training, re-training, and benefits programs in State government jobs;
- Proactively recruit employers, employees, and government agencies having regulatory jurisdiction or a clear policy interest such as VDOL, DAIL, Economic Services, Economic Development, State Human Resources, and the Treasurer's Office to participate in the initiatives. (Modeled on the GAO recommendation for Executive Action, *Older workers, Labor Can Help Employers and Employees Plan Better for the Future* December 2005);
- Publicize the needs of the labor market to fully engage older workers; and,

- Develop a state initiative focused on improving employer outreach and education. This may include public relations efforts to combat inaccurate stereotypes of older workers with the aim of reducing discriminatory practices

2. Education and training activities that support older workers to remain in or re-enter the workforce.

- Enhance training, educational, and life-long learning resources;
- Create incentives for employers to train older workers;
- Offer free or reduced tuition to Vermont's State Colleges and Regional Technical Centers as space is available in classes and/or as some percentage of class size;
- Identify a list of Vermont employers who are pro-active in hiring older workers and connect older Vermonters to them. Promote these employers through public relations to raise awareness of the benefits of hiring older workers and to advance the proposition that hiring older workers is good business practice;
- Recent government reports have raised concerns that the Federal performance standards used in the WIOA programs have resulted in a bias against serving older workers. WIOA performance standards via earnings gains and retention measures favor workers with low prior earnings who, subsequent to training enter higher paid, full time jobs. These measures could lead to a bias against serving older workers, many who have relatively high prior earnings or who may want to transition from high paying full time positions to lower paying part time employment (*Government Accountability Office Study 2003*). Legislation is needed to make access to workforce development programs including the Workforce Education and Training Fund, the Next Generation Initiative, the Vermont Training Program Grants, etc more available to older workers seeking training/re-training for lateral career moves and necessary and important yet potentially lower paid positions and part time employment; and,
- Many older workers need computer training. Increase the number of free or low cost venues for computer training geared to the older worker. This could include free computer classes at One-Stop Career Centers, the Regional Technical Centers, Community College of Vermont, and community libraries, etc.

3. Policies to enhance successful job transitions for older workers.

To remain in the labor force into their retirement years will require many older workers to change employers since many seek a change in activity, work schedule, etc.

- A best practice is to place older worker specialist in the One-Stop Centers, which serve as the central clearinghouse for all workforce development programs under WIA. This specialist would direct older workers to services for their specific needs and potentially help older workers feel more comfortable at the One-Stops. VATD has located older worker staff at VDOL for many years through SCSEP. Expand that model to ensure that older workers are represented at all One-Stop Career Centers in Vermont;
- Develop new information tools and improve existing systems that provide outreach to older workers and connect them to employment opportunities utilizing existing partnerships among state agencies and public and private partners; and,
- Support existing programs and partnerships such as SCSEP that meet the specific needs of older workers by providing general career information, peer counseling, job placement, networking, life planning seminars, special services, assessments, computer training and other resources.

In summary, Vermont's four year strategic SCSEP Plan exemplifies partnerships that are well coordinated, work effectively and have been in existence for many years. It also clearly identifies new partners to develop as part of the 2016 – 2019 Modified State SCSEP. The vision of the Governor's Commission on Successful Aging establishes a road map to improve the lives of older Vermonters that coalesces with the needs and the goals of SCSEP.

F. The strategy for continuous improvement in the level of performance for entry into unsubsidized employment

1. Targeting jobs effectively

A great number of SCSEP participants are hired by their host sites. In large part, this happens because of the remarkable relationships that develop between supervisors, co-workers, and the older worker who has brought enthusiasm and commitment to the organization. Their contribution, coupled with the customer service provided to the sites by SCSEP staff, has spurred host site managers to locate funding and create new positions for the older worker. As an additional placement strategy, Vermont encourages the host agency to become part of the participant's personal employment network and job search team. The host agency supervisor

routinely evaluates the participant's skill development against the benchmarks established in the IEP. When the participant attains the intended skill level, further assistance is provided such as job referrals, networking groups, and job fairs.

Another effective strategy is to have participants meet regularly with staff to discuss methods of overcoming job search barriers by developing positive work habits necessary to obtain and retain employment. Participants develop skills in self-evaluation, receive constructive input from their peers, and learn group networking skills to advance their job search.

Non-profits, social service organizations, and State of Vermont departments represent other successful hires and retentions. Vermont will continue to target jobs in the non-profit world because it is a consistent and proven placement sector. However, Vermont will also work to develop strategies for increasing and diversifying placements in all of the private sector industries targeted as growth areas. An example of planned further development is the computer and media technology arena..

2. Managing durational limits effectively

The USDOL mandates that SCSEP participants may remain in the program for a maximum duration of 48 months and it has approved Vermont's Durational Limit Policy that allows the possibility of waiver for those who meet USDOL waiver criteria. Vermont SCSEP regularly assesses where participants are in the timeline and keeps participants cognizant of the allocated time in which to acquire unsubsidized employment. USDOL guidelines allow a one-time 12-month increase for those who meet one or more of the waiver factors defined by them. An enhanced IEP sets goals that must be mastered and the SCSEP focuses on those who have been in the program in excess of two years or in excess of 36 months. The IEP includes a strong emphasis on job search activities (maintaining current resume, creation of an employment portfolio, and active job search). The extension waiver provides transitional services so those who reach the durational limit will receive additional services to achieve unsubsidized employment. To expedite placement and avoid exceeding durational limits, Vermont focuses virtually all the participants' training time on job search activities. The IEP requires that the participants attend weekly VDOL Networking Workshops or a similar job club and at least two Interview Workshops per month. They are required to attend a Skills Assessment Workshop at Vermont Adult Learning and complete the Career Readiness Program through Community College of Vermont.

3. Training participants effectively

Vermont has established proactive policies to increase the caveat that unsubsidized placement is the goal of each participant. The use of the Enrollee Wage and Fringe Waiver to provide funding for the skill training; the use of On-the-Job-Experience (OJE) to provide training for specific jobs; and the development of very functional IEPs to guide meaningful and timely training on a continuum all set the stage for training participants effectively. Of particular note is the use of OJE as an effective training tool used as the capstone for the participant's SCSEP training experience when an employer commits to hire a participant.

Vermont strategies for transitioning participants into unsubsidized employment in occupations that support the regional economy are founded on job and community development as an ongoing process that requires establishing rapport and continuity with each employer. This is a process that begins immediately upon enrollment rather than being a discrete task undertaken as participants near their final IEP. All services reinforce that SCSEP is a transitional program by which to secure unsubsidized employment. Mentoring participants to focus on training related to growth areas early in the process, sets the tone of a work search and influences positive exits within the durational limits of the program

III. Location and Population Served, including Equitable Distribution

A. The ratio of eligible individuals in each area to the total eligible population in the state

Data from the Center for Public Health Statistics, US Census Bureau, and the Vermont Department of Health 2014 Vermont Population Estimates identifies the following distribution and demographics of program eligible Vermonters for program year 2016.

Table 4 – Individuals Age 55+

Counties	Total Population	2014 Eligibility % (rounded)	Eligible Population
Addison	37,009	33%	12,078
Bennington	36,445	37%	13,507
Caledonia	30,981	34%	10,522
Chittenden	160,531	26%	42,054
Essex	6,125	42%	2,550
Franklin	48,642	28%	13,746

Grand Isle	6,994	37%	2,591
Lamoille	25,082	29%	7,375
Orange	28,859	35%	10,061
Orleans	27,082	36%	9,779
Rutland	60,086	36%	21,586
Washington	58,998	33%	19,378
Windham	43,714	37%	16,009
Windsor	56,014	38%	21,187
Vermont Total	626,562	32%	202,423
Source: 2014 VT Population Estimates by County, Town and Age-Vermont Department of Health			

B.-C. Equitable Distribution Program Year 2016 (same as for 2015)

USDOL Distribution of Vermont State SCSEP Slots

County	State
Vermont	
Addison County, Vermont	5
Bennington County, Vermont	7
Caledonia County, Vermont	6
Chittenden County, Vermont	6
Essex County, Vermont	1
Franklin County, Vermont	0
Grand Isle County, Vermont	0
Lamoille County, Vermont	2
Orange County, Vermont	3
Orleans County, Vermont	0
Rutland County, Vermont	7
Washington County, Vermont	0
Windham County, Vermont	6
Windsor County, Vermont	6
Totals	49

D. The long-term strategy for achieving equitable distribution of SCSEP positions within the State that:

- 1. Moves positions from over-served to underserved locations within the State.*

The equitable distribution of the slots in the State and National programs are well coordinated between DAIL and the single SCSEP vendor that operates both; work is being done where there is variance in equitable share per county and the distribution of authorized slots. If the demographics change, and a county is under or over served, consultation between VATD and DAIL and the USDOL occurs to achieve balance by moving slots from one county to another. Movement of positions is facilitated without disruption to participants.

2. Equitably serves rural and urban areas.

Vermont is a small, rural state generally classified as rural and of its 14 Counties, the only urban classification—assigned by the Rural Urban Commuting Area (RUCA) data in the USDOL-SCSEP database—is Chittenden County where Burlington, the largest city is located. The following bedroom communities of Burlington are in reality extremely rural but have been included in Chittenden County’s urban classification due to their proximity to Chittenden County. They are Cambridge, Charlotte, Fairfax, Ferrisburg, Grand Isle, Hinesburg, Huntington, Jeffersonville, Jonesville, Bolton, Richmond, South Hero, Starksboro, Underhill, Westford, and Moretown. As an example of the rural character of these towns, all but Richmond have only one or two convenience stores and a gasoline station, and several have neither. Twelve of these 14 towns have no manufacturing or industrial base.

Given an almost statewide rural classification, serving the rural population occurs as a matter of course with both the State and the National SCSEP serving the entire state. Vermont has a statewide network of local training centers located with each labor market region; some co-located in the VDOL One-Stop venues. The rural and urban areas are served with parity and adequate resources to promote the SCSEP program.

3. Serves individuals afforded priority for service.

Vermont does well in serving minorities and priority populations. This includes, individuals who are age 65+; have a disability; limited English proficiency or low literacy skills; reside in a rural area; are veterans or qualified spouses; have low employment prospects; have failed to find employment after utilizing services provided through the One-Stop; or are homeless or at risk of becoming homeless. Development of outreach and recruitment strategies ensures equitable participation for these important groups of the eligible population. Vermont program year 2015, 2nd quarter *State SPARQ* (SCSEP Performance and Results Quarter) year to date data indicate that:

- 23 % of participants have disabilities
- 23 % of participants are age 65 years or older
- 93% of participants have low employment prospects
- 86% reside in rural area
- No instances of under-service to any minority category

E-F. The relative distribution of eligible individuals who:

1. Reside in the State and in urban and rural areas.

The 2014 population of Vermont was 626,562 of which 202,423 were age 55 or over. (See Table 4 for county breakouts of total population vs eligibles)

Thirteen of Vermont's fourteen counties are classified as rural and the only urban classification is Chittenden County with a census of 160,531 as compared to the thirteen rural counties with a total census of 466,031.

2. Have the greatest economic need

The Vermont Department of Labor *Estimates* reported that approximately 12.3% of the eligible population were living at the poverty level during that period. Per the Department's *Estimates*, 2010-2014, 4.1% of the eligible population were unemployed. The ratios are dispersed below by county.

Table 5 – Economic Need

Counties	Classification	Total Population	Eligible Population	Poverty Level 2012 US Census (Greatest Econ. Need)	Unemployment 2013 Vermont Department of Labor (Greatest Economic Need)
Addison	Rural	36,791	11,747	11.3%	4.1%
Bennington	Rural	36,157	13,301	13.9%	5.1%
Caledonia	Rural	31,157	10,299	14.4%	5.3%
Chittenden	Urban	159,515	40,697	10.8%	3.5%
Essex	Rural	6,211	2,492	16.4%	5.8%
Franklin	Rural	48,294	13,303	10.6%	4.3%
Grand Isle	Rural	6,987	2,490	8.9%	4.8%
Lamoille	Rural	25,067	7,201	11.4%	4.9%
Orange	Rural	28,915	9,834	13.1%	4.2%
Orleans	Rural	27,169	9,645	15.8%	6.2%

Rutland	Rural	60,622	21,234	13.7%	5.1%
Washington	Rural	59,319	19,076	9.5%	4.3%
Windham	Rural	43,857	15,702	13.0%	4.5%
Windsor	Rural	56,067	20,709	11.1%	4.0%
Vermont Total		626,630	197,730	11.9%	4.4%
Source: VT Economic and Demographic Profile Series 2014 www.vtlmi.info VT Department of Labor					

3. Are Minorities

Vermont's average non-white population in 2014 was 6.2% of its 626,562 residents. The highest ratio is 10.6% occurring in Chittenden County, the only urban area of the state. The remaining 13 counties are very rural with minority populations that range from 2.3% to 6.7%.

4. Are limited English proficient (ACS 2014)

Vermont population census for all residents who spoke a language other than English at home is 1.4%. Chittenden County is 3.1%, Essex County is 2.2%, Orleans County is 1.2%, and Addison County is 1.2%. These higher rates are because one county has a very active refugee resettlement programs and two are close to the Canadian border where many speak French as their first language at home. The remaining 11 counties have rates that range from .7% to 1.0%.

5. Have the Greatest Social Need

The following areas comprise the greatest social need in Vermont:

- a. Physical and mental disabilities: The US Census Bureau, 2014 ACS 5-Year Estimates say that approximately 83,621 Vermonters have a disability. That represents almost 13.5% of the population.
- b. Language barriers: Language barriers exist in an environment where people who do not have English as their primary language speak English less than "very well." The 2010-2014 ACS Estimates say that the percent of Vermont's population with this barrier is .8%, or, 5012.
- c. Cultural, Social or Geographic Isolation: Although Vermont is a rural state, most of the isolation that is experienced is the result of cultural and social barriers associated with linguistic isolation.

G. Steps taken to avoid disruptions to the program when positions are redistributed, when new census or other reliable data become available, or when there is over-enrollment for any other reason

When new census data indicate that a shift in the location of the eligible population has occurred, or when there is over-enrollment for any other reason, SCSEP positions are re-distributed through attrition to avoid any disruption of SCSEP services. The Vermont program has a positive participant flow rate because of its success in assisting participants to find unsubsidized employment. This creates available slots to refill in an underserved area of the state. The recovery of slots by attrition is a reliable tool because the quality of Vermont's host sites coupled with the broad array of training and support services provided by community partners expedites job placements.

The mutually supportive collaboration between the State and the National SCSEP slots allows the gradual shift of positions from over-served areas to under-served areas. Consultation and approval from DAIL and USDOL will always occur prior to moving slots from one county to another. Redistribution of positions between DAIL and VATD will occur, as an intentional and thoughtful process to assure that there is no disruption to participants.

