



**NORTH CAROLINA'S
SENIOR COMMUNITY SERVICE
EMPLOYMENT PROGRAM
2020-2023 STATE PLAN**

Table of Contents

Overview of the Senior Community Service Employment Program 2

Characteristics of North Carolina’s Aging Population..... 3

Executive Summary..... 6

Section 1 Economic Projections and Impact..... 7

 A. Long Term Projections and Impact..... 7

 B. Long term job projections and the connection to Unsubsidized Employments 9

 C. State Current and Projected Employment..... 10

Section 2 Service Delivery and Coordination..... 12

 A. SCSEP Coordination with other Programs..... 12

 a) Coordination of SCSEP and WIOA Title 1 Programs..... 12

 b) Coordination under other titles of OAA..... 13

 c) Actions to coordinate SCSEP with private and public programs..... 13

 d) Coordination of SCSEP and other labor market initiatives..... 16

 B. Long Term Strategies to Engage Employers..... 18

 C. Long Term strategies for Serving Minorities..... 20

 D. Community Service Needs and their Locations..... 21

 E. Long Term Strategies to Improve SCSEP through possible changes in structure.... 23

 F. Strategies for Continuous Improvement and to Attain Performance Measures.... 23

Section 3 Location and Population Served – Equitable Distribution..... 24

 A. Locales and Populations Most in Need of Services..... 24

 B. Counties in which the Program Operates..... 29

 C. Describe Slot Imbalances and Steps to Establish Equity..... 32

 D. Long Term Strategies for Achieving Equitable Distribution..... 33

 E. Ratio of Potential SCSEP Participants to the Eligible Population..... 34

 F. Relative Distribution of Eligible Individuals with the Greatest Barriers..... 35

 G. Steps Taken to Minimize Disruption to Participants in Times of Transition..... 36

OVERVIEW

State statute (N.C. GS § 143B-181.1) was signed into law in 1977 creating the Division of Aging and Adult Services and granting them authority to oversee the aging programs in North Carolina including promoting employment opportunities for older persons.

Overview of North Carolina SCSEP

The North Carolina Division of Aging and Adult Services (NC-DAAS) operates the Senior Community Service Employment Program in 24 counties of the State. The four state sub-grantees are:

1. AARP Foundation serving – Anson, Bladen, Cabarrus, Hoke, Mecklenburg, Richmond, Robeson, Rowan, Scotland, Stanley and Union counties.
2. Iredell Council on Aging serving- Iredell County.
3. Isothermal Planning and Development Commission serving – Buncombe, Cleveland, Henderson, McDowell, Polk, Rutherford and Transylvania counties.
4. Upper Coastal Plain Council of Governments serving Edgecombe, Halifax, Nash, Northampton, and Wilson counties.

In addition to NC-DAAS, there are three national grantees that operate in the State:

1. Senior Service America, Inc. (SSAI)
2. National Caucus and Center on Black Aging (NCBA)
3. National Council on Aging (NCOA)

As conveyed in the federal Older Americans' Act, North Carolina recognizes the goal of the Senior Community Services Employment Program to be dual in nature.

- Enable older low-income job seekers to develop the skills and self-confidence to obtain unsubsidized jobs and become financially self-sufficient; and
- Provide valuable community service at on-the-job training sites as a means to improve a participant's self-sufficiency, perform meaningful civic service and to strengthen communities.

Understanding North Carolina

In North Carolina, during the years of 2013 and 2018 the labor force grew by 6.2 percent, while the overall population (civilian, noninstitutionalized, age 16+) grew by 6.9 percent. Although, North Carolina is a state that has seen and continues to see growth in large numbers the difference between overall population and its labor market has not experienced as significant a change as in years past. North Carolina like many other states in the southeast has taken a long time to recover from the recession and economic downturns of the last decade.

North Carolina is Aging!

- The state's total population has exceeded 10 million!
- North Carolina ranks 9th nationally, both in total population and in the number of people 65 and over.
- In 2018, an estimated 41,614 people 60 and older migrated from other states and abroad to North Carolina.
- Effective 2019, the state has more people 60 and over than under 18 years.
- In 2018, 80 counties in the state had more people 60 and over than under 18 years. By 2025, this number is expected to increase to 88 counties and by 2038 to 95 counties.
- In 2025, one in five North Carolinians will be 65 and over.
- In the next two decades, the state's 65 and over population will increase from 1.7 to 2.76 million, a projected growth of 61%. The projected growth among the age groups 65-74 (35%), 75-84 (94%) and 85+ (114%) indicates that as the baby boomers continue to age, there will be an increased proportion of older adults in the state creating challenges for long-term services and supports and the fact that individuals will be working long after what is considered traditional retirement age.

Population Change 2018-2038

Age	2018		2038		% Change 2018-2038
	#	%	#	%	
Total	10,389,148		12,799,658		23%
0-17	2,311,348	22%	2,633,159	21%	14%
18-44	3,689,649	36%	4,435,853	35%	20%
45-59	2,075,879	20%	2,334,589	18%	13%
60+	2,312,272	22%	3,396,057	27%	47%
65+	1,676,545	16%	2,696,529	21%	61%
85+	186,059	2%	397,328	3%	114%

Source: NC Office of State Budget and Management, Facts and Figures

In 2018 the number of people in the labor force age 55+ was 1,136,329.

According to the NC Department of Commerce, Labor and Economic Analysis Division (LEAD), the Labor Force Participation Rates (LFPR) of those aged 55 have increased slightly to approximately 1.5% as of 2018. However, participation by this age group is still much lower than that of the bulk of the workforce who are between the ages of 25 and 54 and comprise 80.9% of the workforce. As of 2018, the LFPR of those aged 55 to 64 was 63.2%, while the LFPR of those aged 65 and over was 17.0%, having risen from 15.9% in 2013.

This increase, though minimal, is the precursor to older adults remaining in the workforce for longer periods of time, which may lead to continued or increased economic growth. It remains to be seen whether the key factors that contribute to Gross Domestic Product (GDP), growth in population, LFPR and productivity, will be positively or negatively impacted by the increased participation of older adults.

The charts below further illustrate various characteristics of older North Carolinians identified as priority populations for SCSEP.

Characteristics of Older North Carolinians	NC	US
Living alone	41.8%	42.1%
Veterans	17.6%	17.2%
Have a disability	34.3%	33.9%
Have less than high school education	15.3%	14.9%
In labor force	17.0%	18.1%
Own their homes	81.3%	78.2%
Income is below poverty level	8.7%	9.4%
Income is between 100%-149% of the poverty level	10.7%	9.3%
Median household income	\$41,169	\$44,992

Select Statistics	NC
Estimated population (aged 65+)	1,688,574
Percentage that speak English Less than 'Very Well'	2.3%
Percentage that migrated from other states & abroad	1.7%
Estimated number migrated from other states & abroad	28,706
Estimated number of individuals aged 30+ responsible for their grandchildren under 18.	89,329
Estimated number of individuals aged 65+ responsible for their grandchildren under 18.	21,951
Percentage of individuals aged 65+ responsible for their grandchildren under 18	1.3%

Race and Hispanic or Latino Origin, 65 and older, 2018

Race/Ethnicity	NC	US
White	79.2%	82.5%
Black or African American	16.9%	9.3%
American Indian and Alaska Native	0.9%	0.6%
Asian	1.5%	4.5%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
Some other race	0.5%	1.9%
Two or more races	0.8%	1.1%
Hispanic or Latino origin (of any race)	2.1%	8.4%
White alone, not Hispanic or Latino	77.9%	76.5%

Source: US Census Bureau 2018 1-Year American Community Survey Estimates: Table S0103

Note: Median household income from Table S1903

EXECUTIVE SUMMARY

The Senior Community Service Employment Program is the only federally mandated and funded job training and employment program for older adults age fifty-five and over. It is an Older Americans Act Program operated by the U.S. Department of Labor. It is designed to serve low-income adults who live at or below 125% of the federal poverty level to re-enter the workforce. The foundational goals of the Program are twofold, foster economic self-sufficiency through the attainment of unsubsidized employment and strengthen the aging network through purposeful community service efforts.

Under the designation of the Governor, the Division of Aging and Adult Services is responsible for the development and submission of the North Carolina SCSEP 2020-2023 State Plan. In developing the Plan, NC SCSEP has carefully considered the economic changes that have occurred in our state, where we are in our progress in regards to having a prepared workforce, and what we expect employment for older adults to look like in the second decade of the new millennium and beyond. Each of the national providers and state grantees had the opportunity to share their best practices and recommendations for inclusion in the Plan. This document provides insight into our state's workforce programs and provides guidance to both our national and regional providers of SCSEP. We know that definitive steps have to be taken to continue the positive direction of the Program and to ensure the best quality of life for vulnerable mature workers. This can only be accomplished through hard work, dedication and commitment to shared goals exhibited by the workforce development system, its partners and the people they serve.

This Plan will serve as the platform from which all SCSEP providers will put forth their best efforts to meet and exceed prescribed performance measures and equip participants with the skills, support and confidence they need to succeed.

I. Economic Projections and Impact

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

North Carolina's Department of Commerce conducts in-depth studies on national, state, and local economic trends and their potential impact on occupations in the state. The resulting analyses provide insight as to how the state's economy will evolve, how job opportunities will be affected, and the types of challenges that lie ahead. The current projections for the state and its various regions are shown below.

Top 25 Number of Projected New Jobs (sorted by annual openings)

Occupation Code ¹	Occupational Title	Employment Estimate 2017 ³	Employment Estimate 2026 ³	Net Chang ⁴	Average Annual Openings ⁵	% Change ⁶	2018 Median Annual Wage ⁷
353021	Combined Food Preparation and Serving Workers, Including Fast Food	151,703	177,665	25,962	32,719	17.1%	\$18,890
412031	Retail Salespersons	142,724	150,908	8,184	21,855	5.7%	\$22,440
353031	Waiters and Waitresses	80,661	87,201	6,540	16,459	8.1%	\$19,140
434051	Customer Service Representatives	99,178	107,185	8,007	13,906	8.1%	\$32,910
537062	Laborers and Freight, Stock, and Material Movers, Hand	91,793	98,911	7,118	13,668	7.8%	\$25,880
372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	60,741	67,706	6,965	8,995	11.5%	\$23,030
311014	Nursing Assistants	65,267	72,988	7,721	8,551	11.8%	\$25,260
435081	Stock Clerks and Order Fillers	59,531	64,466	4,935	8,350	8.3%	\$24,750
291141	Registered Nurses	103,171	119,789	16,618	7,462	16.1%	\$62,940
352014	Cooks, Restaurant	45,141	50,893	5,752	7,293	12.7%	\$23,630
411011	First-Line Supervisors of Retail Sales Workers	52,753	56,528	3,775	6,113	7.2%	\$40,050
373011	Landscaping and Groundskeeping Workers	42,604	48,313	5,709	6,004	13.4%	\$27,410
372012	Maids and Housekeeping Cleaners	40,712	44,482	3,770	5,954	9.3%	\$20,740
311011	Home Health Aides	34,263	46,148	11,885	5,795	34.7%	\$20,390
351012	First-Line Supervisors of Food Preparation and Serving Workers	36,128	39,755	3,627	5,723	10.0%	\$31,850
399021	Personal Care Aides	29,175	38,042	8,867	5,688	30.4%	\$21,010
414012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	47,049	51,145	4,096	5,364	8.7%	\$59,920
111021	General and Operations Managers	54,022	59,722	5,700	5,204	10.6%	\$108,750

Occupation Code ¹	Occupational Title	Employment Estimate 2017 ³	Employment Estimate 2026 ³	Net Chang ⁴	Average Annual Openings ⁵	% Change ⁶	2018 Median Annual Wage ⁷
499071	Maintenance and Repair Workers, General	44,194	47,966	3,772	4,859	8.5%	\$37,890
132011	Accountants and Auditors	35,549	39,628	4,079	3,726	11.5%	\$69,840
131199	Business Operations Specialists, All Other	33,167	37,155	3,988	3,574	12.0%	\$67,660
151132	Software Developers, Applications	27,527	36,309	8,782	2,979	31.9%	\$100,560
319092	Medical Assistants	17,586	21,267	3,681	2,455	20.9%	\$32,710
131161	Market Research Analysts and Marketing Specialists	17,599	21,876	4,277	2,354	24.3%	\$62,370
113031	Financial Managers	16,481	19,870	3,389	1,695	20.6%	\$131,610

Produced by Labor & Economic Analysis Division, North Carolina Department of Commerce, April 2019

According to the most recent data projected by LEAD, many of the same categories of occupations identified as the 25 fastest growing haven't changed significantly since the last Plan. Occupational categories including *food service, customer service, retail sales and stock/material movers* are at the top of the list. These jobs are all consumer-focused, which emphasizes the importance of strong interpersonal skills in order for those applying for or holding these positions. To be most effective, employees must be anticipatory, persuasive, detail oriented and thorough in carrying out their given duties.

This prevailing trend can serve as a guide for SCSEP providers at all levels to actively seek to match participants' skills with the greatest needs of business owners. One of the best ways for participants to transition from the Program into the world of work is through On-the-Job Experience opportunities. This is an area that has been underutilized by Program providers on a regular basis. It is an ideal chance for the participant to put into practice the skills they have acquired, while potentially earning a higher wage than their training stipend. It also provides an opportunity to determine if participants are truly ready to enter the workforce in the occupation of their choosing. In turn, businesses benefit by receiving the assistance they need while determining if the participant is a "good fit" for their organization. This approach can be a "win-win" situation for all parties because it encourages participants to go outside of their comfort zones and employers to embrace an entirely new population of capable individuals they may have been overlooking.

Although significant attention should be focused on those occupations with the greatest number of openings, it is crucial that participants' strengths and interests are considered when matching them to employment opportunities. It would be counterproductive to compel all participants into only those occupations with the highest projected growth. At the same time, it is imperative that participants be presented with information that will enable them to make

informed decisions.

Based on the projections from past years, many of the occupations listed above are a good fit for the type of the placements SCSEP achieves annually. The bulk of unsubsidized placements obtained fall into some segment of the service industry, and most commonly with the participant's host agency. These types of placements mirror the dual role of SCSEP in terms of simultaneously providing training and being able to give back to the community. Many of the host agencies that partner with the Program are either customer-service based, elderly-focused or human services-related. Their services and employment needs mesh well with the needs of older adults who are seeking to improve their often-limited financial resources in a dignified and respectable manner. Aside from the desire for employment, participation in the Program provides a way for them to remain connected to the outside world through physical and mental activity on a daily basis and provides satisfaction in contributing to the community in a tangible and visible way.

One of the biggest challenges SCSEP faces is the desire of employers to hire full-time employees, often in positions which are difficult to fill such as those scheduled to work nights and weekends. The vast majority of participants are searching for, and hope to obtain, permanent part-time work during typical daytime hours on a weekly basis. There is also greater flexibility on the part of employers to consider job sharing arrangements and utilize more flexible scheduling. This is a welcome change, but other barriers still exist. Limited transportation options often prohibit older workers from being able to take advantage of new employment opportunities in distant locales. A lack of reliable transportation, either their own or via mass transit, discourages participants from pursuing work that would require an extended commute.

An awareness and understanding of the struggles many of the participants face is one of the key factors in how SCSEP providers select and interact with host agencies and small businesses in their communities. Although these organizations can often fill the immediate need of the Program, it is incumbent on them to explore new ways to draw in different types of businesses and organizations that can also promote and embrace the SCSEP model.

B. Relation between long-term job projections discussed in the economic analysis section of strategic plan to the types of unsubsidized jobs for which SCSEP participants are trained and the types of skills training to be provided. (20 CFR 641.302(d))

Over half the occupations in the chart above dovetail well with the types of employment participants mention when entering the program and/or after they begin developing their Individualized Employment Plan. (IEP). Their IEP is a living document that lays out the necessary steps to be taken and skills the individuals will need to acquire in order to obtain unsubsidized employment.

Typically, SCSEP has been most successful with unsubsidized placements within host agencies

where participants have received training and enhanced their skills. The most prevalent occupations for SCSEP participants include jobs in maintenance and custodial work, office clerks and receptionists, van drivers, senior center program assistants, retail sales associates, housekeeping, foodservice, and customer service

One of the crucial areas for job training and skill development is familiarity and comfort with technology in general and the use of computers in particular. Regardless of the type of employment individuals seek they will have to interact with technology somewhere along the way. It may come in the form of completing an online job application or in demonstrating their ability to properly ring up a point-of-sale transaction on a computerized register.

Grantee-specific strategies

Senior Service America Inc.'s (SSAI) Program Officers use a multi-pronged approach to prepare participants for unsubsidized jobs. They have developed turnkey tools that a local sub-grantee can use when meeting with participants. For example, a presentation on how to navigate a job fair can be delivered at a participant meeting. Additionally, Program Officers provide sample agendas and activities, as well as facilitate job club meetings at sub-grantee locations. Program Officers are often asked to present at participant meetings. Topics may vary and can include interviewing techniques, résumé writing tips, approaching the hidden job market, using social media in a job search and completing online job applications.

SSAI has developed and launched a new tool to increase the support for SCSEP participants. A web-based job application practice tool for SCSEP participants provides a safe and comfortable opportunity for a participant to practice completing an online job application. Tips are provided, and participants can save multiple versions of the application and customize them to fit jobs of interest. An opportunity to try uploading a document is also a part of the experience. Once the application is completed and "submitted," the participant receives an email that provides them a copy of their application. Participants are advised to review this with their Project Director as a way to receive feedback on the process.

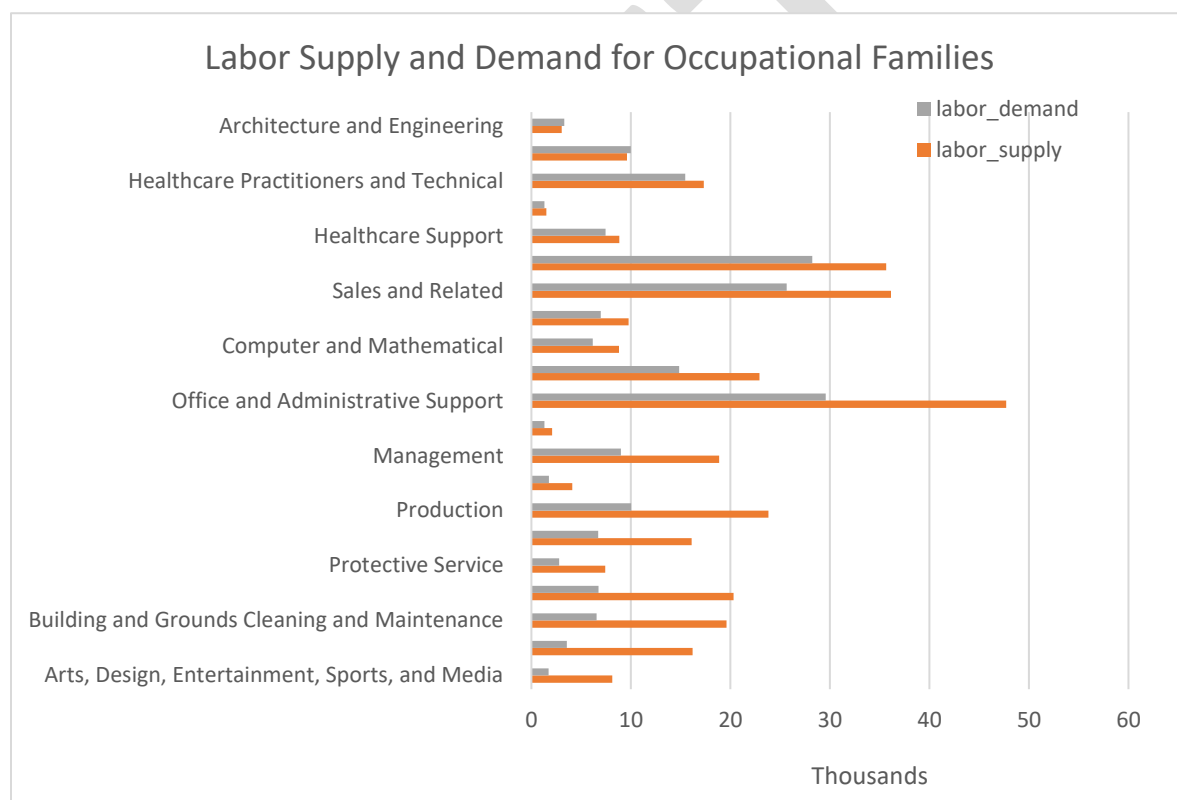
C. Current and projected employment opportunities in the State (information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c)).

SCSEP uses the information provided by the State's Labor & Economic Division's (LEAD) to develop and prepare projections for growth in employment by industry and occupation. These projections provide information as to what types of jobs are trending and give employers and job seekers guidance as to what will be necessary to meet these demands. The data gathered also informs policy and decision making for the long term that shapes industry, determines utilization of resources, guides educational emphases and workforce development.

Supply and Demand for Occupations in North Carolina

LEAD data reveals that currently the two occupational families with the largest supply-to-demand ratios include occupations that are not easy to automate or make routine. They are in the types of business that still require human contact and interaction such as office administration, health care delivery and sales.

NC SCSEP will use LEAD data to guide its efforts in making the most informed decisions for the on-going evolution of the Program. The data will influence what types of host agencies, employers and training opportunities providers will pursue to ensure the services received by participants are aligned with market demands. A vital resource for workforce boards is the annual report from North Carolina's Common Follow-up System (CFS), to which SCSEP is a contributor. The report gives an in-depth view of the efficacy of the educational and job training programs offered in the state and if they are performing as intended.



Grantee-specific strategies

National Council On Aging (NCOA): While one of the areas of projected growth is personal care aides and home health aides, those have been lines of work that have proven difficult to interest older workers in. Typically, those jobs can be very physically and emotionally taxing. In general, those professions have high burn out rates regardless of age, so it is all the harder to persuade an older worker to consider it. The physical limitations of so many SCSEP participants make it especially challenging to pursue jobs in the healthcare field. The jobs NCOA sees participants having interest in and applying for are typically in retail, administrative positions and customer service relations.

II. Service Delivery and Coordination

A. Description of actions that will be taken to coordinate SCSEP with other programs. This section will include plans for:

- a) Actions to coordinate activities of SCSEP grantees with WIOA title I programs, including plans for using the WIOA one-stop delivery system and its partners to serve individuals aged 55 and older. (20 CFR 641.302(g), 641.325(e))

North Carolina's larger workforce programs will submit a Unified State Plan (2020-2024) created to operationalize strategies to foster greater levels of cooperation and collaboration between core and mandatory partners under WIOA requirements. SCSEP will submit its Stand-Alone State Plan and continue to nurture stronger working relationship with other workforce programs, services and supports through Title 1-B and Wagner-Peyser services. The concept of the "one stop shop" is what makes these mandated services a welcome benefit for mature workers by enabling them to have many of their needs addressed simultaneously in one location.

North Carolina's SCSEP sub-grantees require that participants register with their area NC Works Career Center to ensure they are maximizing every available resource they are eligible for from their earliest days in the Program. Many of our sub-grantees have strong working relationships with the NC Works Centers and Workforce Investment Boards in their service areas. This is a goal that we would like to see every provider in the state achieve by the conclusion of the Plan. The State Program is fortunate to have two of its projects housed within Area Agencies on Aging who are partners in service provision specifically created to meet the needs of older adults. Participants reap the benefits of being in such close proximity to aging services by the program being housed on site; knowing exactly where to go to receive information and assistance; serving as a host agency for training and many times becoming the unsubsidized placement from which they "graduate" from the Program. The AAA's that don't formerly house the Program are still an integral part of the network, serving as referral agents to the Program and other aging related services.

SCSEP providers will collaborate with the NC Works Centers through the use of having Memorandums of Understanding detailing each parties' duties and responsibilities. The expectations may be any of the follow: 1) having a physical presence in the Centers, whether it is office space at local sites with designated hours or Centers serving as training sites for participants, 2) both parties ensuring printed information and materials promoting services are readily available for distribution to potential clients, and that they are available in multiple languages, 3) SCSEP providers inviting representatives of the Centers to educate and engage participants at events such as job club meetings and job fairs.

Grantee-specific strategy

NCOA values their current spaces in the NC Works Centers and understand that these organizations are affected by diminishing financial resources and have been asked to charge rent to programs like SCSEP. As limited resources impact SCSEP it is becoming increasingly difficult to have a presence in all of the county one-stops. NCOA will partner with NCWorks offices in those counties that have the highest participant need and those with viable employment opportunities.

- b) Actions to coordinate activities of SCSEP grantees with the activities to be carried out in the State under the other titles of the OAA. (20 CFR 641.302(h))
- c) Actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities. (20 CFR 641.302(i))

North Carolina SCSEP grantees will continue to create and build new relationships and alliances with organizations that have a positive impact on participants. These connections will come in many forms through both public and private partnerships. The state program has access to a wide variety of resources and will employ them to enhance the Program and the quality of life for participants. Because the Division of Aging and Adult Services is the State Unit on Aging through which the Program's funding flows, we are in a unique position to ensure that SCSEP providers are aware of and access other Older American Act Programs. This has been a constant throughout the thirty-eight years the Division has operated the Program, but it has become increasingly important for disadvantaged older adults. The unpredictability of the economy and labor force has placed many individuals who may not have ordinarily utilized OAA services into a position of need. An example of one of the ways in which the State has been able to address a pressing issue for many Americans, but especially seniors, is that of nutrition and access to fresh produce. Through participation in the Senior Farmer's Market Program many older adults have been able to improve their nutritional intake. Seniors who are enrolled at congregate meal sites in their communities are eligible to receive coupons to use at their local farmer's market to purchase fresh produce and vegetables. This is of significant value to older adults who are on a fixed income and too often live in "food deserts" where these items are not prevalent or of good quality. They are also able to extend their food buying power by combining their FNS.SNAP benefits at the market as well. Another program that has literally saved the lives of low-income adults is the Operation Fan and Heat Relief Program. This initiative is a joint private/non-profit venture where local businesses donate box fans and air conditioners to local social service agencies for distribution to seniors, individuals who are disabled and other low-income individuals who don't have the means to keep their homes cool and avoid heat related illnesses during the very hot North Carolina summers.

North Carolina is home to one of the country's largest army bases, Fort Bragg, and works closely with military entities across the state. Since, veterans are one of our high priority populations served, SCSEP has created and maintained strong relationships with military and veterans-based organizations. We have worked together on issues related to housing for veterans, prevention and reduction of homelessness, navigating the military health care system and assisting in getting benefits duly deserved for the veteran and/or their spouse.

AARP

SCSEP will continue to work closely with AARP North Carolina. In the last few years, AARP has provided job search tools and other resources on a wide range of related topics and webinars and has conducted trainings for SCSEP grantees and other workforce partners. Their Drive-to-End-Hunger grant was instrumental in connecting SCSEP participants with food banks and helping them sign up for the Supplement Nutrition Assistance Program (SNAP).

Department of Health and Human Services

The North Carolina Department of Health and Human Services (DHHS) is the largest agency in state government, responsible for ensuring the health, safety and well-being of all North Carolinians and providing assistance and resources to populations with special needs. DHHS also provides services to assist low-income individuals and families to achieve economic independence. The Department's mission is carried out by its many Divisions and directly impacts the lives of participants and their families. This is a key concept and must be taken into consideration when preparing individuals for the workforce. It is important to remember a holistic approach must be taken. If a participant is worried about food insecurity or facing eviction, they will not be able to give their full attention to the instruction and training at hand. Our ability to connect them to the services and organizations that can fill in some of the large and small gaps in their lives lead to a better and realistic outcome. This is one of the main reasons the Department has embarked on several initiatives to address these concerns such as Healthy Opportunities and NCCARE360. Healthy Opportunities examine social determinants of health. The primary focus is on housing stability, food security, transportation access and interpersonal safety. NCCARE360 is designed to build a statewide coordinated care network facilitating the flow of information and referral.

Some of the agencies within DHHS that we rely heavily upon are:

- Division of Aging and Adult Services
- Division of Mental Health, Developmental Disabilities and Substance Abuse Services
- Division of Services for the Blind
- Division of Services for the Deaf and Hard of Hearing
- Division of Social Services
- Division of Vocational Rehabilitation.

Regional Associations of Professional Employment groups such as **Society for Human Resource Management** partnering with these groups on a local and regional level has helped sub grantees zero in on the industries and occupation with the greatest growth potential. It has allowed for better customization in training selections for participants to better equip them to meet supply and demand in their communities. Other professional organizations such as minority chambers of commerce have led to some inroads into communities of color. Minority populations often experience even more barriers to obtaining and sustaining gainful employment long-term. These relationships have to be nurtured but oftentimes have a large return on investment.

***The National Center and Caucus on Black Aged, Inc. (NCBA)**, one of the national grantees in North Carolina, has developed a number of relationships focused on seniors who are ex-offenders. Using the Ex-Offenders' Roundtable, a network of community partners, NCBA works with men and women in prison, former prisoners and people in transition through the "Resource Center without Walls." This SCSEP grantee provides small group trainings and individual mentoring to offer life skills, entrepreneurship, financial literacy and related transitions back to family and community life. They also work with Parole Officers, Criminal Justice and Prison systems to exchange knowledge and resources.*

***The National Council on Aging (NCOA)** is one of the national grantees in North Carolina. NCOA and the State will continue to collaborate in offering trainings and sharing resources to increase outreach efforts to most-in-need participants. NCOA also offers Benefits Check Up, a free service that directs older adults to more than 2,000 federal, state and private programs that can help them get access to services and benefits about which they may not have previously known. Some of the services that older adults can get assistance with are utilities, housing, food, health care, medications and legal assistance.*

North Carolina Department of Commerce

NC SCSEP will contribute to and carry out the recommendations and policy strategies developed by the Department. Continued participation in the state's longitudinal study, the Common Follow Up System, is a definitive way to ensure older workers are represented in the research policy directives and decision-making processes that occur in workforce development.

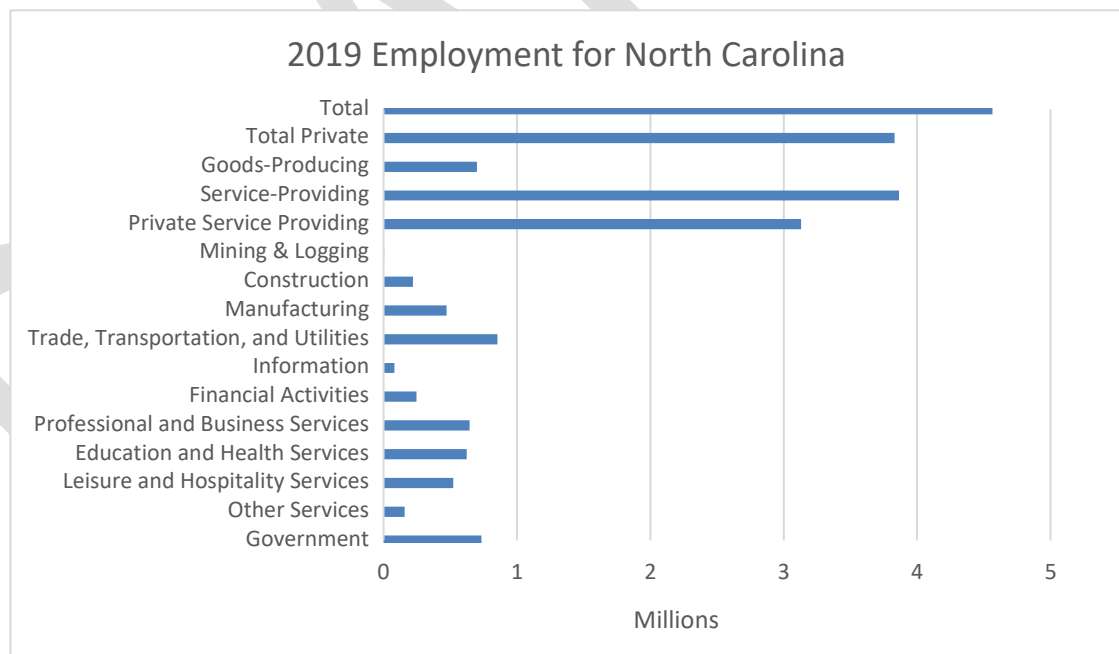
We look forward to re-establishing our connection to the Workforce Development Training Centers which provide training and professional development services to the state's workforce leaders. We have been a member of the planning and steering committees for their annual conference that brings professionals from all over the state together. It is a good way for the various workforce providers to get to know each other better and learn about each other's programs. It has provided SCSEP the opportunity to be conference presenters, conduct workshops and to have a more visible role in workforce development

Senior Service America Inc. (SSAI), another national grantee in North Carolina, will continue to collaborate in offering trainings and sharing resources to increase outreach efforts to most-in-need participants. SSAI also requires each of their sub-grantees to establish and maintain relationships with the One-Stop Delivery System, Area Agencies on Aging and other public and private community partners.

d) Actions to coordinate SCSEP with other labor market and job training initiatives.
(20 CFR 641.302(j))

SCSEP will make a concerted effort to participate in statewide initiatives such as the Governor’s *NC Job Ready* which is built on three core principles: 1) education and skills development are the foundation to a strong and resilient workforce; 2) an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and 3) local innovation is critical to a dynamic and effective workforce system.

An example of industries that offer employment opportunities in NC is illustrated below:



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. (20 CFR 641.335)

SCSEP is a mandatory partner under the Workforce Investment Opportunity Act (WIOA) and as such, it is a part of the NC Works Centers, aka American Job Centers Delivery System. SCSEP grantees are required to follow all applicable rules under WIOA and must provide all core services. These services include determination of eligibility; outreach, intake, and orientation; initial assessment of skills, aptitudes, abilities, and supportive service needs; job search and placement; career counseling, where appropriate; assistance in establishing eligibility for other social service programs and unemployment; and data or record keeping related to employment statistics and performance measures. An assessment or Individual Employment Plan (IEP) completed by the SCSEP satisfies the condition for an assessment, service strategy or IEP completion at a NC Works Center. This reciprocity is an added benefit for participants regardless of how they access the Program their initial screenings can be conducted seamlessly.

As WIOA has developed and set the standard for improved interaction and communication between partners, the use of Memoranda of Understanding and Cost Sharing measures have led to greater accountability. The state workforce system crafted language for use in what can be considered universal MOU's for its 23 governing boards.

The process appears to be working well in most areas, but there is on occasion, some confusion as to who a signatory on the document should be, particularly when both the state and national providers serve the same areas. These instances are addressed quickly and typically both providers will sign the document and/or propose language detailing responsibilities and expectations of all parties. It is still a work in progress, but we are very optimistic about the fact that open dialogues and discussions are occurring much more frequently than in the past.

Efforts the State will make to work with local economic development offices in rural locations.

The State will connect sub-grantees and national providers with contact information for their specific local offices of Economic Opportunity. Each region of the state also has offices that address the needs and concerns of rural areas. These organizations play a crucial role in employment efforts because North Carolina is a very rural state outside its large metropolitan areas. According to the NC Rural Center 80 of North Carolina's 100 counties are considered rural. These counties struggle in attracting new industry and occupations and are often at a distinct disadvantage when it comes to routinely leveraging the resources to which they do have access. Nevertheless, significant strides have been made in helping rural small business owners obtain the loans necessary to sustain and grow their businesses, and in encouraging entrepreneurship in areas where an unmet or unfulfilled need existed.

Outreach and presentations in rural areas will be a primary focus for SCSEP providers. Success has been found in working with rural agricultural centers and the cooperative extensions in providing training to participants and serving as host agencies. Because serving rural populations is one of our priority of service goals, project staff engage organizations whose primary mission is to help rural residents.

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

Goal: Improve Employer Engagement in the SCSEP Program

Strategies:

- Identify potential employers through referrals or direct contact
- Meet with employers in person to determine their needs
- Use the information obtained to better equip participants to make themselves marketable
- Send surveys to employers semi-annually to gain feedback for continuous improvement.
- Choose job ready participants to interview with selected employers
- Include employers in training activities for participants
- Establish a “Shadowing” or “A day in the world of ...” (Ex. *Social services*) so participants can experience their chosen career path in a real-world setting
- Reward or acknowledge employers that build a relationship with the Program

Goal: Increase the use of OJEs 10% by June of 2023

Strategies:

- Provide training and encourage more SCSEP project staff to utilize *OJE* opportunities for participants who are considered job ready
- Partner with agencies that can offer sub-grantees the technical assistance they need to be successful in utilizing this pre-employment tool
- Identify unmet needs in communities that might be addressed by SCSEP participants engaging in OJEs
- Target and recruit employers that can offer OJE to participants

Grantee specific strategies:

SSAI's sub-grantees have well-established partnerships with local Chambers of Commerce and often attend meetings in order to network with local business representatives. Through training provided by SSAI, sub-grantees regularly get on a Chamber's agenda to engage employers by promoting both SCSEP and job ready participants. SSAI Field Support Program Officers introduced an Employer Outreach Kit to a pilot group of sub-grantees. The kit includes both three-minute and ten-minute talking points, a PowerPoint presentation, general presentation tips, suggested wording for an elevator pitch, and advice on how to handle both cold and warm calls with employers. This kit has increased sub-grantee staff confidence about engaging employers. Further improvements to the kit will be made in the next four years to expand its use with other local offices.

To promote employer outreach, SSAI Program Officers also work with sub-grantees to identify other employer organizations in order to increase the visibility of SCSEP. For example, SSAI promotes sub-grantee engagement with local chapters of the Society for Human Resource Management (SHRM), a professional association of human resources professionals from various employers. These professionals are usually involved with hiring and tend to be focused on ensuring a diverse workforce, including mature workers. In addition, many of these SHRM chapters have a committee of volunteers willing to give their time to nonprofits. They can be a great resource for educating participants about what their companies look for in a new employee, helping prepare for interviews, and writing résumés that will get read.

Other SSAI employer outreach training focuses on showing sub-grantees how to approach the hidden job market by establishing relationships with their local, county and state economic development councils and accessing their press releases of future or growing business announcements. SSAI staff trains sub-grantees to approach these employers with the goal of establishing relationships as business partners. Job Development training of sub-grantees will remain multi-focused. One area of focus will continue to promote the identification and targeting of local employers by using the internet, especially in rural areas. Another focus will be on the basics of how to conduct employer outreach. The training to be provided includes group activities, role plays, and videos about job development. Another area of focus will be to provide technical assistance geared towards developing advanced networking skills of both sub-grantees and SCSEP participants.

C. Describe the long-term strategy for serving minorities under SCSEP. (20 CFR 641.302 (c))

The following chart from the PY 18 U.S Department of Labor’s Minority Report II illustrates NC’s service to minorities in the SCSEP program:

Category	SCSEP %	Census %	% Difference	Significant
Minority Overall	68.2%	43.5%	156.8	No
Hispanic	2.8%	3.2%	87.5%	No
Black	58.8%	34.7%	169.5%	No
Asian	0.0%	0.7%	0.0%	No
American Indian	6.0%	4.0%	150.0%	No
Pacific Islander	0.0%	0.0%	N/A	N/A

Grantees will place emphasis on recruitment, retention and placement of minority older workers. The two groups that require further attention are Hispanic and Asian older adults. The following are efforts that will be undertaken during the course of the Plan:

- Monitor the number of minority participants enrolled, served and track their outcomes in unsubsidized placements
- Enact best practices from other providers who have similar or larger minority population who have had success in recruiting and retaining minority participants
- Utilize materials created and posted by DOL for the benefit of SCSEP Coordinators on websites such as WorkForce GPS -Community of Practice
- Build upon established connections with organizations that are racially or ethnically based who are willing to partner with the Program
- Participate in health fairs, community events and celebrations where the likelihood of meeting and interacting with older minorities is strong
- Reach out to community and faith-based organizations that serve minority populations through in person interactions and printed materials
- Ensure materials are readily available in the language of the targeted populations we seek to engage and that they are culturally appropriate and relevant
- Develop relationships with individuals and organizations that serve as “gatekeepers” and liaison to minority communities
- Work with community partners for cross referrals of minority clients to SCSEP
- Encourage current and former minority participants to serve as recruiters for the Program
- Identify new or underutilized resources and means to advertise the Program by using minority media – print, broadcast and electronic
- Actively recruit host agencies or business that have multicultural and multilingual staff to serve as training sites, referral agencies and employers

Grantee-specific strategies:

To address underservice and disparities in outcomes, SSAI developed its Analysis of Sub-grantee Service to Minorities in PY14. This report provides, at the sub-grantee level, the breakdown of service to minorities by race and ethnicity. Specifically it reports (1) the number served during a specific time period, (2) the Census Bureau's estimate of SCSEP-eligible people by subgroup, (3) the SCSEP percent served by subgroup, (4) the numerical difference between the SCSEP-eligible percent and those served by subgroup, and (5) subgroups who are notably underserved. This report provides an easy-to-understand and data-rich analysis of where the sub-grantee needs to focus. Further, it facilitates more focused dialogue and recommended actions between SSAI and sub-grantee staff. This tool enables SSAI staff to provide its sub-grantees more support and targeted enrollment technical assistance.

Some of the interventions have resulted in increased service to minorities and include use of multi-lingual participant staff (e.g., Spanish), enlisting and partnering with host agencies that serve minority populations. A greater effort to reach out to minority owned and operated businesses to participate in job development, job fairs and presentations at SCSEP workshops have been a valuable tool.

- D. List of needed community services and the exact places where these services are most needed. Specifically, the plan addresses the needs and location(s) of those individuals most in need of community services and the groups working to meet their needs. (20 CFR 641.330)

Community service is one of the chief cornerstones of this program and has a dual purpose in which participants are enhancing their own lives through job training while simultaneously giving back to their local communities. The services and agencies where participants receive their training typically fall within the realm of human services for people of all ages or services specifically for older adults. Some of the greatest needs encountered revolve around housing, food, health, caregiving and education. These needs exist in both the rural and urban areas the Program serves.

SCSEP is uniquely suited to address many of these complex and multifaceted concerns for the community at large and its participants. Listed below are some of the programs, agencies and services committed to addressing these concerns:

- Participation in weatherization and cost controlling utility payment programs such as LIHEAP and Operation Fan and Heat Relief
- Financial literacy and consumer fraud protection efforts through programs such as "Savings Jar" "Boost Your Budget" and Money Smart for Older Adults. These are all programs financial institutions either created or partnered with likeminded organizations to teach seniors how to be good stewards of their money and how to avoid becoming victims of frauds and scams targeting older adults

- The importance of health care for participants and other individuals with limited access can never be overlooked-
 - Iredell Council on Aging , one of our senior organizations and state sub-grantees found great success in securing much needed vision care through their partnership with Eye Care America a national program operated by volunteer ophthalmologists to ensure seniors have accesses to vision screenings and prescriptions. One of the participants was able to receive glaucoma surgery at no cost by participating in the program.
 - Other health related programs that benefit participants and the community are the wide variety of peer to peer health promotions., such as falls prevention , diabetes management and heart health awareness
 - People of all ages, but especially seniors are able to learn about services through state-based initiatives such as NCCARE360. A portal through which consumers can receive care and information in a coordinated, community-oriented, and person-centered approach
 - Resources for caregivers who are taking care of loved ones is a major consideration for participants. In many instances the need to work to pay for medications or treatments for a frail spouse or other family member are the compelling reasons why older workers re-enter the workforce. Caregiving needs know no age limitations and many participants find themselves grandparents raising grandchildren. This responsibility is sometimes taken on willingly, but more often than not it is thrust upon them either through situations of neglect, substance abuse, incarceration and even death. Support and assistance are available through the federally funded Family Caregiver Support Program and designated funds for GRGs at the local level.

NC SCSEP grantees across the state are constantly on the lookout for new programs, products and services to offer participants to enhance their quality of life. Longstanding relationships help ease this process and have earned the program respect and recognition. Our area agencies on aging and councils on are an integral part of the Program and augment our service provision.

- E. The long-term strategy to improve SCSEP services, including planned long-term changes to the design of the program within the State, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate. (20 CFR 641.302(k))

The following actions will be taken to improve SCSEP's goals and objectives.

- Create workshops specifically geared towards older workers to be offered at the NCWorks Center led by on-site staff and participants who have exited the Program
- Develop a media kit that can be used by NCWorks to promote and incorporate information about older workers into their marketing materials
- Convene employer events on a routine basis , *i.e. round tables, coffee klatsch, and lunch and learns* to hear firsthand what their needs and concerns are regarding workers
- Participation in employer-related professional organizations to recruit them as potential On the Job Employers
- Encourage more participants to obtain the Career Readiness Certificate and take greater advantage of the soft skills course offerings
- Collaborate with Continuing Education Programs in local communities to better prepare participants to achieve short- and long-term goals.
- Seek out funding opportunities for those needing advance training or educational degrees to be able to obtain them at low or reduced cost
- Increase funding to serve more seniors based on the rapidly expanding population in North Carolina
- Set aside funds for in-person training of state and national grantees by representatives of DOL

- F. A 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))

Goal: State sub-grantees will meet and exceed prescribed performance measures as detailed by DOL

Strategies:

Strategies:

- Place greater emphasis on achieving Performance Measure – Median Income by tracking LMI data closely for trends in starting wages
- Maintain and improve success in the other key measures through steady enrollment, diversification of host agencies and serving individuals in the Most in Need category
- Convene all grantees semi-annually to review performance from the previous year and make determinations regarding steps to ensure success in the current program year
- Conduct training for SCSEP Coordinators regarding the performance measures and provide technical assistance to those who may be struggling to help them reach their goals.

III. Location & Population Served, including Equitable Distribution

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

SCSEP serves 97 of the 100 counties in the State of North Carolina. The service territories are chosen based on data drawn from the Federal Census and reports and calculations made by the U.S Department of Labor. DOL decides every year the number of participant slots available throughout the state based on the Equitable Distributions reports.

Each state is tasked with ensuring all eligible participants have equal access to the Program and its resources regardless of where they live in the state. This can be a daunting challenge when 80 of the counties served are designated as rural. A great deal of consideration is also given to participants who are considered most in need. These individuals are a specialty focus for our Program because they face multiple barriers in addition to being rural that include being over the age of 65, having a disability, veteran or spouse of a veteran, limited English proficiency, low literacy skills, low employment prospects and individuals who are homeless or at risk of being homeless.'

See how this data impacts the state's ability to serve those who need service the most:

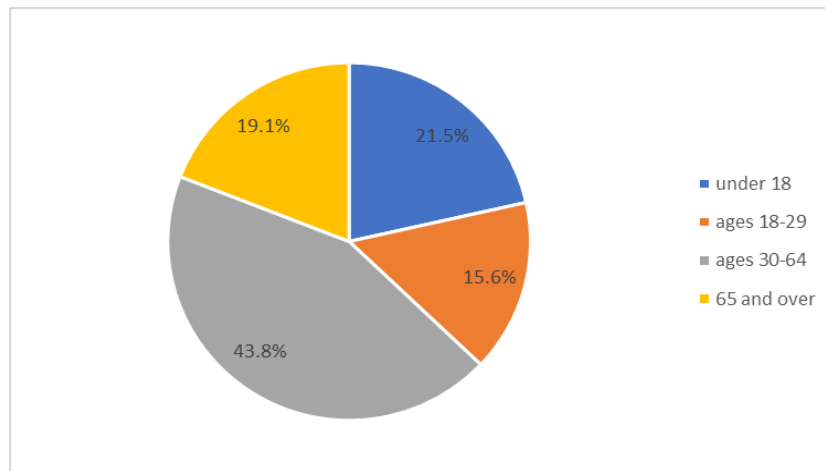
North Carolina's Rural Population reached 4.1 million people:

A majority of rural counties, 48 of 80, grew in population, while 32 declined between 2010 and 2018. The top two counties for growth rate were Brunswick and Pender. Johnston was fifth, Chatham was seventh and Harnett was eighth.

- Brunswick County had the state's largest growth rate at 26.9%.
- Four rural counties from North Carolina made the nation's top 100 fastest-growing counties (sized 10,000+) from 2010-2018: Brunswick (24th), Johnston (62nd), Pender (71st), Harnett (96th).

As demographics change, when reviewed in terms of rural growth by percentages and sheer numbers, the patterns that emerge include significant changes near the coast (Brunswick, Onslow and Pender) and Triangle (Johnston, Harnett, Chatham and Franklin) with the exception of Moore County in this grouping leading the way.

AGE OF RURAL RESIDENTS 2018



Mining North Carolina's Silver

In 2018, the number of rural residents 65 and over was almost 800,000. This is 30% more than in 2010.

As a result, the proportion of the population 65+ has risen to nearly 20 percent. The trends are even more noticeable in some counties. In 13 rural counties, at least one person in four is over 65.

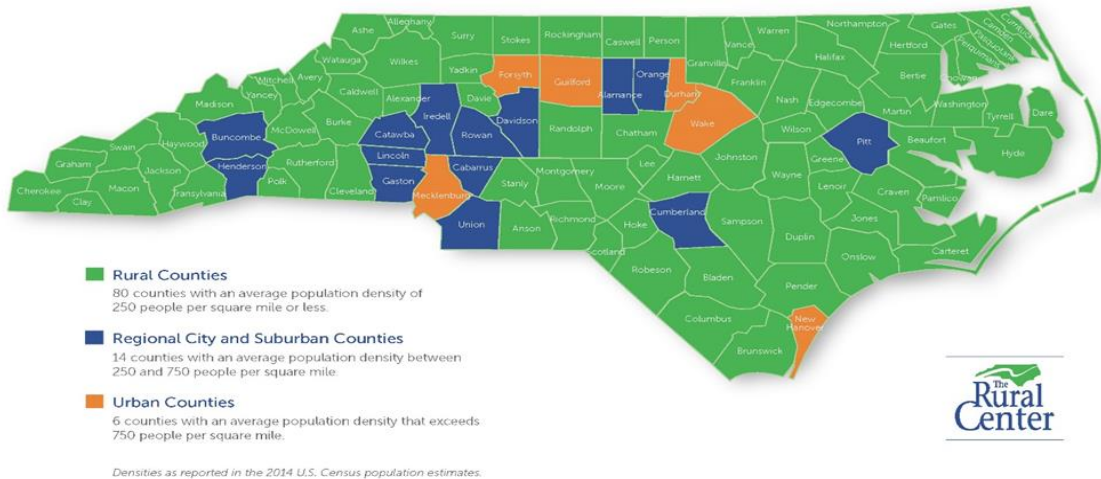
	2010	2018	diff #	diff %									
Rural Population 65+	614,172	798,110	183,938	29.9%									
Rural Population (all ages)	4,020,816	4,181,717											
Proportion of 65+ to pop	15.3%	19.1%											

Source: Calculated from NC Office of State Budget and Management: Population Estimates using 80 Counties identified as Rural from Rural Center.

13 Counties that have at least 25% of their population 65+ (in Yellow, column O).

fips	county	ruralsuburl	region	cog	msa	year	sex	UNDER18	CAT1829	CAT3064	CAT65+	total	medage	%65+
37175	Transylvania	Rural	Western N	Land-of-Sk	Non-Metr	2018	Total	5599	4070	14440	11006	35115	51.28846	31.3%
37043	Clay	Rural	Western N	Southwest	Non-Metr	2018	Total	2014	1322	4842	3480	11658	50.73793	29.9%
37019	Brunswick	Rural	Eastern Nc	Cape Fear	Myrtle Bea	2018	Total	22492	13882	59982	40747	137103	51.08672	29.7%
37039	Cherokee	Rural	Western N	Southwest	Non-Metr	2018	Total	4921	3362	12379	8613	29275	50.90199	29.4%
37149	Polk	Rural	Western N	Isotherma	Non-Metr	2018	Total	3412	2770	9037	6316	21535	51.26173	29.3%
37113	Macon	Rural	Western N	Southwest	Non-Metr	2018	Total	6604	4609	14534	10354	36101	48.91829	28.7%
37137	Pamlico	Rural	Eastern Nc	Eastern Ca	New Bern	2018	Total	1999	1628	5934	3798	13359	50.03147	28.4%
37143	Perquimans	Rural	Eastern Nc	Albermarle	Non-Metr	2018	Total	2495	1801	5672	3684	13652	48.18301	27.0%
37125	Moore	Rural	Central Nc	Triangle J	(Non-Metr	2018	Total	20411	11815	41030	26134	99390	46.49239	26.3%
37087	Haywood	Rural	Western N	Southwest	Asheville	2018	Total	11325	7751	27850	15913	62839	47.78894	25.3%
37005	Alleghany	Rural	Western N	High Couni	Non-Metr	2018	Total	1973	1501	5056	2892	11422	46.66667	25.3%
37037	Chatham	Rural	Central Nc	Triangle J	(Durham-Ci	2018	Total	13959	8172	33344	18789	74264	47.94953	25.3%
37009	Ashe	Rural	Western N	High Couni	Non-Metr	2018	Total	4912	3382	12385	6927	27606	47.65181	25.1%

North Carolina Counties



Source: NC Office of Budget and Management and Rural Center definition of 80 rural counties.

Hispanics help stabilize population in some counties

Rural areas of the state are affected by an increase in minority populations and in some instances if it had not been for Hispanic growth within some counties, they would have experienced a significant population drop. The total number of Hispanics of all ages contributed to more than half of the total growth in the state’s rural population from 2010-2018. This increase represented more than 30.3% over the time period of 2010-2018 in rural areas .

Minorities disproportionately affected by poverty

A relatively small number approximately 13.9% of rural whites live in poverty. Because of their larger numbers in the general population, whites account for 45 % of the rural poor. Larger proportions of minorities live below the poverty line: (33) percent of Hispanics,(29) percent of blacks and (28) percent of American Indians.

Veterans are another special focus group that the Program seeks to serve. NC is home to Fort Bragg the largest army installation in the U.S. which also has the distinction of the fourth largest military presence in the country. Needless, to say

SCSEP grantees work closely with veterans and their families helping them maintain a reasonable quality of life. .

NC SCSEP grantees will continue to serve the most-in-need participants referenced above . This commitment of time and resources mean sub-grantees will have to seek out and make connections with new community partners and employers who may not be familiar with the Program or had never been approached to participate.

14 Rural Counties that would have declined if not for Hispanic Growth

<u>County</u>	Hispanic Growth 2010- 2018	Total Growth 2010- 2018	Non- Hispanic Growth 2010- 2018
Alleghany	399	283	-116
Ashe	509	378	-131
Avery	311	292	-19
Burke	1177	827	-350
Caldwell	867	270	-597
Duplin	2163	1122	-1041
Jones	59	53	-6
Lee	3137	2992	-145
Randolph	3242	2099	-1143
Rutherford	884	686	-198
Sampson	2960	551	-2409
Vance	781	463	-318
Wayne	4729	1803	-2926
Wilson	2099	664	-1435

- B. The cities and counties where the SCSEP project will take place, including the number of SCSEP authorized positions.

NC SCSEP PY 2019

County	State	NCBA	NCOA	SSA	Totals
Alamance		16			16
Alexander				5	5
Alleghany				3	3
Anson	5				5
Ashe				5	5
Avery				3	3
Beaufort			8		8
Bertie			5		5
Bladen	5			3	8
Brunswick				16	16
Buncombe	11			16	27
Burke				14	14
Cabarrus	13			2	15
Caldwell				15	15
Camden			0		0
Carteret			7		7
Caswell		5			5
Catawba				16	16
County	State	NCBA	NCOA	SSA	Totals
Chatham		7			7
Cherokee				6	6
Chowan			4		4
Clay				2	2
Cleveland	10			5	15
Columbus				12	12
Craven			11		11
Cumberland				26	26
Currituck			2		2
Dare			3		3
Davidson				21	21
Davie				5	5
Duplin			10		10
Durham		20			20
Edgecombe	11				11
Forsyth				32	32

Franklin			7		7
Gaston				25	25
Gates			2		2
Graham				2	2
Granville		8			8
Greene			3		3
Guilford		45			45
Halifax	8		3		11
Harnett		12			12
Haywood				7	7
Henderson	6			9	15
Hertford			5		5
Hoke	6				6
Hyde			0		0
Iredell	16				16
Jackson				5	5
Johnston			16		16
Jones			2		2
Lee				6	6
Lenoir			10		10
Lincoln				9	9
McDowell	6			2	8
Macon				6	6
County	State	NCBA	NCOA	SSA	Totals
Madison				4	4
Martin			5		5
Mecklenburg	25			43	68
Mitchell				4	4
Montgomery		6		0	6
Moore				10	10
Nash	7		5		12
New Hanover				18	18
Northampton	5				5
Onslow				10	10
Orange		9			9
Pamlico			2		2
Pasquotank			5		5
Pender				7	7
Perquimans			3		3
Person		6			6

Pitt			16		16
Polk	3				3
Randolph		18			18
Richmond	5			3	8
Robeson	15			9	24
Rockingham		14			14
Rowan	16				16
Rutherford	10			2	12
Sampson			10		10
Scotland	6				6
Stanly	7				7
Stokes				8	8
Surry				14	14
Swain				2	2
Transylvania	3			2	5
Tyrrell			0		0
Union	7			5	12
Vance		7			7
Wake			46		46
Warren		5			5
Washington			2		2
Watauga				5	5
Wayne			16		16
County	State	NCBA	NCOA	SSA	Totals
Wilkes				15	15
Wilson	8		3		11
Yadkin				5	5
Yancey				4	4
TOTALS:	214	178	211	448	1,051

C. Description of any current slot imbalances and proposed steps to correct inequities to achieve equitable distribution.

The Program in PY 19 currently has 1,051 authorized slots. The State of NC administers 214 of those positions and the remaining 837 slots are distributed among the three national grantees. The distribution of slots has remained unchanged for the past four years but will be impacted by the bidding process for national providers and the upcoming US 2020 Census.

Of the 97 counties served, 63 counties are under-enrolled, 27 counties are overenrolled with an authorized variance of 43% for the state during the Second Quarter of PY'19. Many of these variances are due in part to two of the State's current sub-grantees taking on the service territories of two former subgrantees. The geographical areas to be covered and establishing rapport with participants, host agencies and employers has played a significant role in service delivery this year. We have confidence with additional support and guidance to the sub-grantees the variances will narrow, and greater parity will be achieved. In order to meet these requirements bi-monthly discussions and technical assistance will occur. The state will continue to convene equitable distributions meetings at least annually with intent to convene semi-annually to address issues or concerns in a more timely manner.

Grantee-specific strategy

SSAI staff counsel sub-grantees monthly on the status of the variance and provide ongoing technical assistance to ensure variances are kept to a minimum. SSAI staff confers with sub-grantees on issues related to service such as: recruiting new host agencies; conducting outreach to attract applicants to the program; and figuring out program operations issues that may be impacting enrollment of new participants. For example, SSAI staff is working with sub-grantee State of Franklin to recruit new Host Agencies in Buncombe and Henderson counties. State of Franklin has a waitlist of SCSEP applicants, and enrollment numbers will improve as new Host Agencies and Community Service Assignments are developed.

- D. The State’s long-term strategy for achieving an equitable distribution of SCSEP positions within the State that moves positions from over-served to underserved locations within the State in compliance with 20 CFR 641.365. and;
1. Equitably serves both rural and urban areas.
 2. Serves individuals afforded priority for service under 20 CFR 641.520. (20 CFR 641.302(a), 641.365, 641.520)

The State will continue to work closely with its sub-grantees and national providers to maintain equity across all authorized slots. Overarching factors such as rurality, service to individuals most in need and economic stability will influence how slots are managed. Due to the manner in which allocations are made the State does not have the authority to rearrange the slots of national grantees. Historically, all providers have worked well with one another and have been open to discussion when issues of serious inequity have arisen. The response to these issues is more frequent dialogue and exchange of best practices on at least a semi-annual basis if not quarterly.

Equitable Distribution – PY 2019 Q2													
Statewide Summary	AP	E	V	# Counties	# Under	% Under	Avg. % Und. E.	# Over	% Over	Avg. % Over E	# over Under	% Over Under	Total V/AP
State Grantee	214	179	- 35	24	16	66.7%	32.1%	4	16.7%	57.1%	20	83.3	31.3%
National Grantees	837	796	- 41	88	56	63.6%	38.6%	26	29.5%	86.4%	82	93.2%	48.9%
Total ED Grantees	1051	9751	- 76	97	63	64.9%	36%	27	27.8%	67.9%	90	92.8%	43%

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

PROVIDER	COUNTIES	Age 55+	Age 55+ below 125% poverty level
STATE OF NC	Anson, Bladen, Buncombe, Cabarrus, Cleveland, Edgecombe, Halifax, Henderson, Hoke, Iredell, McDowell, Mecklenburg, Nash, Northampton, Polk, Richmond, Robeson, Rowan, Rutherford, Scotland, Stanly, Transylvania, Union, Wilson	837,176	129,921
NCOA	Beaufort, Bertie, Carteret, Chowan, Craven, Currituck, Dare, Franklin, Gates Greene, Halifax, Hertford, Hyde, Jones Lenoir, Martin, Nash, Pamlico, Pasquotank, Perquimans, Pitt Washington, Wayne, Wilson	377,378	61,550
SSAI	Buncombe, Cherokee, Clay, Graham Haywood, Henderson, Jackson, Macon Madison, McDowell, Mitchell, Rutherford, Swain, Transylvania, Yancey, Cabarrus, Mecklenburg Union, Bladen, Cumberland, Lee Moore, Richmond, Robeson, Brunswick Columbus, New Hanover, Onslow, Pender, Alexander, Alleghany, Ashe Avery, Burke, Caldwell, Catawba Cleveland, Davidson, Davie, Forsyth Gaston, Lincoln, Stokes, Surry, Watauga Wilkes, Yadkin	1,496,872	230,362
NCBA	Alamance, Caswell, Chatham, Duplin Granville, Guilford, Harnett, Johnston Montgomery, Orange, Person, Randolph, Rockingham, Sampson, Vance, Wake, Warren	728,227	97,701

References:

NC Office of State Budget and Management, county estimates, age groups total, 2014
<http://www.osbm.nc.gov/demog/county-estimates>

US Census. American Community Survey 2010-2014. Table B17024 Age by ratio of income to poverty level in the past 12 months

F. Provide the relative distribution of eligible individuals who:

1. Reside in urban and rural areas within the State
2. Have the greatest economic need
3. Are minorities
4. Are limited English proficient.
5. Have the greatest social need. (20 CFR 641.325(b))

Fifteen percent of North Carolina's population age 55+ live at or below poverty level. In addition, to targeting those who are at or below 125% of the federal poverty guidelines, SCSEP participants live in rural areas, have limited English proficiency and have great social need.

SCSEP most-in-need factors	Number	Percent
Individuals over 55 below poverty level	#	%
North Carolina	427,268	15%
Individuals enrolled in SCSEP from rural counties	#	%
NCBA	202	44%
NCOA	145	51%
State of NC	221	65%
SSAI	478	61%
TOTAL	1046	
Individuals homeless or at risk of homelessness)	#	%
NCBA	448	98
NCOA	246	87
State of NC	127	37
SSAI	155	20
TOTAL	976	
Individuals enrolled in SCSEP with limited English	#	%
NCBA	4	1
NCOA	1	0
State of NC	7	2
SSAI	12	1
TOTAL	24	
<i>(data source SPARQ PY2014)</i>		

G. Steps taken to avoid disruptions to service for participants to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new Census or other reliable data becomes available; or when there is over-enrollment for any other reason. (20 CFR 641.325(i), 641.302(b))

The state and national grantees address issues regarding significant changes in enrollment directly by communicating key information as soon as it is available. The state has become quite adept at this task in the last four years with the withdrawal of several sub-grantees of long standing choosing to end their participation. We have been fortunate to have other subs and partners who also have a long and successful history with the Program who have willingly stepped in to ensure the continuation of the Program with minimal disruption to the system. The most challenging and time-consuming aspect of the changes have been developing relationships with the new participants, host agencies and geographical dispersion. Although, the current subs accepted the challenge, the first few months were very difficult and necessitated them hiring more staff to be able to handle the increased demands and responsibilities for effective program management.

If and when another change was to occur, we have put into place protocols for preparing all involved parties:

- Create a timeline for transition
- Seek out new sub-grantee(s)
- Meet directly with participants and host agencies to inform them of the change and keep them abreast of next steps throughout the process
- Prioritize, customize and offer wrap around supportive services to individuals who are closest to unsubsidized placement and those who are reaching durational limit
- Review and receive records from departing sub-grantee
- Conduct orientation for new provider(s) and offer support and in-depth technical assistance for the first six months of operation

Slot redistributions for other reasons

- Census data - Equitable distribution patterns will be examined by all providers and discussions regarding how to maintain or attain parity will occur within the first quarter of the transition phase
- Over-enrollment - Grantees will work closely with host agencies, potential employers and workforce entities to prepare participants for unsubsidized placement
- Grantees will utilize On the Job Experiences as one of their primary tools to encourage participants who have acquired the necessary skills, education and credentials to make their first foray into re-entering the workforce